

CRANFIELD UNIVERSITY

Fadi Hachem

An Exploration of Lebanese Leadership Effects on Followers' Work  
and Home Life Integration – A Banking Sector Study

School of Management

PhD

Academic Year: 2013 - 2014

Supervisors: Prof Frank Horwitz  
Dr Noeleen Doherty  
Emeritus Prof Andrew Kakabadse

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## **ABSTRACT**

This thesis examines leaders' behaviours differential effects on the work/home balance of their followers through a leader/follower fit perspective. The study explores perceived effects of leader's actions on followers' work/home balance in a Lebanese context. At the individual/dyad level, this research attempts to integrate these two areas of study. It aims to better understand, Lebanese employees' perspectives on the Lebanese leaders' practice of leadership in the banking industry and the perceived effect of this practice on the followers' work and home boundary management. Based on the adoption of a qualitative exploratory approach, the author conducts thirty semi-structured interviews with five leaders and twenty-five followers in different regions and divisions of the XYZ bank.

The dissertation makes several theoretical and empirical contributions. First, boundary theory is empirically extended through the identification of one of the antecedents, i.e., polychronicity, of an individual's work/home segmentation/integration preference. Second, boundary theory is developed through the exploration of the Lebanese leaders' actions' impact on the followers' management of their work/home boundaries. Third, the literature on fit between the leader and the follower along different dimensions of interest to them is extended and developed. Fourth, the literature on the Middle East and in Lebanon on specific is enhanced. The implications of the Lebanese context, subject of this study, on the leadership and work/home literature are meaningful.

In addition to these contributions, this study helps to surface "actionable knowledge" on how to facilitate an employee's struggle to reach a harmony between his work and home life. This search for balance is increasingly sought nowadays as a result of the increase in work-related pressures especially for dual-earners.

Keywords:

Leadership Practice, Boundary Theory, Fit Theory, Lebanon, Banking.

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## **CHAPTER 1**

### **INTRODUCTION**



# **1 INTRODUCTION**

This thesis explores the effect of the Lebanese leaders' actions on their respective followers' work and home boundaries' management through a fit perspective. Section 1.1 explains the purpose of the research, which is based on the synthesis of leadership, boundary and fit theories; it, as well, broadly pinpoints the need for the study based on the problematization of the literature, and the gaps identified as the result of the study of literature around the three said theories, and the problematization of their assumptions that are mostly western-based rather than indigenously-based. Moreover, a brief of each of the thesis' six chapters is provided in section 1.2.

## **1.1 Aim of the research**

This research aims to explore the influence of the Lebanese leaders' actions on their followers' work and home boundaries' management through a fit lens; a research area that is ignored in the leadership and work/home literature (e.g., Heinen, 2009; Kreiner, Hollensbe, & Sheep, 2009), and the fit literature that focused on leader/follower supplementary fit along specific dimensions, which are not of utmost interest to followers in practice, and its effect on the work outcomes (e.g., Saltz, 2004). Accordingly, this dissertation focuses on the three said theories from different fields of management that are not currently well integrated. More precisely, this dissertation looks at how Lebanese leaders approach their respective followers' boundary management preferences and enactment at the dyad level. Based on a qualitative exploratory study, this thesis mainly adds new insights into the leader/follower fit and boundary theories. In addition, the thesis provides a better understanding of the leader's and his followers' interactions both at work and beyond the work boundaries on daily basis, depending on their degree of fit/misfit and the consequences of these interactions on the followers' work/home boundaries management.

### **1.1.1 Research problem: Need for the study**

In most of the Arab countries, the traditional family, where we have two parents and a single presumptive breadwinner, the man, and a single caregiver, the woman, is called into question given the high number of women that is entering the labour force (7% increase based on ILO, 2008 report), and the recent changes in demographics; hence, a new division of labour. Lebanese working women have two jobs, one at work and another at home. This fact has several repercussions on Lebanese dual-earner families' management of the work's and home's domains.

Having a peculiar socio-political system (Sidani, 2002; Yahchouchi, 2009) characterized by the dual western and oriental values, Lebanon gives the woman some space outside the family system; thus, allowing her to play new roles, previously restricted to men as breadwinners, in the business, political and civic worlds. The percentage of Lebanese women participating in the labour force was estimated by HDR to be around 32.4% in 2008, which is much higher than the 22.3% in 2004, but still lower than most of the western countries' percentages which revolve around 50%. This change in the structure of the Lebanese system is the direct result of many social and economic changes, mainly due to the multiple wars and ongoing ordeals and political upheavals that the country has been facing, and which have led to rapid demographic changes. Also the local and regional conflicts have led to noticeable changes in the Lebanese demographics, and in the family structure such as the rapid decrease in the Lebanese fertility rate, and the increase in their mortality and morbidity rates that have led to a high young dependency rate of more than 53.3% (Yaacoub, 2008). That said, dual-career couples have become the norm in the Lebanese society, given the low GDP per capita and the chronic Lebanese government lessening of public social spending combined with the absence of family friendly programs and policies in most of the Lebanese organizations; a fact that is similar to most of the organizations in developing countries such as Taiwan (Cf., Lu, Kao, Cooper, Allen, Lapierre, O'Driscoll, Poelmans, Sanchez, & Spector, 2009). This family-friendly

programs' and policies' absence is not the norm only in Lebanese small businesses, as is the case in USA where companies with less than 100 employees are less likely to provide these benefits to their employees (Hammer, Kossek, Zimmerman, & Daniels, 2007), but also in large Lebanese organizations. These Lebanese societal developments have implications on the Lebanese organizations and their traditional styles of management/leadership.

These new societal developments and their causes have led to a main implication that stated that leaders should "go beyond the call of duty", and that their roles and actions should transcend the work's boundaries to their employees' home boundaries. In fact, scholars have recently added a new characteristic to successful management and leadership: employers, managers and leaders are requested to customize their practices and "responses to nonwork" demands, based on their realization that they have an effect on their employees' intra- and inter-domains' coping mechanisms (e.g., Hall & Richter, 1988; Kirchmeyer, 1995). Hence, the leaders' perceptions with respect to their interferences in their followers' non-work lives, which is acceptable and sometimes favoured and needed in Lebanon in opposition to the west where it is considered unethical, should change. Along the same lines of that of Westman and Etzion (1999), who studied how the stress at the workplace can be transmitted from high to low managerial levels, a recent rare, intriguing and innovative study by O'Neill, Harrison, Cleveland, Almeida, Stawski, and Crouter (2009) discussed from an open system's perspective the "contagion" and "crossover" effects of the senior managers, who were considered the leaders, work-home positive and negative spill over on their followers' attitudes and behaviours (i.e., organizational commitment and turnover intentions). O'Neill et al. implied the potential psychological intrusion of the consequences of leader's work/home management strategies through the employees' work boundaries and the therefore reflection on the followers' outcomes. In fact, they found that the top level leaders' and managers' work/home boundaries' management strategies have an imperceptible influential contagious effect on the work/home lives of their followers; this effect has deleterious or favourable consequences that are based on the top leaders' and managers' success/failure in managing

their home and work lives. In the work/home literature, leaders and managers represent the *informal organizational support* at the individual/dyad level; whereas, the family-friendly organizational policies and programs stand for the *formal organizational support*.

Since the research on leadership and the work/family literature is well developed in the western world but not in Lebanon (e.g., Yahchouchi, 2009), there is still much to learn about Lebanese leadership by examining the effects of leaders' actions on the followers' management of their work and home systems and their components, mainly their stakeholders and boundaries. At the individual/dyad levels, most of the work/family studies around the management's effects on the employee's non-work domains focused on the *supervisor's support* rather than on that of the middle and senior managers (i.e., *leaders*) and their behaviours. Accordingly, Hammer and her colleagues (2007, 2009) developed and tested a scale for what they called "*Family Supportive Supervisory Behavior (FSSB)*". However, there are countable studies that focus on specific leaders' behaviours, mostly within western context, such as the transactional and transformational leadership styles or the relationships that leaders develop with their followers based on Leader Member Exchange (LMX), and the effects of these behaviours on the employees' non-work related outcomes (Harrison, Jones, & Cleveland, 2007; Heinen, 2009; Youngcourt, Huffman, Alden-Anderson, Weyhrauch, & Tubré, 2008). These studies focused on the leaders' roles in increasing or decreasing the followers' work family conflict (WFC) and family work conflict (FWC); however, none of them did focus on the employee's work/home boundaries – if erected–management or on the mechanisms through which leaders' actions affect their followers' management of these boundaries.

In this study, the author explores the effect of the Lebanese leaders' behaviours on the employee's boundaries' strength; a concept which reflects all other boundaries' characteristics (i.e., permeability, flexibility and blending), and which has been recently conceptualized by Hecht and Allen (2009) as being bi-dimensional (i.e., boundary strength at home (BSH), and boundary strength at



work (BSW)), and not uni-dimensional (e.g., Bulger, Matthews & Hoffman, 2007). The author also explores “how” (i.e., a mechanism) the leaders’ behaviours affect their followers’ BSH and BSW and thus their boundary management styles (BMS) and their enactment (e.g., Kossek & Lautsch, 2012; Kossek, Ruderman, Braddy, & Hannum, 2012) through a fit lens.

Based on recent research, the leader/manager, who reflects the values of the organization and its authentic pragmatic intentions and identity, plays the most important role in the implementation of the family-friendly policies that are reflected through their usage by employees without any fear of the consequences (e.g., Thompson, Beauvais, & Lyness, 1999). Hence, the supervisors might encourage or discourage employees from taking advantage of these policies and in participating in work-family programs available in their respective organizations; or, the former might even apply the said policies unevenly on their subordinates (Ibid) through their usage of their visible and invisible legal power. Such behaviour will lead to the establishment of norms of what is acceptable and favoured, and what is not. These norms have led some employees to feel that the usage of these policies and the participation in these programs is implausible to their managers; they have recognized that these policies have negatively affected their ability to show their commitment to the organization, which subsequently affected their performance’s evaluations, their current status, their promotions, and as a result their career progress and development (Butler, Gasser, & Smart, 2004; Glass & Fujimoto, 1995; Perlow, 1995, 1998).

Looking through a cultural lens, the scant cross-cultural work/family research found that “the widely practiced policies in reducing work/family stress that have been found to be effective in western societies may not be as effective in a different culture” (Lu et al., 2009, p. 41). Along the same lines, an intriguing finding of Spector et al. (2007) shows that work interfering with family (WIF) has less effect on the collectivistic employees’ level of dissatisfaction and intentions for turnover than on the individualistic western employees. This finding might be due to the collective employees’ high loyalty to their employers/leaders and

to their dependence on their co-workers and their support to deal with the causes of their dissatisfaction. Moreover, Lu and colleagues (2006, 2008) found that the provision of non-western employees with more resources to handle their workloads, the reduction of the number of working hours, and the extrinsic compensation of employees for overtime is more meaningful for these employees than the western work flexibility options, which can be only as effective as a “supervisory discretion for brief personal leave to attend family matters” (Lu et al., 2009, p. 41). Very few studies have examined how people from different cultures manage work and family domains, linking mechanisms in a comparative way; there is also no study of the “WFI [work family interface] that measured culture at the individual level” (Powell, Francesco, & Ling, 2009, p. 600).

The fact that what works in the western context may not be applicable to the Lebanese culture, which is moderately collective and relatively high on power distance (Hofstede, 2001), and the scant western research on the leadership work-nonwork dynamics, and the lack of such research in the Middle East, where “paternalistic leadership” is prevalent (e.g., Al Omian & Weir, 2005; Neal, Finlay, Catana, & Catana, 2007; Pasa, Kabasakal, & Bodur, 2001; Pellegrini & Scandura, 2006), in Lebanon in specific, make the need for this exploratory study to be overdue.

Another intriguing implication of the developments in the Lebanese society, in addition to the fast technological, economic and political changes due to globalization, is reflected on the employees’ time allocation preferences. The concept of time has been revitalized like a decade ago (special issues on time in the *Academy of Management Review* and *Journal* in 2001 and 2002 respectively), and thus has moved from the “background to the foreground” (Ancona, Okhuysen & Perlow, 2001, p. 512) in the management field and at different levels of analysis. New concepts such as “time famine”, “entrainment” and “polychronicity” have received attention with different degrees. Polychronicity received the most attention for the last decade. In this dissertation, the author focuses on polychronicity as an attitude/preference to

multitask and not as the actual multitasking behaviour as per König and Waller (2010), due to its relevancy, not only to some employees' intra-allocation of time and preference to juggle one task at a time within the same domain (work or home), but also to other employees' inter-allocation of time and preference to do many tasks at the same time within the same domain and/or across domains (work and home); thus, playing different work and home roles simultaneously, i.e., work-home or home-work multitasking (Cf., Heinen, 2005; Risavy, Korabik, McElwain, & Lero, 2008; Voydanoff, 2005). This is because "an individual's tendency for polychronic time use can also affect his/her perceptions of roles and the investment into the roles a person chooses to occupy" (Heinen, 2005, p. 6). In this study, polychronicity is integrated into the boundary theory and is operationalized as an antecedent of the BSH and BSW and thus of the employees' preferences to work/home segment/integrate. For example, will the branch manager at a bank be happy if a teller stops serving his customers in order to answer a phone call from his wife or from his son's teachers at school? Or will the branch manager's wife be happy if while he is having dinner with his family, he responds to work related phone calls? These situations exemplify the simultaneous juggling of tasks/roles from home to work and from work to home respectively.

All these complexities lead us to perceive the studied issues through new and different progressive lenses. More precisely, this dissertation explores the dynamic Lebanese leader/follower work-home relationship from a workplace leader/follower fit perspective through dimensions that are of interest to them; hence, the consequences on the employee's home/work boundaries. The logic behind this approach is to generate "actionable knowledge" from Lebanon where the leadership concept and practice might be defined and understood differently from that of the western society, where people might not be aware of the difference between the work and home domains, and thus of the boundary concept. The author also wants to explore the Lebanese leader/follower relationship and its holistic effects on the employees' work and non-work lives, and to respond to recent calls to examine the employee's work-family domain through an interactionist lens that is based on the leader and his/her followers

fit and daily interactions, given that “both researchers and managers have had the tendency to look at the work-family domain as an individual, rather than a contextual issue” (Kossek & Friede, 2006, p. 622).

That said, western scholars and practitioners started dealing with the work/family issues from an organizational behaviour context not only from an individual level perspective, having its background in Katz and Kahn’s (1966) role theory; however, little research was done at the dyadic level (leader/follower) and the effect of specific leaders’ styles and other contextual factors on work family issues (Harrison et al., 2007; Heinen, 2009; Kossek & Friede, 2006, p. 622; Kreiner et al., 2009; Youngcourt et al., 2008). Nevertheless, these studies’ results have opened the way to this study, which is conducted in the unique Lebanese culture, within different context and across domains (work and home), to explore whether leaders, who are not really concerned about how employees manage their work and home boundaries, would remain unconcerned when their followers start mixing between work and home roles and tasks. It is worth noting that there is no study that examines the effect of specific leaders’ behaviours on the followers’ work and non-work outcomes simultaneously and through a fit perspective (Heinen, 2009).

This study fills the gap in the literature through the examination of the direct effects of two paternalistic Lebanese leaders’ behaviours: Authoritarianism and benevolence, and from an interactionist lens through the indirect effect of the fit between the two types of leaders and their followers along different dimensions that are relevant to them and to their context. It also studies the effects of these behaviours on the followers’ work/home boundaries management and the latter effect on the followers’ work/home life. As a result, the author formulated the following exploratory research question:

***How do Lebanese leaders affect the work/home boundaries’ management of their followers?***

## 1.2 Structure of the thesis

This thesis is composed of six chapters. In addition to this chapter, the other five chapters are structured as follows:

Chapter two is a review of the three-studied theories that shall be explored within a Lebanese context. It starts with an overview of the leadership construct with a focus on the need of more indigenously-based studies on this concept and its practice. Then, the author sheds light on leadership conceptualization in the Arab and Islamic worlds, since Lebanon is the context of his study. Thereafter, the chapter reviews evidence on the prevalence of “paternalistic leadership” in the Middle East. The author assumes its prevalence in Lebanon too. Furthermore, the author discusses the boundary/border theory, focusing mainly on the characteristics of the work/home boundaries, i.e., boundary strength at home (BSH) and boundary strength at work (BSW), and the work/home boundaries management characteristics and preferences, i.e., integrating, segmenting and alternating. The author integrates the polychronicity concept, which is an attitude/preference to multitask and not the multitasking behaviour per se, into the boundary/border theory. Specifically, he considers polychronicity that was found to have an effect on the work/family conflict as an antecedent to BSH and BSW. At the end of the chapter, the author proposes specific links, which shall be explored in the field study, between the two types of paternalistic leadership: Authoritarianism and benevolence that he assumes to be prevalent in Lebanon as well as in other countries in the Middle East; and, BSH and BSW and the preferences of the followers for segmentation/integration/alternation between the work and home domains. The author also examines these links indirectly through a leader/follower fit that is explored throughout the leader and his/her followers’ daily interactions. These links add to the author’s research question.

In chapter three, the researcher starts with presenting his abductive research strategy. Then, he discusses his ontological and epistemological assumptions. He argues that there is an overdue need to conduct indigenous research, which he did in his field study where he collected data from thirty Lebanese leaders

and their respective followers at the XYZ Bank. Based on his adoption of a qualitative research approach, he discusses the two main qualitative research methods: Observation and interview. Then, he justifies why he had chosen to conduct semi-structured interviews. This justification is followed by a discussion on how data was collected and participants were chosen. Last but not least, he explains how he analyzed his data using the directed and summative content analysis deductive and inductive phases. He goes into details when explaining how he operationalized the two objective/perceived and supplementary/complementary leader/follower types of fit that emerged from his data. This chapter ends with a discussion of the research's reliability and validity and the study's ethical implications.

In chapter four, the author presents the results of his field study. Before going into the main findings of the study, he offers an overview of the main participants' demographics characteristics that are relevant to the analysis of the identified two types of leader/follower fit. Then, he presents the findings on these two identified types of fit. He starts with those pertaining to the leader/follower fit along work/home segmentation/integration/alternation. He proceeds to present the findings on the leader/follower congruence along different dimensions pertinent to the Lebanese leaders and followers, depending on his examination of the five leaders' differential styles through the eyes of the followers. These examinations have led to new insights into the leader's role in both the followers' work and home lives. Consequently, this chapter ends with an identification of the work and now-work outcomes that have resulted from the two discussed types of fit.

In chapter five, the researcher starts with a presentation of his study's main contributions; then, he discusses them in relation to the literature, the organization context and the indigenous Lebanese-based factors. The first contribution lies in developing the boundary theory through the identification of one of the antecedents of an individual's boundary management strength/weakness or boundary management style. This dissertation lends support to the author's assumption that an individual's polychronic attitude is in

alignment with his/her boundary management preferences. The second contribution to the boundary theory is that this is the first study that has explored the impact of specific leadership behaviours on followership management of their work/home boundaries, and its effects on the followers' handling of their home demands and their stress levels. The third main contribution that this thesis offers to the leadership literature stems from the fact that this is also the first study that has holistically explored the interactions, through a leader/follower fit lens, between the leader and his followers along different dimensions, and the effects of these interactions on the followers' work and non-work outcomes at different levels of analysis. Finally, this study's context has implications on the meaning of Leadership to Lebanese employees, on the follower's perceptions of the leadership action's constituents and on the overall role of the leader that should extend beyond the work boundary, at least as perceived by the followers.

Chapter 6 concludes this study. The author starts with a summary of the five chapters. He then proceeds to restate his research question; thus, the main aim of his research. Thereafter, an overview of the study and its main theoretical and empirical contributions is offered. Based on his belief in practical rationality and in adding "actionable knowledge", the author stresses the main implications of his study on the XYZ bank as a whole, on its top management, on its regional and divisions' managers, and on their respective followers in specific. Last but not least, the study's limitations are recognized, and the improvement of the author's research skills is briefed. In the end, he offers specific suggestions for future research in the three studied theories.





**CHAPTER 2**  
**LITERATURE REVIEW**



## **2 LITERATURE REVIEW**

### **2.1 Introduction**

This chapter examines and questions the basic assumptions pertaining to leader's/follower's interactions at work and outside work in western and certain developing countries as inferred from the literature written on this issue; this perspective was gleaned through a fit lens and the studying of the effects of these interactions on the followers' work and non-work outcomes. The author focuses mainly on and indigenously explores the paternalistic leadership, boundary and fit theories in the Arab World in general, and in Lebanon, in particular. First, the leadership concept and its global definition are discussed; noting that in Lebanon, the concept of leadership is used interchangeably with that of management. Then, the researcher elaborates on the leadership conceptualization in the Arab World and the extant models of leadership in the Islamic Arab World based on the review of the scant literature on leadership in the Middle East region in general and in Lebanon, in specific.

The main part of this chapter examines the work/home interface and the boundary theory at the individual/dyad level. There is a review of literature pertaining to the work/family interface, whereby the recent reconceptualization of the work/family balance concept is reviewed. Thereafter, the three streams of research on the boundary/border theory are considered in section 2.3.2.5, after defining the boundary concept and its characteristics and the integration of polychronicity as a relevant antecedent to individual's management of their work/home boundaries.

Part 2.4 establishes links between the leadership and the boundary theories at the dyad/group level of analysis. More specifically, preliminary links between authoritarianism and benevolence, assumed to be prevalent in Lebanon, from one side, and BSH and BSH and the followers' boundary management styles from another, are discussed. The author recognizes the fact that other styles of leadership might emerge from the empirical exploratory study on Lebanese leaders and their followers. In section 2.5, the researcher introduces the link

between the leadership and the boundary theories as understood through a fit lens. The author does not focus on a specific type of leader/follower fit or on the content of these types of fit. Lastly, a conclusion of the literature review and the study's exploratory research question are presented in section 2.6.

## **2.2 Leadership**

Leadership is the least understood concept in management. Although the leadership construct is widely studied and well established (Lindsay, 2008), yet many questions have remained unanswered, not only regarding the understanding of the leadership concept across different cultures per se (Dickson, Den Hartog, & Mitchelson, 2003; Dorfman, 2004), but also with respect to the mechanisms through which leaders influence their followers (e.g., Kark & Van Dijk, 2007), both at work and at home (e.g., Heinen, 2009). There are many definitions and different conceptualizations of the leadership concept. Participating researchers in the Academy of Management (AOM) conference in 2012, especially eminent George Graen and Stanley Truskie, did not agree on one definition of the leadership concept and process. Accordingly, the author does not adopt a particular definition of the leadership concept at this stage of his research. The leadership definition will be explored within a Lebanese context and shall indigenously emerge from the empirical exploratory study's findings.

Li (2012) highlighted the importance of conducting indigenous research on the leadership concept since culture represents one of the most important factors that affect scholars' and practitioners' understanding of leadership and its effectiveness. Authors and practitioners interested in cross-cultural research on leadership admit that leadership behaviours that are effective in one culture are not necessarily effective in the Middle East region (Pasa et al., 2001; Pillai, Scandura, & Williams, 1999), including Lebanon. In his introduction of the eminent book entitled "Culture, leadership and the organizations: the GLOBE study of 62 societies", Robert House (2004) stated that "leadership is not universal" and that "the extent to which the meaning and enactment of leadership is culturally contingent is still relatively unknown" (p. 1). It was found

that people from diverse cultures categorize their leaders differently and have different prototypes and perceptions of the leadership phenomenon (Shaw, 1990).

Most research on leadership, similar to many other management and organizational behaviour concepts, was conducted within a western context without focusing on the concept's global scope (Gelfand, Erez, & Aycan, 2007). Although the importance of the context in the leadership arena was recognized by Kakabadse and Kakabadse (1999), who wrote that leadership "is influenced by the impact of the immediate and surrounding context" (p. 2), House and Aditya (1997) stated that "almost all of the prevailing theories of leadership, and about 98% of the empirical evidence at hand, are rather distinctly American in character..." (p. 409). Also, Yukl (1998) highlighted this fact by stating that "most of the research on leadership during the past half century has been conducted in the United States, Canada and Western Europe" (p. 461). These facts have led some researchers to consider the U.S. "mental maps" of the world to be parochial/ethnocentric (Dorfman, 2004; Thomas, Shenkar, & Clarke, 1994). This western worldview clearly represents a limitation in the study of leadership; a limitation that was recognized by many western scholars (e.g., House & Aditya, 1997, Yukl, 1998).

One of the geographical areas that has recently appealed to many western scholars and which represents the incubator for a new meaning of leadership and its practice, is the Middle East region (Scandura, Von Glinow, & Lowe, 1999). The leadership topic was not intriguing to Arab scientists themselves whose trends Ali (1990) divided into Westernized, Arabized, and Islamicized. Also, U.S scholars found that there is little organizational research on the Middle East region (Dorfman, 1996, 2004; Noer, Leupold, & Valle, 2007; Scandura et al., 1999), even much less on Lebanon. It is worth noting here that although there are many similarities between the Arab countries, there is some divergence in their national and work-related values, particularly with respect to Lebanon's idiosyncratic values (Robertson, Al-Khatib, Al-Habib, & Lanoue, 2001; Sidani & Gardner, 2000); especially since Lebanon has been always

receptive to the western values and lifestyles (Jamali, Sidani, & Safieddine, 2005).

This gap in the literature has led to a fecund, although relatively scant, research on the concept of leadership and its practice in the Middle East region in general, and that of the Arabs, including Lebanon, in specific. There is still much to be learned about leadership in the Arab world, especially in Lebanon, which has unique characteristics that differentiate it from other Arab countries.

Another intriguing and problematic issue that was not studied is the role of the leader in both the follower's work and home lives. Few studies have looked at the role of specific leaders' behaviours in the followers' home lives (Harrison et al., 2007; Heinen, 2009; Youngcourt et al., 2008). Western literature focused on the leader's role in the followers' work life, since leaders' interference in followers' home life is considered a violation of the latter's privacy in the western societies where work and home domains are considered as two separate worlds (Chua, Ingram, & Morris, 2008). However, the interactions between Lebanese leaders and their followers may transcend the work boundaries to that of the home. Arab leaders' interference in their followers' lives is welcomed and is usually asked for.

Hence, there is a need for more cross-cultural research on leadership in an attempt to fill this gap in knowledge on leadership as an indigenous concept, to develop new leadership paradigms that transcend cultures (Drost & Von Glinow, 1998; House & Javidan, 2004; Li, 2012), and to question and explore the role of the leader in both his followers' work and non-work lives; a role that has not been studied until now (Heinen, 2009). As such, the Lebanese systemic complexity and its leaders' actions' effect on the followers' work and non-work lives are the thrust behind this exploratory study and its scope.

### **2.2.1 Leadership conceptualization in the Arab World**

The word 'leadership' in Arabic means "Al Kiyada" (pronounced as Al Kee'-ah-dah); a synonym to the meaning of commandership in English. The leader is referred to as the "Ka'id" (pronounced as Ka-ah-ed) (Scandura et al., 1999) or

as the “Boss”, where the father figure is “transferred” to the manager (Pellegrini & Scandura, 2008). The strong leader is referred to as “Al Zaeem” (Sidani & Thornberry, 2010). This understanding of the leadership concept shows that the Arabs still link the leadership concept to its traditional preliminary meaning as that of the army leaders, the “Great Man” who leads people in the battlefield (Scandura et al., 1999). When Arabs refer to their leaders, they directly think about authority and ranks, though everyone can lead, for leadership is not restricted to those who have legal power (e.g., Kakabadse & Kakabadse, 1999). In a “first of its kind” study of Jordanian and Saudi managers, Scandura et al. (1999) found that Arabs do not differentiate between the role of the “manager” and that of the “leader”, and that there is a lack of leadership education. Similarly, Abdalla and Al-Homoud (2001) concluded, based on their ethnographic interviews, that the Qatari and Kuwaiti senior managers and professionals, subjects of their study, “believe that the concepts of “leader” and “manager” are basically the same; however, they feel that there are differences too” (p. 519). The study’s participants “feel” that the differences between a manager and a leader are related to the latter’s high personality’s attractiveness, to their ability to influence and motivate others, and to their possession of extraordinary characters like charisma. These feelings do not reflect the actual and authentic characteristics of most of the Qatari and Kuwaiti leaders, who are autocratic and brag of their importance. This difference among the participants’ feelings about the leaders’ characteristics and the leaders’ actual characteristics might be related to the “dual sets of values held by the Arabs” (Abdalla & Al-Homoud, 2001, p. 528), and which George Orwell refers to as “Doublethink”. Based on the GLOBE project’s results, Kabasakal and Bodur (2002) stated that “leadership in the Arabic cluster is a paradoxical concept that involves a set of dual and contradictory attributes” (p. 51): ‘What is’ the current leadership style and ‘what should be’ the ideal style paradox that is always violated in practice? This duality in thinking and practice reflects the Arabs’ dilemma between traditionalism and modernism, and between change and stability (Abdalla, 1997; Abdalla & Al-Homoud, 2001; Ali, 1990, 1993; Dorfman, 2004). This duality of values is common among the Arabs, who were

found to have a “split social personality” (Sidani & Thornberry, 2010, p. 39), and also among the Lebanese, who were once described by a Lebanese executive as “schizophrenic” and have “one foot in the Mediterranean and one foot in the desert” (Thomson, 1998, p. 19). The latter’s opinion reflects the Christian-Western and the Islamic-Arab beliefs; beliefs that are mixed within the Lebanese cosmopolitan culture (Dirani, 2006).

### **2.2.2 Extant models of leadership in the Islamic Arab World**

Many leadership approaches and theories appeared in the western management literature, starting with the most basic trait approach to the behavioural approach, and to the contingency approach. Other models have appeared recently such as the widely used transactional/transformational leadership styles, the charismatic model, and level-five leadership (e.g., Collins, 2001). Very recently, more value-laden leadership models were developed such as the spiritual leadership (Dent, Higgins, & Wharff, 2005), the authentic leadership (e.g., Yammarino, Dionne, Schriesheim, & Dansereau, 2008), and the servant leadership models (e.g., Liden, Wayne, Zhao, & Henderson, 2008; Sendjaya, Sarros, & Santora, 2008); these models share many characteristics. The transferability of these leadership theories and paradigms, wholesale, from abroad and without taking into consideration the indigenous cultural and their historical context, does not help in understanding the leadership concept in the Middle East region (Abdalla & Al-Homoud, 2001; Scandura et al., 1999). This fact has created the need for “ethnographic approaches and qualitative research using in-depth interviews or observation, or both, [that] may be helpful in explicating the leadership concept in the Middle East” (Scandura et al., 1999, p. 247).

Ali (1995) argues that there is nothing called Arab management profession, and that the Arab management theory is at its early embryonic stages; very few studies on the Arab World were published in top journals. Robertson et al. (2001) found that less than one percent of the articles published in the *Journal of International Business Studies*, between 1990 and 1999, examined the Arab-Muslim Countries. This situation has not changed much since 1995, despite all



the investments in many Arab universities (Lebanon has more than 40 accredited universities, but few are research oriented). That said, only two models were developed to reflect the leadership conceptualizations and dynamics indigenous to the Arab and Islamic worlds. The first model, the “prophetic-caliphal model”, was developed by Khadra (1990), and the second model was built based on Khadra’s model by Ali (2009).

The first model depicted, in its original formulation, the Arab political leadership; it was then extended to encompass the organizational context. Khadra (1990) described Arab managers as being highly individualistic. This model consisted of four dimensions: “personalism, individualism, lack of institutionalization, and the importance of the great man”. These four dimensions are related, in their conceptualization, to two leadership types or sub-models, which are differentiated based on the perception and the attitude of the followers. Khadra’s two types of leadership are: (1) the “caliphal model” where the leader is an ordinary authoritarian person, who cannot do miracles, and who uses coercive power with his followers in accordance to Machiavelli’s statement that “it is better to be feared than to be loved”; and, (2) the “prophetic model” where the leader is a “great man”, who can do extraordinary actions and possesses some traits like being visionary and compassionate. However, according to Sidani and Thornberry (2010), most of the leaders are located along a continuum having two extremes: the caliphal and the prophetic models. Paradoxically, the Arab followers expect their leaders to be modest, but not all the time, and to have a profile of “super-human” characteristics in order to lead their followers to their ideals (Kabasakal & Bodur, 2002).

Khadra’s (1990) model is similar to that of the “Great Man” theory developed a long time ago in the western management literature, and which is considered nowadays to be obsolete. Eventually, Khadra tried to “Arabize management” (Ali, 1995), but his model needed more theoretical development, given that it did not include some important Arab cultural values, and is quite hard to test in an organizational context (Ali, 1995; Dorfman, 2004).

The second model, which was developed by Ali (2009) in an article entitled "Islamic perspectives on leadership: A model" based on Khadra's (1990) model with some modifications introduced to the four dimensions, offers an explanation of the emergence of the two types of leadership that were identified by Khadra. Ali (2009) improved Khadra's model by making it applicable to all Muslim countries and not only to the Arab Muslim ones.

Although many scholars wrote that a better understanding of the Islamic religion would help to better understand the Arabs' conceptualization of leadership (Ali, 1990, 1995, 2009; Hagan, 1995), the two discussed models are not going to be adopted in this exploratory study since they are more applicable to a pure Muslim society and not to that of Lebanon, given the extant of religions' diversity found in the latter. Around this point, Sidani and Thornberry (2010) asked "Is the Arab value system synonymous with the Islamic value system?" (p. 38). They found out that although there are some commonalities between these two value systems as related to the family structure and social connections, there are still many differences as to the work values and behaviours. Also, Neal and colleagues (Neal et al., 2007; Neal, Finlay, & Tansey, 2005) found that there are differences between the Gulf's and the Levantine's attitudes towards leadership. Moreover, Lebanese were found to share a lot of the work values that are held by the Americans (Neal & Finlay, 2008), sometimes even more than what they share with the Arabs. This finding is inconclusive and needs further exploration.

Neal and colleagues (2005, 2007, 2008) focused on the Arab world culturally endorsed "Implicit Leadership Theories (ILT) – the theories that people have about the nature of leadership" (Neal et al., 2007, p. 308). In their first article, when comparing among different Arab countries' preference of ILT, and in line with Abdalla and Al-Homoud's (2001) study, Neal et al. (2005) developed a new instrument to measure Arabs' leadership authority based on Weber's (1947, 1978) seminal works, and Eden and Leviatan (1975), and Den Hartog, House, Hanges, Ruiz-Quintanilla and Dorfman (1999) search for ILTs. Neal et al. (2005, 2007) added a fourth type of authority, i.e., interactive authority, to

the three proposed by Weber: Traditional authority, rational-legal authority and charismatic authority.

Whilst some of the discussed models and studies contribute to our understanding of the leadership concept in the Islamic Arab world, there is a need to explore and look more deeply into the indigenous factors relevant to this world. Paternalism, a socio-cultural characteristic of the Asian, Middle-Eastern and Latin American countries (Erben & Güneşer, 2008), represents one of the most ubiquitous factors in the Islamic Arab world. Paternalism was conceptualized by Asian and Middle Eastern scholars and some western scholars as an “effective strategy” used by some Middle East region’s leaders to manage their followers’ work and home lives (Pellegrini & Scandura, 2006, p. 268). However, it has a negative connotation for western scholars; the latter see it as a traditional form of control, which is “problematic and undesirable” (Uhl-Bien & Maslyn, 2005, p. 1), and question, and under appreciate its benevolent aspect (Pellegrini & Scandura, 2008).

“Paternalism”, a cultural dimension and concept, has been multiply cited in western management literature (James, Chen, & Cropanzano, 1996 as cited in Pasa et al., 2001; Pellegrini & Scandura, 2006). Paternalism was studied as a subcategory of Weber’s “Traditional authority” ideal type (Neal et al., 2005). It was defined by Weber (1947) as “one of the most elementary types of traditional domination” (as cited in Pellegrini & Scandura, 2008, p. 567), and as “a systemic relationship in which authority is sustained by subordinate’s expectations of fair treatment, and material or symbolic gains from the leader” (Neal et al., 2005, p. 481). Paternalism was also conceived as a type of leader’s behaviour (e.g., Dorfman & Howell, 1988; Dorfman et al., 1997; Erben & Güneşer, 2008; Pasa et al., 2001), as a “father-like leadership style” (Westwood & Chan, 1992), or as being similar to the top-down authoritative relationship or structure known as Arab “Sheikocracy” or “Bedo-aucracy” (Ali, 1995; Kassem & Habib, 1989). It was initially found to have two forms: authoritative as conceptualized by Weber, and benevolent and considerate as seen by Kim (1994) and Westwood and Chan (1992). For Pasa et al. (2001),

paternalism means that “managers take a personal interest in workers’ off-the-job lives and personal problems and attempt to promote workers’ personal welfare and help them achieve personal goals” (p. 561). Thus, in a paternalistic culture, the leader/follower relationship is similar to that of the father/child relationship, where the children and all family members are to obey the father’s orders, given his absolute power and legitimacy (Cheng, Chou, & Farh, 2000), and which stems from Confucianism as stated by Farh and Cheng (2000). Leaders in paternalistic cultures are obeyed unquestionably by virtue of their status and legal position (Erben & Güneşer, 2008; Weber, 1947 as cited in Pellegrini & Scandura, 2008). Followers expect in return that leaders not only take care of them at work, but also be concerned about their non-work lives; if this was implemented, then the followers would reciprocate by showing compliance, loyalty and commitment (Aycan, Kanungo, Mendonca, Yu et al., 2000; Erben & Güneşer, 2008; Pellegrini & Scandura, 2006); thus, suggesting a high power distance between the managers and their subordinates. As stated, in western individualistic societies, this leader’s interference in the employee’s non-work domains (family and other social domains) might be considered as a “violation of privacy” (Pellegrini & Scandura, 2006, p. 270), and sometimes leaders might be charged with unethical misconduct.

The Middle Eastern leaders’ support of their followers’ work and home lives is similar to that of the supervisor’s support, widely studied in the work-family research (e.g., Hammer et al., 2009; Kossek, Pichler, Bodner, & Hammer, 2011); however, there is scant research that examines the work-nonwork dynamics of specific leadership behaviours (e.g., Heinen, 2009). This exploratory Lebanese-based dissertation enriches the literature in that it sheds light on the leader/follower relationship in the Middle Eastern societies, which normally extends to other non-work domains, given the different lens through which western scholars have looked into the leader/follower relationship in the western societies, which is usually restricted to the work domain. This dissertation’s theme is further discussed herein.

### **2.2.3 Leadership in Lebanon**

Some studies that have recently been conducted on different countries in the Middle East region found that there are some differences among the Middle Eastern countries with respect to their attitudes toward leadership and the leadership practices (e.g., House et al., 2004; Kabasakal & Bodur, 2002; Neal & Finlay, 2008). Accordingly, researchers have called for more studies to focus on each Middle Eastern country individually, and not to assume that the whole Middle East region has a unified culture (e.g., Pellegrini & Scandura, 2006, 2008). Neal et al. (2007) found that the “Pan-Arab ILT”, having its dimensions rooted in paternalism, does exist, “albeit one with no specific preference for a single type of leadership authority, exemplified by minimal intra-cultural variances in the individual statements and underlying authority constructs” (p. 309). Common patterns among Arab countries should be tested empirically and not assumed especially with respect to Lebanon as it was highlighted by Sidani and Gardner (2000). In this respect, Neal and Finlay (2008) referred to the likelihood that “Lebanese values toward leadership authority are different from those documented elsewhere in the Arab World” (p. 63).

Lebanon has many aspects that differentiate it from the other Arab countries. An important aspect is the Lebanese entrepreneurial sense and its openness to modernization and globalization, which reflect the European culture, specifically the French culture (Neal et al., 2005). The second aspect of Lebanon, which is mostly relevant to this study, is that Lebanon, which is a very small country in the Middle East without natural resources, has a low GDP per capita of \$9,705 (World Bank, 2013). Lebanon’s economy, which is highly dependent on the service sector, mainly on the banking industry that accounts for 70% of its national gross domestic product, “is barely creating 3,000 jobs a year out of the 25,000 we [the country] need” (El Amin, 2013). These economic, cultural and societal factors have differential implications on the Lebanese career choice and development, and the number of dual-earner families, leadership styles and management of their work and home lives.

Yahchouchi (2009) noted that “the Lebanese management style is still relatively unstudied” (p. 128). Some Lebanese do not readily understand the leadership construct, which does not have a synonym in Arabic, and which they mix with the management concept.

The few quantitative studies conducted within the Lebanese contexts have applied the western leadership models, ignoring Lebanon’s idiosyncrasy (e.g., Muna, 2011; Neal et al., 2005, 2007; Oueini, 2005; Yahchouchi, 2009), and which have its colonial roots in theories developed in the early 1900s.

The results of Neal and his colleagues’ (2005, 2007, 2008) studies on Arab’s leadership authority have shown that Lebanese women highly value charismatic authority, but in various degrees. When comparing Lebanese women to those from the UAE and Oman, Neal et al. (2005) found that Lebanon scored the highest on charismatic authority, which Ladkin (2006) re-conceptualized as a phenomenon or as an experience based on an interactionist lens that reflects the relationship between the charismatic leader and his/her followers and the contextual factors that affect this relationship. This new definition of “charisma” includes the interactive skills that Neal et al. (2005) referred to. This result is better understood if one takes into consideration the Arab countries’ political situation, and more specifically Lebanon’s, which is highly unstable; these circumstances make the Lebanese see their charismatic leaders as rescuers, given that they are proactive and challenge the status quo (Kanungo & Mendonca, 1996). Both Omani and Lebanese women showed high support for rational-legal authority, which is usually associated with bureaucracy. This finding supports Weber’s (1968 as cited in Pellegrini & Scandura, 2008) expectation that paternalism, which was found to be prevalent in the Middle East, would be replaced by the rational-legal model of bureaucracy and that this would lead to better organizational performance (Ibid). However, this finding still needs more empirical support, since recent research has found that even the most rational-legal organizations have paternalism integrated into their system (Pearce, 2005). As for traditional authority, in both studies conducted by Neal et al. (2005, 2007), the Lebanese

women scored the lowest. In another study by Neal and Finlay (2008), it was found that Lebanese men appreciate traditional authority more than women. This might be due to the fact that Lebanon, with its Arab characteristics, still shows some patriarchal tendencies (Sharabi, 1988 as cited in Neal & Finlay, 2008). However, the results of these studies cannot be generalized to the whole Lebanese population, given that the samples were picked mostly from university students. Also, current leadership research differentiates between leadership and authority; thus, making Weber's work on leadership relatively obsolete.

In a doctoral dissertation that compared the different cultural values and leadership styles between Lebanese and US banking employees, Oueini (2005) found out that Lebanese employees prefer the task-oriented style of leadership to that of the human-oriented one, which is usually considered as a weakness in the Arab World (Scandura et al., 1999). Also, Oueini's study represents the first academic one that tests explicitly Hofstede's five cultural dimensions on a Lebanese sample. His findings with respect to the Lebanese cultural values have implications on the Lebanese leadership style. In fact, his study's results show that Lebanon scores high on power distance; thus, the presence of inequality between the leader and the followers. This finding supports the fact of the prevalence of task-oriented style of leadership in Lebanon.

However, Yahchouchi (2009) assumed the Lebanese to be more people-oriented than task-oriented, given their "collectivistic cultural values, [which] foster conformity in group, section, or unit behaviour" (p. 129). He did not test this proposition directly, but focused on the transformational versus the transactional leadership approaches with their dimensions, including nurturing orientation and initiating structure respectively. Yahchouchi found that Lebanese working graduate students "perceived their leaders to be more transformational than transactional" (p. 133).

Yahchouchi's findings contradict those of Oueini's (2005). This contradiction might be due to their chosen samples. Oueini's sample of Lebanese employees

is closer to the reality of Lebanese managers than Yahchouchi's students' sample. This discrepancy might be due to the fact that working students aspire to have transformational leaders when they are fully involved in their careers, while Lebanese leaders' style is more traditional and transactional according to Oueini.

Recent studies conducted on the Lebanese managers are not better than the previous ones since they also borrowed western leadership theories and tested them on Lebanese managers, but they did not explore the Lebanese leadership styles indigenously. For instance, Muna (2011), who compared between Lebanese executives working in Lebanon and those working in the GCC countries and the US, and their different decision-making and leadership styles, focused on Goleman, Boyatzis and McKee's (2002) six different leadership styles that American managers have adopted. Interestingly, Muna found that Lebanese leaders working in Lebanon are more authoritarian than those working abroad.

The inconsistency among the above-discussed studies' findings means that there are some indigenous and contextual factors that have to be studied with more scrutiny. One of these Lebanese indigenous factors which has not been studied yet, is paternalism. Eventually, there is an overdue need for new insights into the leadership theories from the Lebanese culture's perspective, instead of borrowing them from the west and just test them in Lebanon, which has a moderately collectivistic culture, strong family connections, loyalty and obligations to family members; hence, a paternalistic culture.

Based on Kim (1994), there are two types of paternalism: authoritative and benevolent. Authoritative paternalism represents the way western scholars look at paternalism, starting with Weber. It includes a top-down relationship, where those who occupy high position focus on the task accomplishment without taking care of their followers. On the other hand, benevolent paternalism focuses on the followers' well-being, and, as a result, their loyalty to the leader. Farh and Cheng (2000) introduced a three-dimensional model of paternalistic leadership, including authoritarianism, benevolence and morality, and their



congruent followers' reactions. They defined paternalistic leadership as "a style that combines strong discipline and authority with fatherly benevolence and moral integrity couched in personal atmosphere" (p. 101). Gelfand et al. (2007) defined paternalistic leadership as a "hierarchical relationship in which a leader guides professional and personal lives of subordinates in a manner resembling a parent, and in exchange expects loyalty and deference" (p. 493). In this dissertation, the latter definition is adopted as it implicitly reflects the role of the leader in facilitating his/her follower's management of their work and non-work domains. Specifically, this dissertation concentrates on "paternalistic leadership's" two essential components: authoritarianism and benevolence as per Chan, Huang, Snape, and Lam (2013). Farah's and Cheng's (2000) third type of paternalism is not widely studied in the leadership literature given its lack of applicability to the business world; thus, it is not further discussed in this thesis.

As stated, many studies have shown that the paternalistic leadership style is prevalent in many developing countries such as those in the Middle East; however, the paternalistic leadership model was not explicitly explored in any Arab country. Those countries, which are mostly high on power distance, require a different kind of leadership than those that have the transformational style, mostly prevalent in the western low power distance world. For instance, in Jordan and Kingdom of Saudi Arabia, which score high on power distance, transformational leaders "need to also exhibit strong, more paternalistic leadership style that directs employees more firmly in task execution" (Kirkman, Chen, Farh, Xiong Chen, & Lowe, 2009, p. 757); thus, motivating these employees. Although transformational leadership has similar characteristics to those of benevolent paternalism such as "individualized care" at the workplace (Cheng, Chou, Wu, Huang, & Farh, 2004; Yahchouchi, 2009), transformational leadership is more effective in egalitarian low power distance countries than in high power distance countries, where transformational leadership should be combined with authoritarian paternalism in order to have an effect on the followers who obey the leaders' orders incontestably (Dickson et al., 2003; Kirkman et al., 2009). Thus, paternalistic leadership is similar to

transformational leadership in that both styles reinforce each other in a high power distance collectivistic country, but it is distinct in that paternalistic leaders take care of their followers both at work and at home.

Pellegrini and Scandura (2008) called for more empirical qualitative inquiry of the paternalistic multidimensional phenomenon in a holistic rather than a reductionist view. Their model that focused on authoritarianism and benevolence was not integrated in any study, which is indigenously Lebanese-based. Accordingly, there is a need to indigenously study and explore the leadership's process in a Lebanese context in order to better understand it and its effect on the followers' work and home boundaries.

### **2.3 Work/Family interface**

Based on three recent extensive reviews of the family literature, Eby, Casper, Lockwood, Bordeaux, & Brinley (2005), Edwards and Rothbard (2000) and Frone (2003) found and reviewed six models or linking mechanisms of the work and home/family domains' dynamics. These are the segmentation model, the congruence model, the identity or integrative model, the spillover model, the compensation model and the resource drain model. It is beyond the scope of this dissertation to review all of these models or linking mechanisms. These models have focused mainly on the positive and deleterious consequences, i.e., enrichment and conflict respectively, of the management of the work and home/family domains, but they did not focus on the employees' work and home/family boundaries per se, whose (mis)management leads to these consequences as per the boundary theory. Accordingly, this dissertation focuses on boundary/border theory (e.g., Clark, 2000; Kreiner et al., 2009; Nippert-Eng, 1996a) and micro-role transitions theory (e.g., Ashforth et al., 2000; Clark, 2000), and more precisely on the employee's boundary strength at work (BSW) and boundary strength at home (BSH) as per Hecht and Allen's (2009) conceptualization, which is similar to that of the work-home boundary management styles (BMS) and their enactment, in which academic and practical interest is increasing (e.g., Kossek & Lautsch, 2012; Kossek et al., 2012). Augmenting the boundary theory literature, Kossek and her colleagues

mainly examined the employees' work/home boundary crossing preferences based on the two boundaries' characteristics (i.e., flexibility and permeability), which converge at the BSW and BSH characteristics, and the BMS's enactment. Their work helps us to partially understand how the employees manage their work and home boundaries; thus, their ability to create balance/harmony between their work and home domains. There is still a need to explore other factors that affect employees' ability to balance between these two domains.

This dissertation starts with an examination of the work and family/home constructs since "the notion of work and family can vary across nations" (Spector et al., 2004, p. 137), and that there are different models on work/family interface (WFI) and different conceptualizations of the work/family balance that is widely discussed and studied but not practically reached (Cf., Eby et al., 2005; Edwards & Rothbard, 2000; Frone, 2003; Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009). Then, this dissertation proceeds to introduce the boundary theory, presents the definitions of boundaries, and demarcates between the boundaries of the work system and the home system and the characteristics and types of these boundaries. Thereafter, polychronicity, as a cultural and individual concept, is introduced, defined and integrated into the boundary theory. More specifically, polychronicity is proposed to be an antecedent of the work/home boundary strength/weakness (BSW and BSH) in order to augment our understanding of the why people integrate/segment between their work and home, and the temporal tactics that Lebanese leaders and managers may use in order to better handle their work and home boundaries; hence, leading to better work family/home balance. Having reviewed the basic constructs of the work/family interface literature, a brief review of the different models of the work family/home literature, focusing on the boundary/border theory explored within a Lebanese context, is presented. Three streams of research on boundary theory are identified and meticulously discussed. At a later stage, this dissertation addresses the role of the leader, as the main agent, who nurtures the organizational work-family climate/culture, and carries out the organizational human resource management strategy, as

well as his/her behaviours in affecting positively or negatively the organizational factors that have an impact not only on the employee's work boundaries, but also on the employee's home boundaries that are of equal importance to the work's boundaries. Specifically, the leadership concept and practice shall help scholars and practitioners to better understand the role of the leaders in their respective followers' work/home domains' management; a research area that was widely ignored both in the leadership and WFI literature (Heinen, 2009).

### **2.3.1 Work/Family balance reconceptualization to work/home balance**

In their study of the effect of the work/life practices on the organizational performance, Beauregard and Henry (2009) stated that "there is no one accepted definition of what constitutes a work-life balance practice" (p. 9). Thus, it seems that a discussion of the conceptualization of work/family balance per se is needed before proceeding in this literature review.

Most of the research in the work/family balance focused on the employee's perception of conflict between different roles enacted at work and in the family. This research is based on Katz and Kahn's (1966) role theory that focused on the deleterious consequences of work/family conflict (WFC) (e.g., Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007; Heraty, Morley, & Cleveland, 2008; Powell et al., 2009). In their seminal work, Greenhaus and Beutell (1985) identified three aspects or forms of WFC: time-based, strain-based and behaviour based. Most of the said research focused on the first two aspects with a recent exceptional article that focused on the latest one (Dierdorff & Ellington, 2008). In response to the call by Eby et al. (2005) to develop new models or current models of work/family balance, Michel et al. (2009) developed an integrated and comprehensive WFC model based on a partial adoption of the model developed by Frone, Russell and Cooper (1992), and which was tested by many scholars (e.g., Ford, Heinen, & Langkamer, 2007; Risavy et al., 2008).

However, interest in Marks' (1977) work on positive energy and attitudes and their spillover from work to home and vice versa started to increase recently (Edwards & Rothbard, 2000). In this respect, scholars re-conceptualized the work/family interface concept from being unidirectional to one that is bidirectional (positive and negative aspects from work to family (W-F), and from family to work (F-W)) and multidimensional (e.g., Edwards & Rothbard, 2000; Frone, 2003; Greenhaus & Beutell, 1985; Rotondo & Kincaid, 2008).

Given the recent trend of positive thinking and the emergence of positive organizational behaviour (Luthans & Youssef, 2007), and in order to encourage people not to focus on the negative sides of any business issue that leads to the narrowing of their attention and thus "missing the forest for the trees" (Van Steenbergen & Ellemers, 2009), new concepts emerged such as work/family facilitation (WFF), family/work facilitation (FWF), positive spillover, positive balance, work/family enrichment (WFE), Family/work enrichment (FEW), and synergy (e.g., Beutell & Wittig-Berman, 2008; Edwards & Rothbard, 2000; Greenhaus & Powell, 2006; Grzywacz & Butler, 2005; Grzywacz, Carlson, Kacmar, & Wayne, 2007; Grzywacz & Marks, 2000). Some authors considered these concepts to be similar (Greenhaus & Powell, 2006), whereas others stated that they differ conceptually (Hanson, Hammer, & Colton, 2006; Powell et al., 2009; Wayne, Grzywacz, Carlson, & Kacmar, 2007) with respect to the level of analysis and to the scope of the factors involved, such as personal characteristics and capital gains. It is beyond the scope of this dissertation to review these concepts in details. Therefore, the most important contributions of different models are discussed. Edwards and Rothbard (2000) proposed four types of positive spillover. These are affect, values, skills and behaviours. Greenhaus and Powell (2006) were the first to refer to the WFE concept and to the two paths, which are instrumental and affective, that lead to this enrichment. However, in their development of a multidimensional scale of positive spillover, Hanson et al. (2006) found that there are two types of instrumental positive behaviours that also occur bidirectional, namely, behaviour-based and value-based.

Research from both a conflict and a positive spillover perspective helped in reaching a *partial* balance between work and home/family, but did not account for all the factors that lead to a *complete* balance that is “a much sought after but rarely claimed state of being” (Kreiner et al., 2009, p. 704).

Based on his four-fold taxonomy of work/family balance, Frone (2003) defined work/family balance as “low levels of interrole conflict and high levels of interrole facilitation” (p. 145). This definition that combines between the work/family balance, WFC and WFF concepts was recently adopted by many researchers (e.g., Rotondo & Kincaid, 2008). However, Carlson, Grzywacz and Zivnuska (2009), who adopted Grzywacz and Carlson’s (2007) work/family balance definition as the “accomplishment of role-related expectations that are negotiated and shared between an individual and his/her related partners in the work and family domains” (p. 458) found that WFC, WFE that is similar to WFF, and work family balance concepts are different. This latter definition is adopted in this study. In addition and along the same lines of recent studies (e.g., Kreiner, 2006; Kreiner et al., 2009; Laurel, Ford, Gamassou, Guéguen, & Hartmann, 2009), this dissertation espouses the work/home concept instead of that of the work/family in order to avoid the limitation of the current widely adopted definition of family as being composed of “two or more individuals occupying interdependent roles with the purpose of accomplishing shared goals” (Eby et al., 2005, p. 126). This usage allows the exploration of the Lebanese wide social networks and the therefore activities that they have to share in beyond the family’s boundary. The roles of the extended family, neighbours and friends that are quintessential in the lives of the Lebanese are usually ignored in the work/family literature. These roles may replace the need for complex formal family friendly supportive programs, and can reflect positively on the Lebanese employees’ management of their work and family domains which is examined based on the boundary theory.

This thesis adopts the recent view of the work/family domain through boundary theory from an indigenous and contextual perspective rather than as an individual level issue (Kossek & Friede, 2006) along the same lines of Li’s

(2012) and Johns' (2006) recent calls for "indigenous research" and "contextualization" respectively. Indeed, many authors have recently approached the work/family practices, positive and negative aspects, from a business case perspective similar to other business issues (e.g., Beauregard & Henry, 2009; Heinen, 2009; Kossek & Friede, 2006) in order to offer "actionable knowledge", which allows Lebanese leaders and managers to "make informed choices about practical problems and to implement solutions to them effectively" (Cummings & Jones, 2003, p. 2); thus, to better manage their work/home boundaries and improve work/home harmony/balance and well-being. In the words of Beauregard and Henry (2009), this business case perspective means that "by offering these [work-life balance] practices, organizations attract new members and reduce levels of work-life conflict among existing ones, and this improved recruitment and reduced work-life conflict enhance organizational effectiveness" (p. 10).

### **2.3.2 Boundary/Border theory**

Three decades ago, Kanter (1977) referred to the "myth of separate worlds" where the work and home domains "do not and should not overlap" (Ashforth et al., 2000, p. 487). Many authors said that this myth should be buried (e.g., Heraty et al., 2008; Kaufman-Scarborough, 2006), given the current complexity in the environment due to globalization, the huge progress in technology and devices used (e.g., smart phones, VOIP, videoconferencing), and the change in the family structure (e.g., dual earner families). Based on this domain's blurring fact, some people still prefer to create and maintain boundaries similar to "mental fences" (Zerubavel, 1991, p. 2) "as a means of simplifying and ordering the environment" (Ashforth et al., 2000, p. 474). Thus, the concurrent management of the work and home social domains becomes more challenging. Accordingly, recent research started to examine the mechanisms through which employees can decrease the negative outcomes (e.g., conflict) and increase the positive outcomes (e.g., enrichment) of being simultaneously engaged in both work and family roles (Chen, Powell, & Greenhaus, 2009). Boundary/border theory provided an answer to the "how" this process can be

implemented (Ibid), and how to develop a “proper relationship” between work and home through “boundary work”.

Boundary theory has two forms: boundaries’ placement and boundaries’ transcendence, and is a mental activity that “consists of the strategies, principles, and practices we use to create, maintain and modify cultural categories” (Nippert-Eng, 1996a, p. 7). Given this dissertation’s concern to explore and to bring to light actionable knowledge, a focus on boundary theory, which is “a particularly useful lens for studying work-home relations” within the social construction approach since it considers “the work-home interface as a “socially constructed” boundary between the life domains of work and home” (Kreiner et al., 2009, p. 705), is plausible. Individuals are not passive reactors to their environments but are active agents “in the “co-construction” of boundaries in negotiated interaction with others” (Ibid). Accordingly, in order to better understand whether the work and home systems will be in conflict or in synergy, their *boundaries and their active management* have to be examined first. Surprisingly, few studies have examined the linking mechanisms between the boundary/border theory and the positive (WFF, FWF, WFE, FEW) or negative (WFC, FWC) spillover of experiences and emotions between different enacted roles (Bulger, Matthews, & Hoffman 2007; Chen et al., 2009; Clark, 2000; Hecht & Allen, 2009; Kreiner, 2006; Michel & Hargis, 2008; Olson-Buchanan & Boswell, 2006; Rothbard, Phillips, & Dumas, 2005).

Despite the burgeoning of research on work and family/home spheres in different disciplines, including psychology, sociology, history, anthropology and economics (Pitt-Catsouphes, Kossek, & Sweet, 2006), research on the home and work boundaries and their management is still scant with some seminal studies (Ashforth et al., 2000; Clark, 2000; Kreiner et al., 2009; Nippert-Eng, 1996a). These studies examined how people develop a “proper relationship” between the work and the home domains, including what belongs and what does not to each domain, and how these people negotiate their boundaries management preferences with their employers in order to maintain this relationship. Before a discussion of studies on boundary theory at the cultural



and individual levels, the definition of the boundary concept is considered, and then an examination of the boundary concept's characteristics, mainly the boundary strength, is undertaken.

Researchers have presented similar definitions of the boundary concept. Hecht and Allen (2009) generally defined boundaries as the lines that “demarcate what belongs to each domain and establishes their distinctiveness” (p. 840). Drawing from different disciplines, Ashforth et al. (2000) defined boundaries as “the physical, temporal, emotional, cognitive, and/or relational limits that define entities as separate from one another” (p. 474). A very close definition of “borders” as “lines of demarcation between domains, defining the point at which domain-relevant behaviour begins or end” (p. 756) was offered by Clark (2000), who considered that there are types of borders: physical, temporal and psychological. Comparing the physical border to the walls at work or at home, she defined it as the place “*where* domain-relevant behavior takes place” (Ibid; italics in the original). As for the temporal borders, which are exemplified through the number of working hours, they “divide *when* work is done from when family responsibilities can be taken care of” (Ibid; italics in the original). Finally, she defined the psychological borders that are self-created as “rules created by individuals that dictate when thinking patterns, behavior patterns, and emotions are appropriate for one domain but not the other” (Ibid). She used the word enactment that is defined as “a process in which individuals take elements given in their environments and organize them in a way that makes sense” (Ibid) to describe how psychological borders are created.

As a cognitive western sociologist, Nippert-Eng (1996a) assumed in her book entitled “Home and Work: Negotiating Boundaries through Everyday Life” that “we [Americans] impose boundaries on everything, including our daily activities and the places and people with whom we pursue them” (p. xi). Hence, she considered, similar to Zerubavel (1991), that boundaries are socially and “somewhat idiosyncratically constructed” (Ashforth et al., 2000, p. 474); boundaries are idiosyncratic in that they are not institutionalized as the work and home domains, whose meanings are generally agreed upon by all the

members of a given society or culture. For instance, Lebanese might have a different understanding of the boundary concept than that of the Europeans or Americans. Nippert-Eng (1996a) focused more on the mental boundaries that can be concretized in the form of physical boundaries; this was clearly gleaned from chapter two of her book where she referred to the physical and mental movements between the work and the home realms as the realm where employees sometimes complete one without the other, especially with respect to the latter. Eventually, she stated that “the mental journey is what home and work transitions are all about” (p. 106).

### **2.3.2.1 Work/Home boundaries’ characteristics**

Bulger et al. (2007) stated that “much is still to be learned about boundaries” (p. 365) that can be divided into internal and external (Kreiner, 2001), despite the western scholars’ identification of their different characteristics: thinness or thickness, flexibility (flexibility-ability and flexibility-willingness), permeability and strength/weakness and thus their ability or tendency to be blended, maintained or changed (e.g., Ashforth et al., 2000; Clark, 2000; Hartmann, 1997; Hecht & Allen, 2009; Matthews, 2007; Nippert-Eng, 1996a, 1996b). Most of the literature on boundary theory highlighted the boundaries’ permeability, flexibility and their strength’s characteristics that employees can alter. Permeability is defined as “the degree to which a role allows one to be physically located in the role’s domain but psychologically and/or behaviorally involved on another role” (Ashforth et al., 2000, p. 474); often, these “permeations are perceived as interruptions” (Clark, 2000, p. 756). Kossek and Lautsch (2012) assumed that some of these interruptions are voluntary while others are involuntary. For example, if a bank manager leaves his/her office to welcome a visiting friend while the customers wait to be served, the employee’s work boundaries are permeable since he/she allows interruptions from his private life to spill over into his work role. Kossek and Lautsch added that “permeability also extends to include choices an individual may make to allow, thoughts, feelings, or demands from one role to be assimilated into another role” (p. 157). For

instance, if a tutor takes home some exams to be corrected after his/her official working hours, this means that the tutor's home boundary is permeable.

Flexibility is defined as the "extent to which a border may contract or expand, depending on the demands of one domain or the other" (Clark, 2000, p. 757). For instance, a Lebanese bank's employees should come to work from 8:00 a.m. to 5:00 p.m., from Monday to Friday, and from 8:00 to 1:00 on Saturdays. These employees should commute on daily basis given the constraints on when and where their jobs should be done. This job is highly inflexible since it does not allow for ease of transitions between different roles. However, for a Lebanese university professor, who may choose how to allocate his/her working hours during the week's five working days, and who may opt to telecommute whenever s/he does not have classes, his/her boundaries are more flexible than the Lebanese bank's employees. The boundary flexibility was recently refined to include two dimensions: flexibility-willingness and flexibility-ability that account respectively for both the employee's willingness to loop the boundaries in and out, and his/her ability to do so based on the context's constraints (Bulger et al., 2007).

These different characteristics converge at the boundary strength characteristic (Bulger et al., 2007; Clark, 2000; Hecht & Allen, 2009). For Hecht and Allen, permeability, which is bidirectional, is "at the core of boundary strength" given that it reflects the degree to which a boundary is flexible and blending and "it is directly concerned with the extent to which the performances of work and nonwork roles actually penetrate one another" (p. 840). The work/home boundary might be strong or weak. If a boundary is permeable and flexible, it becomes weak; however, if it is impermeable and inflexible, this means it is strong; thus, able to face any external pressure. Bulger et al. (2007) wrongly conceptualized the boundary strength concept as being uni-dimensional, whereas Hecht and Allen (2009) found boundary strength to be bi-dimensional. Its two dimensions are boundary strength at home (BSH) and boundary strength at work (BSW). They defined BSH as "the extent to which one's work role permeates (psychologically or behaviorally) the time and space of his/her

nonwork life”, and BSW as “the extent to which nonwork roles permeate the time and space of work” (Ibid, p. 858).

In this exploratory dissertation, Hecht and Allen’s (2009) concise conceptualization of boundary strength is adopted. Similar to Bulger et al. (2007), they consider boundary strength to be “most closely associated with the segmentation-integration model, which holds that there is a continuum reflecting the extent to which work and nonwork can be kept separate from, or intermingled with, one another” (p. 840). Strong home boundary means that time devoted to work is not interdependent with time devoted to home, and that any problems that happen at work do not spill over to home. However, when home boundary is weak, employees may carry home their unfinished work; thus, time that should be devoted to home becomes an extended work time. In this case, problems that occur at work might spillover to the home. However, it is worth noting that the weakness and the strength of the boundaries do not mean that employees will experience more or less conflict respectively.

### **2.3.2.2 Boundary Strength at Work (BSW) and Boundary Strength at Home (BSH) correlates**

Studies on the BSW and BSH are scant given that the boundary’s strength concept is still at the embryonic stage and its nomological network needs time to be robustly developed. Bulger et al. (2007) started building the nomological network of the boundary strength. They related the boundary strength to the segmentation-integration continuum based on Ashforth’s et al. (2000) theory on micro role transitions. For them, when employees erect boundaries that are permeable and flexible, and when they have low contrast between their different roles, this would lead to weak boundaries; thus, reflecting a preference for integrating their work and non-work roles. However, when boundaries are impermeable and inflexible and there is high role contrast, employees show a preference to separate between their different roles by making the boundaries stronger or thicker. This dissertation specifically argues that the erection of strong/weak boundaries is directly related to the employees’ preferences for segmentation or integration. Strong boundaries between work and home lead

to a segmentation between the two domains, while weak boundaries lead to the two domains' integration.

In the same vein, Hecht and Allen (2009) identified one antecedent, i.e., role identification, and one consequence, i.e., inter-role conflict (WFC and FWC), of boundary strength. For instance, when one strongly identifies with the home domain, the individual is more likely to spend more time and effort at home. This strong home identification can lead employees to protect their home role from intrusions and interruptions from other roles such as work; thus, leading the boundary strength at home (BSH) to be stronger than the boundary strength at work (BSW). The authors found that "job identification was a negative predictor of BSH, whereas personal life identification was a positive predictor of it... In contrast, BSW was only predicted (positively) by job identification" (p. 851). They also found that boundary strength is a different construct than that of work family conflict, and that "BSH was a negative predictor of WFC, and BSW was a negative predictor of FWC" (Ibid). More precisely, they stated that

"When an employee's nonwork life permeated the work boundary, employees reported higher levels of family interference with work; when employees' work permeated the home boundary, employees reported higher levels of work interference with family. When work–nonwork boundaries were strong, employees reported lower levels of conflict between work and family" (Ibid).

Since they found that role identification is only partially related to BSW and completely related to BSH, Hecht and Allen suggested that "individual's control of boundaries at work may be lower than their control of boundaries at home" (p. 858). This suggested employee's latitude on the management of the home boundary might be due to the general lack of constraints and the existence of support from family, friends and neighbours in the employee's home domain; and, the presence of multiple demands at work that restrict the employee's autonomy to handle his work boundary based on his/her preferences. In this respect, Nippert-Eng (1996a, p. 14) implied that the work/home boundaries'

negotiation, creation and maintenance might be affected by the expectations derived from the occupation type, the formal and “progressive” family supportive organizational programs, some individual’s differences and preferences, and expectations from their leaders, whom Clark (2000, p. 761) depicted as the “border keepers” at work similar to those experienced by the spouses at home. These suggestions should be further explored while taking into consideration the role of indigenous and contextual factors.

In this respect, work/family synthesis, defined as “the strategies an individual uses to manage the enactment of work and caregiving roles” (Kossek, Noe, DeMarr, 1999, p. 102), in order to achieve work/home balance, “is partly shaped as a result of the structure of the job they are in and partly by individual differences” (Kossek, Lautsch, & Eaton, 2005, p. 254). There are no studies that tackle the relationship between individual level variables such as preferences (e.g., polychronicity) that were suggested by Nippert-Eng (1996a) to be important predictors of the individual’s preference for segmentation and integration and to have “differential effects” on the work/home boundary strength (Hecht & Allen, 2009). A relevant individual’s preference is polychronicity; some researchers explicitly suggest the latter’s role in determining the employee’s preference for segmentation and for integration (Smith, 2001); while others implicitly delineate its effect on the boundary strength at work (BSW) and boundary strength at home (BSH) (Hecht & Allen, 2009).

### **2.3.2.3 Polychronicity**

The fast technological, economic and political changes due to globalization moved time from the “background to the foreground” (Ancona et al., 2001, p. 512). George and Jones (2000) urge researchers to explicitly and systematically integrate time into the “what, how and why” of the management and organizational behaviours theories, and not as a boundary condition, in order to enrich the ontological meaning of the studied concepts.

Polychronicity, a “young field of inquiry”, which is depicted as the “temporal tower of Babel” (Ancona, Goodman, Lawrence, & Tushman, 2001), is one of the individual temporal dimensions that shows promise in adding “actionable knowledge” to the employee’ management of their work and home boundaries along the same line of that stated by Kreiner et al. (2009). Although polychronicity is receiving more and more attention in the organizational behaviour, human resource management, marketing, psychology, management information systems, communication studies, media communications and industrial engineering, medical and engineering management fields (e.g., Albert & Ah Ha, 2004; Arndt, Arnold, & Landry, 2006; Benabou, 1999; Conte & Gintoft, 2005; Hobbs, 2004; Kaufman, Lane, & Lindquist, 1991; Lee, 1999; Lee & Liebenau, 1999; Madjar & Oldham, 2006; Nonis, Teng, & Ford, 2005; Risavy et al., 2008; Schell & Conte, 2008; Zhang, Goonetilleke, Plocher, & Max Liang, 2005), there is scant research on the effect of an individual’s polychronic tendency on his/her management of his/her work/home lives.

Polychronicity was introduced as a cultural level variable by the anthropologist Edward Hall (1959, 1983). Thereafter, studies rendered polychronicity to be a multilevel, i.e., organizational, group, individual and job, variable and not only a cultural level variable (e.g., Benabou, 1999; Bluedorn, 2002; Bluedorn & Jaussi, 2007a, 2007b; Brislin & Kim, 2003; Hall & Hall, 1990; Hecht & Allen, 2005; Heinen, 2005; Lindsay, 2008; Moustafa, Bhagat, & Babakus, 2005; Onken, 1999; Risavy et al., 2008; Schein, 1992; Slocombe & Bluedorn, 1999). This exploratory study focuses on polychronicity at the individual/group level given its focus on the Lebanese leader’s effect on the follower’s work/home boundaries’ management through a leader/follower fit perspective.

Most of the literature on polychronicity before 2008 adopted the pseudo-definitions, which did not clearly differentiate polychronicity from multitasking, as offered by Hall (1959, 1983) or Bluedorn, Kalliath, Strube, and Martin (1999). Nonis et al. (2005) are the first scholars who clearly differentiated between polychronicity and multitasking, as other scholars did later on (e.g., König & Waller, 2010). They explicitly stated that “polychronicity refers to an

individual's preference for doing several things at one time and not the behavior of multitasking per se" (p. 413). This statement contradicts that of Bluedorn (2002) in which he stated that the only difference between polychronicity and multitasking is that the latter involves speed in tackling multiple tasks simultaneously.

The inconsistency in the definitions of polychronicity as a value, and/or as an attitude (preference), and/or as a behaviour has led König and Waller (2010), Oberlander (2008) and Poposki, Oswald and Brou (2009) to offer new definitions of polychronicity that converge to conceive it as an attitude or a preference and its counterpart multitasking as a behaviour. The question about the difference between polychronicity and multitasking is now being resolved since two recent definitions by Oberlander (2008) and Poposki et al. (2009), and König and Waller (2010) have concluded that polychronicity is the preference to multitask and not the behaviour per se. Oberlander (2008, p. 22) and Poposki et al. (2009) offered the following definition of polychronicity: "an individual's *preference* for shifting attention among ongoing tasks, rather than focusing on one task until completion and then switching to another task" (p. 4; italics added by the author). Along the same line, König and Waller (2010) recommended that "the term *polychronicity* should be used to describe the preference for doing several things at the same time, whereas the behavioural aspect of polychronicity should be referred to as *multitasking*" (p. 175; italics in the original). These similar definitions are adopted in this study.

Most of the studies on "polychronicity" at the individual level examined the relationship of polychronicity with work outcomes (e.g., Conte & Gintoft, 2005; Conte & Jacobs, 2003; Madjar & Oldham, 2006; Schell & Conte, 2008). Few studies tangentially touched on the individual polychronicity's effect on the employee's non-work outcomes such as WFC and WFE, or implicitly suggested the relationship between polychronicity and the employee's work/home segmentation/integration behaviors. Very few studies explicitly examined the relationship between polychronicity and the employees' positive and negative non-work outcomes (Heinen, 2005; Risavy et al., 2008).



To the best of the researcher's knowledge, there is only one article that examined the effect of "work/home multitasking", which is referred to as "performing work in the family setting... creating situations in which work and family duties converge such that individuals perform both at the same time", on WFC and perceived stress (Voydanoff, 2005, p. 494). Voydanoff did not refer explicitly to polychronicity per se but to actual multitasking behaviours. Eventually, Voydanoff, who was the first to study employees' work/home multitasking behaviours and not polychronicity per se, stated that

"The effects of other aspects of working at home (doing regular work at home, bringing work home, and receiving contacts from work while at home) may operate through their effects on work– family multitasking. No studies were found that examined such relationships" (p. 494).

This blurring role between work and home increases people's distractions and interruptions at home and has been found to lead to more individual's WFC and perceived stress.

There are only two papers, not published in academic journals, which explicitly studied polychronicity as an antecedent of WFC (Risavy et al., 2008), or as a moderator of WFC and WFF (Heinen, 2005). There are some other articles that have tangentially touched on the relationship of polychronicity to the WFI (Benabou, 1999; Francis-Smythe, & Robertson, 1999; Kaufman et al., 1991; Kaufman-Scarborough, 2006; Keating & Murgolo-Poore, 2001; Manrai & Manrai, 1995). Benabou (1999) found that polychronicity is negatively related to the separation of work-nonwork time. The polychrons' tendency to integrate between their work and non-work domains is further discussed herein. This discussion combines between the polychronicity and boundary theories' literature that clearly shows that scholars from the two fields have referred to the same concepts; however, they did not link these two theories as it was done in this dissertation.

At the core of the polychronicity and boundary theories' nomological networks are two basic concepts: "interruptions" and "compartmentalization", in addition

to other common terminologies such as “juggling different roles/tasks” or “wearing different hats”.

With respect to the first common concept, Ashforth and his colleagues (2000) described interruptions, the consequences of work/home role blurring, as work/home “role boundaries violations” that “do not necessarily involve suspending one role for another; they may require enacting two or more roles simultaneously” (Ashforth, 2001, p. 275). However, “not all interruptions are experienced negatively. An interruption can serve as a respite, providing a welcome break from a taxing role” (Ibid). In the polychronicity literature, interruptions are considered to be violations mainly for monochrons but not for polychrons (Bluedorn, 2002). In fact, interruptions for polychrons are quite normal and sometimes are enjoyable and looked-for by polychronic workers for these interruptions give them a short rest from what they are doing either at work or at home. This fact is reflected in Cotte and Ratneshwar’s (1999) description of a polychron as a person who “treats unplanned interruptions as equal to planned activities” (p. 184).

As for compartmentalization in the boundary literature, it was defined by Kreiner (2001) as “the isolation of various... thoughts, feelings and beliefs from each other” (p. 21). More specifically, the absence of compartmentalization leads to the integration of different domains or categorical classifications that may lead to positive and negative effects on the employee’s health and well-being (Showers, 1992). Although compartmentalization was widely used by Hall (1959, 1983), he did not explicitly define it; however, his usage and operationalisation of this concept reflect Kreiner’s definition. He stated that for monochrons, mainly within the western world, “social and business life, even one’s sex life is commonly schedule-dominated. By scheduling, we *compartmentalize*; this makes it possible to concentrate on one thing at a time, but it also reduces the context” (Ibid, p. 48; italics added by the author). These same facts about western monochronic people were reflected in the introduction of Nippert-Eng’s (1996a, p. 1) book. Also, in his book, Ashforth (2001) stated that compartmentalization assists people, from monochronic

cultures, “to cope with the fragmentation and turbulence of modern life... although at the potentially high cost of a fragmented self” (p. 268). In fact, there are costs and benefits for segmentation done through compartmentalization according to Ashforth.

#### **2.3.2.4 Polychronicity as an antecedent of Boundary Strength at Work (BSW) and Boundary Strength at Home (BSH)**

Hecht and Allen (2009) implied that an individual’s multitasking behaviour might affect his/her boundary strength at work (BSW) and boundary strength at home (BSH); this is made clear in their statement that “individuals would feel less conflicted if they could devote focused attention to each of their work and nonwork roles, without feeling pressed to do both at the same time” (p. 859). Eventually, a polychron uses different strategies in approaching the work and family domains than does a monochron, and has a different conceptualization of the work and home spaces; consequently, the mechanism through which a polychron reaches a work/home balance differs from that of a monochron.

Kaufman et al. (1991) were the first to refer to the relationship between role overload and polychronic time use. They mentioned how efficient “polychronic time use” may help satisfy both employment (work) and homemaker (family) roles using the employees’ time, skills and energy resources complementarily. However, the authors did not elaborate on this mechanism (how) and did not test it.

Benabou (1999) focused on two types of temporal boundaries. The first separates between different work groups, whereas the second separates between employee’s work and nonwork time. He hypothesized that there exists a negative relationship between polychronicity and the separation of work-nonwork time. He was able to support his assumption, showing that the more polychronic an individual is, the more he/she integrates between his/her work and non-work life.

Along the same lines, Francis-Smythe and Robertson (1999) concluded that polychrons, who “are far less likely to compartmentalize home and work than

monochrons" (p. 288), fit more with a flexible organic structure that allows them to integrate different aspects of their lives. Polychrons, who in their approach feel that they are expanding the day beyond the 24 hours (Kaufman et al. 1991), see the combination of work and home activities as an opportunity to complete more in less time (Francis-Smythe & Robertson, 1999); thus, signalling that polychrons are more integrators than segmenters.

A poster by Heinen (2005) and an unpublished paper by Risavy et al. (2008), as part of a research project (cf. [www.workfamilyconflict.ca](http://www.workfamilyconflict.ca)), focused on the importance of polychronicity in the work/family literature.

Heinen's (2005) poster also did not directly address polychronicity in relation to the work/family paradigms. Its main purpose was to shed light on a gap in the literature related to the relationship of polychronicity, as an individual time preference, to the negative and positive outcomes of being simultaneously involved in multiple life roles, and the effect of this relationship on the individual's perceptions of his/her involvement. The most important but unexpected findings of this study are that there is a negative relationship between inter-role conflict and polychronicity, and that there is no relationship between polychronicity and role overload. The latter finding contradicts that of Kaufman's et al. (1991) study, which showed that polychronicity is negatively related to role overload. This contradiction suggests the presence of moderator variables, or it might be due to Heinen's (2005) usage of different measures of polychronicity: Heinen used the IPV whereas Kaufman et al. (1991) used the PAI.

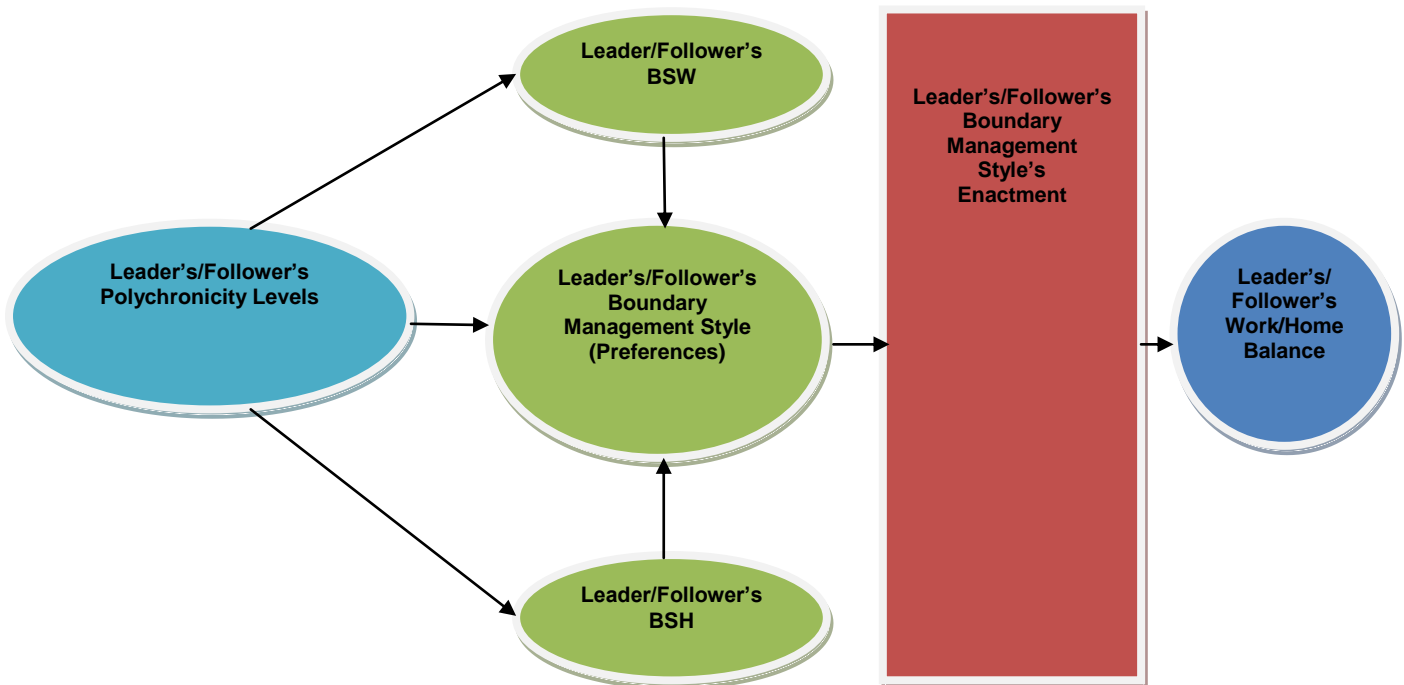
Heinen also found that the employee's commitment and the hours he/she devoted to multiple roles were positively related to both perceived role overload and inter-role conflict; polychronicity moderated the intensity of these relationships in a way that polychrons suffer from more conflict between the enacted roles when their level of commitment to these roles is lower than that of monochrons. She found this situation to be similar to people's preference for work/home segmentation/integration, since polychrons prefer not only to integrate many intra and inter roles (not only within the same domain (work or

family/home), but also between different domains (work-family/home; home/family-work)); hence, rising the likelihood of more role conflict. However, this finding does not mean that “segmenters” are better than “integrators” in managing the work/family demands since the benefits of segmentation or integration depends on the fit/misfit between the employee and his/her organizational environment (Ashforth et al., 2000; Clark, 2000; Desrochers, Hilton, & Larwood, 2005; Kreiner et al., 2009), including that of his/her leader/manager.

Along the same lines of Heinen’s (2005), Risavy et al. (2008) examined, although more directly, the relationship between polychronicity and WFC. Their study is the first that explicitly integrates the polychronicity concept into the building blocks of the work/family models; more specifically into Frone’s et al. (1992, 1997) WFC model. Polychronicity was considered as a preference and as a coping mechanism to decrease the work/family roles’ overload; a concept similar to that presented by Keating and Murgolo-Poore (2001). The main limitation of Risavy’s et al. (2008) study is its reductionist view of the multidimensional WFC model, focusing only on the time-based form of conflict. Still, several contributions to the work/family and polychronicity literatures are worth noting here. Polychronicity was found to be negatively related to work overload, but it was not related to family overload; however, these results were found to be true only for men and not for women, who are usually held responsible for the family’s responsibilities. The most important contribution is that polychronicity is best conceptualized as an antecedent individual level variable in the WFI. Accordingly, Model I presented in Figure 2-1 is developed, where polychronicity is proposed to be an antecedent of the boundary strength at work (BSW) and boundary strength at home (BSH) concepts. Eventually, some questions remained unanswered: “if one is monochronic, is it more difficult to adjust to the multiplicity of roles in modern work life than if one is polychronic?” (Smith, 2001, p. 780); will polychrons, for whom time is not finite and interruptions are normal, erect weak boundaries around work and home domains and integrate these two domains, while monochrons, who compartmentalize their work and home lives and do not like interruptions, erect

strong work/home and tend to be segmenters? How will monochrons and polychrons reach work/home balance?

**Figure 2-1: Model I**



### 2.3.2.5 Streams of research on boundary theory

Currently, there are three streams of research that have studied the mechanisms through which employees manage their work and home boundaries and domains. In the first two streams, boundary management's aspects have been separately tackled at the individual and organizational levels of analysis; while in the third more recent stream that draws on the first two streams, these aspects were examined at both levels simultaneously.

In the first stream of research, researchers focused on the employees' micro-role transitions and work/home segmentation/integration preferences. They

found that the way employees manage their work and home boundaries is not always in alignment with the former's preferences for work/home segmentation and integration (e.g., Ashforth et al., 2000; Nippert-Eng, 1996a; Rothbard et al., 2005), but they did not scrutinize the reasons leading to this situation at work and at home. In the second literature stream, researchers started to explore people's actual enactment of their work/home segmentation/integration preferences from a person-environment fit perspective, and have more precisely focused on the behavioural, temporal, physical and communicative strategies and tactics that the priests, subjects of their study, use to "create a boundary work framework" (Kreiner et al., 2009, p. 715) and manage their incongruence in work/home boundary integration/segmentation with their environment, including their leaders. More recently, a third stream of research, which focused on both people's preferences to work/home segment/integrate and their enactment of these preferences and their antecedents, has been led by Kossek and colleagues (2006, 2011, 2012). More precisely, they have focused on the "work-family (W-F) boundary management styles" and their characteristics. This research, which has focused on Katz and Kahn's (1978) role taking theory and Karasek's (1979) job control theory, opens the door to study the role and the behaviours of the leaders in his/her followers' control of their work and home boundaries and management of the interruptions across these boundaries and within the work and home domains.

With respect to the first stream of research, three seminal studies, which have many commonalities, are discussed. In her qualitative study, Nippert-Eng (1996a) developed "boundary theory" based on Zerubavel (1991). Similarly, Clark (2000) introduced "work family border theory" as "a new theory of work/family balance". However, Ashforth et al. (2000) focused on micro-role transitions, as "boundary crossing activities", borrowing from the "boundary theory" and the "role theory" of Katz and Kahn (1978), who characterized a role as "the building block of social systems and the summation of the requirements with which such systems confront their members as individuals" (p. 473).

Nippert-Eng (1996a) defined “boundary work” as “the key process that reflects and helps determine how much we integrate/segment home and work” (p. 8). Hence, for Nippert-Eng, the boundaries serve as the backdrop against which people integrate simultaneously or in parallel, or segment events or aspects of their work and home domains. Similar to other variables in the organizational and management theory (OMT), segmentation/integration represents a continuum ranging from high segmentation to high integration. Most of the people lie between these two extremes; these people, who were named “alternators” (Kossek & Lautsch, 2012), prefer to sometimes segment some aspects of work from home and vice versa, while other times, to integrate between different roles based on the contexts of work and home and their requirements. Segmentation or integration is not bad or good per se, given the constraints that the employees may face at work and at home, and which would lead them to choose or be obliged to choose to integrate, segment or alternate. For integrators, the challenges are to how to create and maintain boundaries, assuming that they are worried or aware of this issue; whereas for segmenters, the main challenge is to how to cross the boundaries they have constructed for the sake of decreasing the role’s blurring, and minimizing the conflict between different roles through keeping their different sub-identities separate.

Clark (2000) argues that “most research on work and family has been atheoretical, or uses theory only to explain research results without driving research questions” (p. 749). Accordingly, she developed her work/home border theory, which argues that a balance between work and home is “satisfaction and good functioning at work and home, with a minimum role conflict” (p. 751). She focused on the importance of boundary work in minimizing WFC, but did not concentrate on the positive outcomes of the work/home relationship. For her, people are “border-crossers”, who move back and forth between work and home on daily basis, depending on their needs and goals in each domain that, in turn, shapes these needs and goals. Accordingly, the main concepts of Clark’s border theory and their characteristics are: “a) the work and home domains; b) the borders between work and home; c) the border-crossers; and d) the border-keepers and other



important domain members” (p. 753). These are similar to those of Nippert-Eng’s (1996a) theory, especially with respect to the characteristics of work/home integrators and segmenters. However, Nippert-Eng (1996a) and Clark (2000) did not examine deeply the factors affecting people’s work/home segmentation/integration preferences. Although Clark referred to border-keepers who affect these preferences, she did not explore these border-keepers and their actual roles in people’s management of their work/home borders.

Along the same lines of those implemented by Nippert-Eng and Clark, Ashforth et al. (2000) and Clark (2000) also proposed that people have some “latitude” in selecting their roles and in their segmentation or integration between their different roles. “Micro-role transitions” or “Role alterations” are “the psychological and (if relevant) physical movement between simultaneously held role” (Ashforth, 2001, p. 7), leading people to “wear different hats” and “shifts gears” (p. 261). These transitions refer to temporary, frequent and usually recurring movements between the work and the home domains, representing the two most essential domains in an employee’s life (Ibid). According to Ashforth and his colleagues (2000), these movements occur through the engagement in one role (role entry) and the disengagement from another (role exit). This activity is represented by Lewin’s (1951) unfreezing-movement-freezing model, where unfreezing refers to the role exit because of dissatisfaction, then the movement leading to freezing by entering a given role and the acceptance of its norms. Ashforth et al. (2000) referred to this movement as “*boundary crossing activity*” to overcome or transcend boundaries, which are constructed in order to make our complex environment easier to manage, based on the classification of objects and people at work and at home along different dimensions such as clothes and appearance, eating and drinking, calendars and keys (Nippert-Eng, 1996a). Even though the employee might enjoy “peace of mind” according to Mandler’s (1990) interruption theory due to the lack of intrusions from one domain to another, this boundary’s construction might complicate things for the employee, who has to transcend the boundary placed by jumping “back and forth over it” (Ashforth et

al., 2000; Nippert-Eng, 1996a, p. 8), and exaggerate differences between the employee's home and work domains (Ashforth & Humphrey, 1995). This view reflects the dynamic lens through which scholars, employers and leaders/managers have to look at the employees, who are "proactive or enactive" and not reactive as it is generally assumed in the work/family literature (Clark, 2000) in their "boundary work", which is a "never-ending, hands-on, largely visible process through which boundaries are negotiated, placed, maintained and transformed by individuals over time" (Nippert-Eng, 1996a, p. xiii).

Similar to Clark (2000), Ashforth et al. (2000) focused on three factors that affect the employees' boundary, namely, "creation, maintenance, and crossing": The content (role identity/contrast) of each domain, the boundary (interface with other identities or domains) and the context (situation), which might be strong or weak leading to "asymmetrically [home and work] permeable boundaries" (Pleck, 1977, p. 423). For instance, Ashforth et al. (2000) considered the bank, context of this dissertation, to have a strong context where "everyone construes it in much the same way, everyone has the same understanding of what behaviors are appropriate" (p. 484); they described its management as follows:

"A bank's management might require branch employees to be at their respective branches (spatial boundary) from 9 a.m. to 5 p.m. each day (temporal boundary), might discourage personal telephone calls and certain nonwork related activities and topics (inflexible and impermeable boundaries), and might prescribe and train employees to display a certain friendly and service oriented demeanor (role identity). Thus, the bank context facilitates the creation of boundaries as employees become socialized into the organization and internalize normative expectations" (Ibid).

This description shall be explored in this dissertation.

Ashforth et al. developed their theory based on "role identity theory", which states that people identify themselves with different social groups such as

organizations and their leaders and families; these people assume different identities based on the different roles they play in these different groups. Ashforth et al. conceptualized role identities to be “socially constructed definitions of self-in-role (this is who a role occupant is)” (p. 475). The authors added that “what makes role identities relevant to role transitions is the concept of “contrast” – that is, the number of core and peripheral features that differ between a pair of role identities and the extent of the differences, where core features are weighted more heavily” (p. 475). For instance, when people identify themselves with their work role, they are more likely to create flexible and permeable work boundaries; thus, integrating this role with the home role to reduce contrast.

As reviewed, the studies in the first stream have focused on describing people’s boundary management at the individual level of analysis, but did not go further into understanding the factors that affect people’s preferences to work/home segment/integrate and their actual enactment of their preferences; thus, “how individuals successfully navigated the work-home boundary” as per Kreiner et al. (2009), who focused in their qualitative study of priests at an American church: “more on ‘how’ and less on ‘how much’” (p. 707).

In the second stream of research, Kreiner et al. also explored how employees, as active agents, handle the incongruence between them and their environment, including their leaders, in the work/home segmentation and integration preferences. Based on their adoption of the grounded theory process, the authors identified four broad tactics that help priests to better handle their incongruence and its negative consequences: “behavioral, temporal, physical, and communicative” (p. 715). The behavioural tactics are related to the usage of relevant people and technology, the prioritization of the work and home tasks, and the differential allowance of specific aspects from work and home to permeate from one domain to another. The temporal tactics are related to “when and how much time to devote” to work and home demands (p. 719). The physical tactics are related to the erection of physical boundaries around work and/or home, and the management of the resulting physical space

and the different artefacts in the two domains. The last tactics are communicative in that they are related to how people proactively communicate their expectations and work/home management preferences to relevant stakeholders or reactively confront violators of these preferences. Given the unique context of Kreiner's et al. study, there is a need to explore these findings in a business context.

Studying the third stream of research led by Kossek and her colleagues (2006, 2011, 2012), this dissertation focuses on Kossek's et al. (2012) identification of three main boundary management styles: Integrators, segmenters and alternators. They defined boundary management styles (BMS) as "the general approach an individual uses to demarcate boundaries and regulate attending to work and family roles" (Ibid, p. 155). They focused on three characteristics of these BMS and not on the work/home boundaries per se: "cross-role interruption behaviours, identity centrality of work and family roles and perceived control over boundaries".

- **Cross-Role Interruption Behaviours**

This first characteristic is related to the degree of interruptions from work on home or vice versa. It represents a "key role-taking behavior" (Ibid, p. 114). Previously, researchers have focused on the direction of interruptions rather than on the individuals' interrupting behaviours and former antecedents. These interruptions may be symmetrical where there is equal interruption from work to home and vice versa or asymmetrical where there is more interruption in one direction than the other. There are many reasons for these symmetrical and asymmetrical behaviours. These reasons, especially the role of the leader in his/her followers' work and home interruptions, need to be explored.

- **Identity Centrality of Work and Family Roles**

Based on role identity theory and along the same lines of Ashforth et al. (2000), Kossek et al. (2012) defined role centrality/identity centrality as "the relative value the individual places on his or her different identities, which is often related to the time and energy invested in a role" (p. 114, citing Thoits, 1991). They developed the role identity theory through the division of employees into

four categories based on the degree of importance employees place on their respective work and home: work-centric, family-centric, dual-centric and non-centric. Work-centric people prioritize their works over everything else. They are more concerned with their careers since they identify themselves more with their jobs rather than with their families. On the other hand, family-centric individuals consider their families to be their main concern since they might have invested a lot of time and effort in their work. Dual-centric individuals are equally concerned with their families and work; this is due to their recognition that they simultaneously need to work, and thus earn money without which their families cannot survive, and to satisfy their families' emotional needs by being close to them. The last category includes hobbyists and volunteers, who are not quite concerned with their home and careers, and who do things for fun and for self-satisfaction. Exploring to which category each employee belongs to helps leaders to better understand their followers' work/home values, attitudes and behaviours and to customize their behaviours accordingly.

- **Perceived Boundary Control**

Kossek and her colleagues examined the employees' perceptions of their degrees of control over the boundaries of the work and home lives and the "timing, frequency and direction" of these boundaries' crossing to fit with their work and home roles' identities and how these perceptions are affected by their organizations, which are represented by their leaders. They suggested the need for an augmented explanation of the definition of autonomy, through the inclusion of the employee's perceived control over when and where to do their jobs, since employees' perceived control over the "timing and location of work" was found to be of higher importance than having work flexibility such as being able to telecommute (Kossek, Lautsch, & Eaton, 2006). They proposed that the employees' perceptions of how much control they have over their work and home boundaries to be highly affected by the organization's work/family climate.

An organization's climate, which is nurtured by its owners and top managers, and which is "an indication of how a work-family culture is interpreted, including

member perceptions regarding aspects of work–family boundary management” (Kossek & Lautsch, 2012, p. 159) and “a key influence on what creates or eliminates an individual’s amount of perceived control” (Ibid, p. 161), influences how leaders/managers design the jobs available in their organizations. Kossek and Lautsch (2012) conceived the organizational climate to range along a continuum having customization and standardization as its two ends, and varies “in terms of their norms and values regarding whether work arrangements can be customized to accommodate the diverse needs and preferences of workers, or whether a standardized approach prevails” (Ibid, p. 159). They recognized that some organizations have a supportive work/family climate, which allows employees to customize their work arrangements based on their preferences for segmentation/integration/alternation, while others have a climate that is more restrictive and defensive, and have a standardized approach regarding employees’ work and home arrangements. In the latter, employers or leaders/managers advocate a one-size-fits-all policy rather than a policy that gives employees freedom to control their boundaries based on their different roles’ demands. Most organizations have climates that range between these two extremes. These organizations sometimes allow the employees to have some discretion on how they manage their work and home boundaries, while other times they control the employees’ boundaries.

In brief, the first stream of research has opened the door to better understand the mechanisms through which employees strive to reach a work/home balance. However, it was descriptive and did not go into a deep understanding of the context and factors affecting this balance. In the second stream of research, there was an exploration of the context and its elements that precisely affect people’s actual work/home segmentation/integration behaviours. The third stream of research identified specific boundary management styles’ (BMS) characteristics that are affected by different factors of the environment, such as the leader’s, subordinates’ and family’s roles, which were identified in the second stream of research. There is still a need to further explore these factors indigenously in different business’ contexts. This dissertation shall explore the role of the organization’s work/family boundary

management climate that is reflected through the leaders' behaviours in controlling the employees' enactment of their BMS that may fit or misfit with their preferences.

With the acknowledgement of western researchers' recent interest in the work/family interface (WFI) at both the organizational and individual levels simultaneously, more research on the work/home interface at the group/individual level is needed as discussed herein.

## **2.4 Boundary theory and leadership**

There are two sources of support to the employees at the workplace. The first is the formal family supportive organizational policies and programs that were found to be not very effective to the employee (e.g., Hammer et al., 2007, 2009; Kreiner et al., 2009). It is worth noting that these programs do not exist in Lebanese companies due to the greater support from the extended kinship system and more specifically from non-chosen family members, maids, babysitters, nurses and drivers; thus, making the organizational dependent care supports found to be highly beneficial in the U.S. and other western countries (Ishii-Kuntz, 1994; Spector et al., 2004) be of less value to the Lebanese.

These formal organizational policies, which are beyond the scope of this dissertation, are carried out by the leaders, who, through their actions, represent the second source of support for the employee; they represent the informal organizational support. They reflect the values of their organizations based on the programs their organizations offer (O'Neill et al., 2009). Nevertheless, for most of the organizations, many of these policies were found to remain on books saved in the drawers; however, if they are implemented, these organizations' leaders usually do not encourage employees to use them (Allen, 2001), for if employees make use of their organizations' family-friendly programs, their leaders would make the former to feel guilty for overusing the organization's resources or for not exhibiting organizational citizenship behaviours (OCBs).

The informal organizational support was mostly studied based on its provision by organizations' supervisors (e.g., Thomas & Ganster, 1995; Thompson et al., 1999). It was the subject of recent studies by Hammer and colleagues (2007, 2009), who identified four dimensions of supervisor's support: "emotional support, instrumental support, role modeling behaviors, and creative work-family management", and consequently developed a multidimensional model of family supportive supervisory behaviours (FSSBs) in 2007, and a measurement of these dimensions in 2009.

It seems that "while we now better understand the problems surrounding work-life integration, scholars are far from providing the necessary solutions to create a sense of work-life equilibrium" (Stroh, 2005, p. xvii as cited in Kreiner et al., 2009, p. 705). That said, "actionable knowledge" should go beyond systematic studies, and thus offer evidence-based practical solutions to employees' lack of work/home balance, and which can be implemented by the organizations and their leaders. Accordingly, the employee should not be treated as a "passive reactor to environmental conditions", but as "an active agent in the "co-construction" of boundaries in negotiated interaction with others" (Kreiner et al., 2009, p. 705), mainly with his/her leader. In this respect and along the same lines of Kreiner's et al. study, this dissertation adopts the "social construction approach" as it shall be discussed in chapter three.

Although research on "leadership" has sharply increased during the last few years, most of the developed leadership theories did not examine the effect of the leaders' behaviours on their followers' non-work outcomes (Harrison et al., 2007). Few studies tackled the quality of the leader member exchange (LMX) on the work/family outcomes, where high quality (LMX) was expected to lead to better outcomes; however, research findings have shown inconsistent results in this respect (e.g., Bernas & Major, 2000; Kinnunen & Mauno, 1998). Only one recent dissertation tackled the relationship between two transformational leadership behaviours (Inspirational and work-empowering) and employees' WFC as to their perceptions of the organizational climate (Heinen, 2009) that was recently divided into customized and standardized by Kossek and Lautsch



(2012), as discussed. Except for Heinen (2009), there is no study that has explicitly focused on the role of specific leaders' behaviours in the follower's home lives. Heinen's findings showed that specific leaders' behaviours might have a negative effect on the followers' non-work outcomes. She found that

“High performance expectations are negatively related to supportive climate perceptions, which in turn is negatively related to levels of employee work-family conflict (WIF). Conversely, considerate leader behaviors are positively related to levels of a family-supportive work-family climate, which in turn is negatively related to employees' levels of WIF” (p. 33).

This finding is not in alignment with those of the few studies that have examined the relationship between leadership and follower's non-work outcomes, which mostly showed a positive leader effect on their follower's outcomes (Harrison et al., 2007; Youngcourt et al., 2008).

Another study by Kirchmeyer (1995) focused on the employer's role in helping the employees manage their work/non-work boundary through the segmentation or integration of aspects of their work and home domains, as part of the organizational possible responses to non-work, but did not focus on the leadership process or the leader's acts per se in this respect. Thus, the integration concept was seen as a practice or “organizational response” to non-work that is adopted by employers not by employees as conceived by Nippert-Eng (1996a), Ashforth et al. (2000) and other scholars.

Through the adoption of the “integration” practice, employers allow the employees to integrate their roles; thus, the employer assumes “responsibility for aspects of workers' nonwork lives in addition to work lives... and in a sense “taking control”, [which] fits a paternalistic model of the employer-worker relationship” (Kirchmeyer, 1995, p. 517). Through the adoption of the “separation” process, the employers imply that they do not want to interfere in the employees' non-work lives and that they want to keep their relationship with

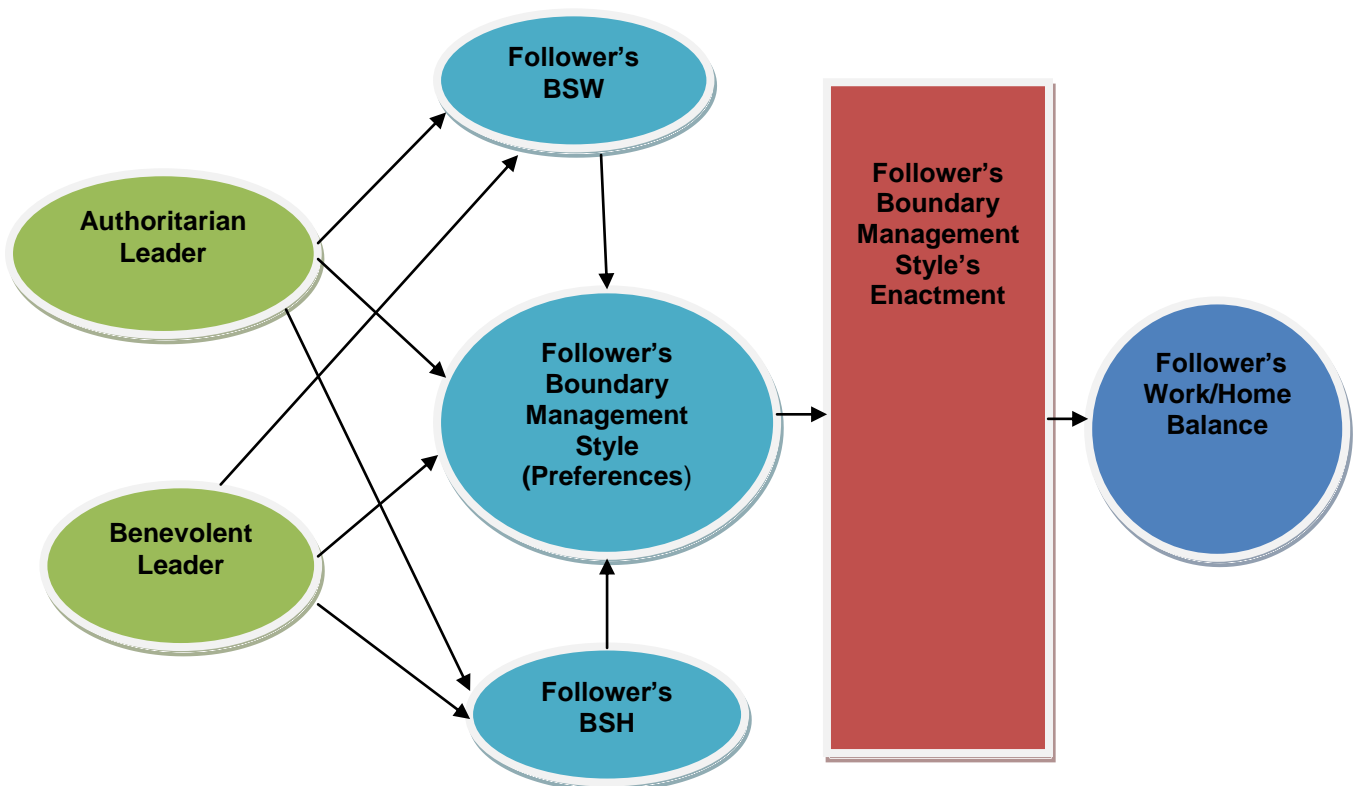
their employees restricted to the work domain. Accordingly, Kirchmeyer developed a typology of two dimensions. The first is “Orientation to employer-worker relationship”, and the second is “Orientation to work-nonwork relationship” (p. 519). With respect to the first dimension, the employer-worker relationship ranges from “paternalistic” to “mutuality”. As for the second dimension, the orientation of the employer to the employee’s work/non-work ranges from “separate” to “related”. She considered that the separation response is not related to any of the two categories along the first dimension, but the integration practice was assumed to reflect the paternalistic and related orientation. She added a third organizational response that she labelled “respect”, where the organization/employer should respect the preferences of the employees in “closing the gap” between work and family before closing it through the adoption of relevant family/friendly strategies such as on-site childcare. Kirchmeyer’s study is somehow in alignment with this dissertation, which explores the relationship between the leader and his/her follower rather than the relationship between the employer and the employee.

Three decades ago, Kanter (1977) found that organizations are designed in a way such that their leaders are not and should not be concerned with their followers’ non-work lives. Although it seems that this is less true in the United States today than it was thirty years ago (Kreiner et al., 2009), the situation in Lebanon still reflects what Kanter (1977) found. Indeed, 61% of the Lebanese workers, of whom 57% are women and 62% are men, work informally (Yaacoub, 2008). Many Lebanese family businesses, which represent the majority of Lebanese companies, are not officially registered; hence, the fact that more than half of the Lebanese workers, of whom one-third are women and fifty six percent are men, do not have insurance (Aractingi & Ghorra, 2008) and other family friendly programs; thus, reflecting negatively on their work/home balance. The informal traditional Lebanese laissez-faire economy and the pluralism in the Lebanese political system have led to the burgeoning of “clientalism” where “benefits are often used as a means to exchange gifts or favours between long-life friends within small, and often hierarchical groups”

(ILO, 2008a, p. 4) in both the Lebanese public and private sectors, but more in the former than in the latter.

There is no study that has directly tackled the dynamics of the relationship between the two main dimensions of paternalistic leadership: Authoritarianism and benevolence that are assumed to be prevalent in Lebanon and directly affect the follower's work and non-work outcomes. Accordingly, Model II presented in Figure 2-2 was developed. This Model explores the relationships between Authoritarianism/Benevolence from one side and followers' work/home boundaries management from the other.

**Figure 2-2: Model II**



#### **2.4.1 Authoritarianism and follower's work/home boundaries management**

Authoritarianism was described as having the following characteristics: a) Strong and even absolute authority, b) control over subordinates, and c) demand for unquestioning obedience from the subordinates (Pellegrini & Scandura, 2008, p. 573). Authoritarian leaders are likely to create standardized and defensive organizational climates where their followers are not allowed to discuss family and private issues while at work. Moreover, authoritarian leaders require high organizational commitment and high performance from their followers. This fact leads these followers, especially men, to sacrifice their home-related responsibilities (Heinen, 2005, 2009), and to put all the family pressure on their wives, who are expected to handle these responsibilities (Sugita, 2008). Accordingly, this authoritarian behaviour usually results in the expectations of these authoritarian leaders from their followers to be more productive, not to be fulfilled, given the lack of followers' work/home balance. In this respect, studies found that high leaders' performance expectations that exceed the employee's ability is negatively related to the employee's perception of the existence of a "family-supportive work-family climate" and positively related to work/family conflict (Heinen, 2009); thus, leading to lesser follower's commitment to the leader and to the organization as a whole and consequently to less OCBs (Cheng, Huang, & Chou, 2002). These authoritarian leadership behaviours are similar in many aspects to task-oriented/initiating structure behavioural leadership, to theory X of leadership and to transactional leadership that uses the "stick and the carrot approach" based on reward and punishment. They are accepted by the majority of Arabs, who prefer to be told what to do (e.g., Ali, 1995) and who revere hierarchy (Pillai et al., 1999). Consequently, some Arabs represent the obedient followers, who are totally dependent on their leaders and who strictly abide by their leaders' orders and decisions, even if they disagree with these decisions. This might lead them to have more permeable and flexible attitudes; thus, weaker home boundaries than work boundaries that would consequently negatively affect their work/home balance. There are no studies that have

explicitly examined the authoritarian leadership behaviours and their effects on their followers' work and non-work outcomes. Hence, there is a need to explore this fact in Lebanon, which differs from other Arab countries as discussed.

#### **2.4.2 Benevolence and follower's work/home boundaries' management**

On the other hand, the benevolent leadership behaviour characteristics, which are similar to that of McGregor's theory Y, are reflected in the "individualized, holistic concern for subordinates' personal or familial well-being" (Erben & Güneşer, 2008, p. 958; Pellegrini & Scandura, 2008, p. 573). Individualized support is positively related to "family-supportive work-family climate" and negatively related to work/family conflict (Heinen, 2009). There is a critical difference between a paternalistic benevolent leader and a transformational leader, whose individualized care acts are restricted to the work context (Chen, Eberly, Chiang, Farh, & Cheng, 2014). Benevolent leaders involve themselves not only in their followers' work-related issues but also transcend that to the latter family-related private issues. Employees in the Middle East region expect from their leaders and employers to be involved in their social activities such as their wedding ceremonies, birthday parties and funerals (Pellegrini & Scandura, 2006, 2008). It is not abnormal that leaders in this region call for a meeting for their work unit, which serves as a traditional family, in order to provide gifts for employees' marriages, to present condolences directly, or indirectly through newspaper ads, to the family when an employee or a member in his/her direct or extended family passes away; or, to pay the tuition fees of an employee's son from their own salary or from the organization's budget (Kabasakal & Bodur, 1998; Kim, 1994; Osland, Franco, & Osland, 1999; Pasa et al., 2001, p. 575; Pellegrini & Scandura, 2006, p. 269). Based on these examples, we can conclude that a benevolent "paternalistic leader is like a father and takes care of the employees as a father would" (Pellegrini & Scandura, 2006, p. 269). That said, the intervention of the leader in the employee's public (work) and private (home) lives does not violate the latter's privacy, but is expected and welcomed by many Lebanese employees. Accordingly, a relationship between a Lebanese benevolent leader and his/her followers might lead to better

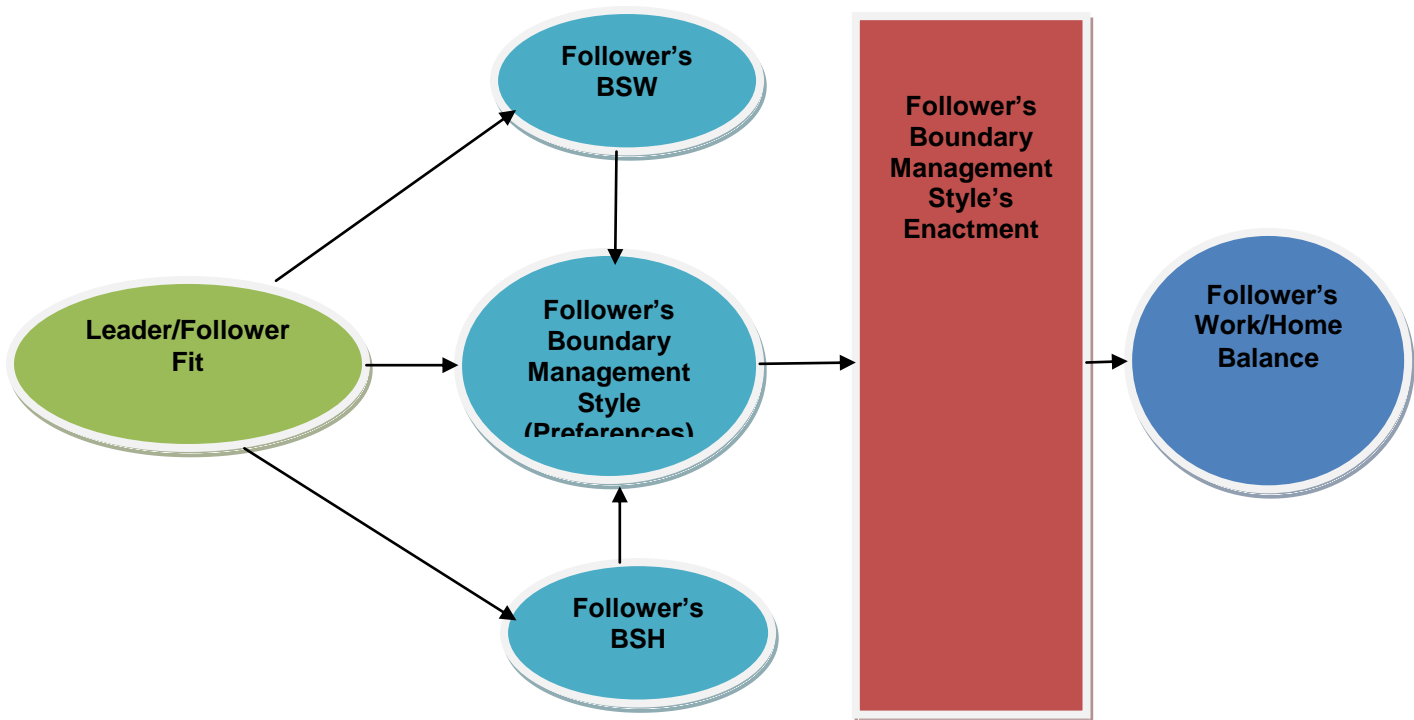
followers' work/home boundary management and balance, given the parental guidance provided by the leader as to their follower's professional and personal lives (Gelfand et al., 2007). The exploration of the benevolent leadership behaviours' effects on the followers' work and home boundaries' management becomes plausible in a Lebanese context.

## **2.5 Leadership and boundary theory: A fit perspective**

Similar to Kreiner et al. (2009), the P-E fit theory, which "is a central concept in organizational behavior research" (Edwards, 2008, p. 167), is suggested as "an excellent framework" for a better understanding of the interactions between the Lebanese leaders and their respective followers at work and at home since "it sets the stage for viewing [work/home] boundaries as sites of ongoing negotiations" (Kreiner et al., 2009, p. 706). Kristof-Brown, Zimmerman, and Johnson (2005) defined P-E fit as "the compatibility between an individual and a work environment that occurs when their characteristics are well matched" (p. 281). The main factors in the work environment are the job, the leader/supervisor/superior, the group and the organization. Accordingly, we can note the following types of fit: person-job (PJ) fit, person-supervisor (PS) fit, person-group (PG) fit and person-organization (P-O) fit. In this dissertation, P refers to the Lebanese followers and E to their respective leaders respectively. The person-leader (PL) fit is usually referred to as person-supervisor (PS) fit (e.g., Schaubroeck & Lam, 2002; Strauss, Barrick, & Connerley, 2001; Van Vianen, 2000) and sometimes as person-superior congruence (Kreiner et al., 2009). Most of the studies on the PS/PL fit focused on the supplementary fit where the similarity between the leader and the follower along different dimensions such as values (e.g., Krishnan, 2002), personality (e.g., Zhang, Wang, & Shi, 2012), and preference to multitask, i.e., polychronicity that was examined from a related leader member exchange perspective (LMX) by Lindsay (2008) were deliberated upon. Few studies considered that "fit can refer to more than similarity" (Saltz, 2004, p. 9); consequently, they generally focused on complementary fit that was conceived as a dissimilarity between the leader and the follower along different characteristics such as personality

dimensions and “individual differences in self-regulatory processes” (e.g., Glomb & Welsh, 2005; Grant, Gino, & Hofmann, 2011; Mulier, 2012; Saltz, 2004). Saltz (2004) considered that “in a leader-follower dyad, each person brings characteristics to the relationship that are important and that the other individual does not possess. Therefore, the leader and the follower’s characteristics are complementary to each other, resulting in positive outcomes” (p. 9). Saltz examined the effects of the supplementary and complementary leader/follower fit along different personality characteristics on the follower’s satisfaction with the leader and their organizational commitment. The leader/follower fit along these personality dimensions was not related to any of the outcome variables. For Saltz, these insignificant findings might be due to her study of factors that are not of importance to the followers in their relationships with their leaders. Accordingly, she recommended that researchers “should first assess what traits followers deem critical in a leader and then measure the relationship of leader-follower fit on those dimensions with follower outcomes” (p. 46). However, Saltz’s and other scholars’ studies focused on the leader/follower interactions and their effect on the followers’ work outcomes. Kreiner’s et al. (2009) exploratory qualitative study led to the identification of five “dimensions of work-family boundary (in) congruence”: “family member, supervisor/superior, subordinates/staff, customers/clients and occupation” (p. 711). “Person-superior congruence” was defined as “the level of congruence between the boundary preferences of an individual and the boundaries as co-constructed by his or her superior (s)” (p. 712). Kreiner et al. did not specifically examine the effects of this person-superior congruence on the followers’ work/home boundaries’ management. They identified work-home boundary violations and conflict as two consequences of the five dimensions of work/family boundary incongruence. There are no studies that have explicitly and specifically examined the P/L fit and its differential effects on the followers’ work/home boundaries’ management. Accordingly, Model III is presented in Figure 2-3.

Figure 2-3: Model III



## 2.6 Conclusion and research question

The author started this literature review by discussing the lack of the Lebanese understanding of the leadership concept, and practice and the few studies that have examined this concept within a Lebanese context. Most of the studies on Lebanese leadership have adopted western models and implemented them without exploring the Lebanese-based indigenous factors. Hence, there is a need to explore this Lebanese leadership and its exercise at the dual level although paternalistic leadership was found to be prevalent in the Middle East region to which Lebanon belongs.

Second, after discussing the different boundary streams that focused on the organizational and individual levels of analysis, the author recognized that there



are no studies that focused on border theory at the group/individual level of analysis. Very few studies have indigenously and contextually looked at specific leaders' behaviours and their effect on both the followers' work and non-work outcomes as it was recommended by Heinen (2009) who stated that "Research examining work and nonwork outcomes simultaneously would be able to investigate the relative positive and/or negative impact of specific leader behaviors on performance, work-family climate, and work interfering with family conflict" (p. 36). More precisely, in response to Michel and Hargis' (2008) recent call for scholars to examine the contextual factors that facilitate the employee micro-role transitions (work/home) and affect the mechanism of these transitions, the author explores the interactions between Lebanese authoritarian/benevolent leaders and their respective followers and these interactions' effect on the followers' work and home boundaries' management. Although the researcher discussed the relationships between two specific paternalistic leadership behaviours that are prevalent in the Middle East region and followers' work/home boundaries' management, he leaves the door open for further exploration of the Lebanese leaders' actions both in the work and non-work domains and their followers' perspectives of these actions.

Third, this dissertation builds on Kreiner et al. (2009) person/superior "work-family boundary (in) congruence" identified dimension. In the same vein of the exploratory nature of this dissertation and in response to Saltz's (2004) call to not to determine the dimensions along which leaders and followers fit, the author does not determine the content of the PL fit at this stage of his research. He explores the dimensions that are of interest to the Lebanese followers in their relationships with their respective leaders in a specific organizational context. Accordingly, the types of PL fit and the dimensions along which these types of fit shall emerge from the data collected from a Lebanese bank's leaders and their respective followers.

Last but not least, this exploratory study responds to the recent call for indigenous theories in the Academy of Management Review. Suddaby, Hardy,

and Huy (2011) recommended different approaches to increase creativity in the formulation “process” of the research questions that should be indigenously driven and context dependent rather than domesticated to the already established literature, largely western-based, that was criticized for self-referentiality. In this study that is indigenously-Lebanese based, the author explores the role of the Lebanese leader in his followers’ work and home lives.

***How do Lebanese leaders affect the work/home boundaries’ management of their followers?***

The next chapter discusses research philosophy assumptions, methodology and the research method adopted, based on the main research question and three conceptual dynamic models developed; this step followed the above literature review on the leader’s role in the follower’s work and home boundaries’ management and the questioning of this role’s western-based assumptions within the indigenous Lebanese context.



**CHAPTER 3**  
**RESEARCH METHODOLOGY**



## 3 RESEARCH METHODOLOGY

### 3.1 Research strategies

Research strategies of “logic of enquiry” lead to the answering of research questions and to the generation of knowledge about a given social phenomenon (Blaikie, 2007). According to Blaikie, there are four different research strategies: the inductive, the deductive, the retroductive and the abductive strategies.

The deductive approach or the hypothetico-deductive method, which is about theory testing, “is perhaps the most prominent approach for theorizing on organizations” in the western world (Shepherd & Sutcliffe, 2011, p. 361) that supports the “publish or perish” culture irrespective of whether the researchers’ publications would lead to “actionable knowledge” or not. The deductive and retroductive research strategies are scientific and quantitative where attention is usually attracted to “overworked localities in organizations, to ready-made problems, to fashionable styles of thinking” (Ibid, p. 363). In “an attempt to gain legitimacy within the larger academic community” (Corley & Gioia, 2011, p. 15), western theorists mostly favour and adopt these scientific research approaches, since the latter are assumed to talk in an objective rigorous way about what is going on in the world as if people are machine-like without feelings, leaving them dehumanized, whereas qualitative research is considered to be a soft, “only exploratory and subjective” science that lacks rigorousness (Coghlan, 2011, p. 61; Creswell, 1994; Denzin & Lincoln, 2011, p. 2; Hollis, 2002).

Most of the extant theories on leadership, boundary management, polychronicity and fit are built in the west based on “preconceived notions about what is important [that] stem from what is known and familiar” (Suddaby et al., 2011, p. 239). Many eminent western scholars (e.g., Mintzberg, 2004; Sandberg & Tsoukas, 2011; Van de Ven & Johnson, 2006) have admitted that what they are doing is of little value to the practitioners and that the knowledge that scholars are producing is far from practice since the deductive and

retroductive approaches have led to “a reification of the phenomenon itself” (Suddaby et al., 2011, p. 239), without its problematization based on an indigenous context, and to a “growing chasm between management research and management practice” (Ibid, p. 237).

That said, the scientific deductive and retroductive approaches do not help researchers to understand Lebanese leaders and their followers’ differential *perceptions* of the *paradoxical tensions* among their work and home domains and their boundaries’ management; the followers’ *entwinement* with their leaders, not only at the work but also at home; and, the role of the leaders in the work/home boundaries’ management. A paradox theory, which is in alignment with practical rationality theory, challenges the emphasis of scientific contingent theories on the bounded human cognition, seeking more “*reflexive and sustainable management strategies*” (Smith & Lewis, 2011, p. 395; italics added by the author). According to Patton (2002), “To be reflexive, then, is to undertake an ongoing examination of *what I know and how I know it*” (p. 64, italics in the original). The author is reflexive in that he will have an ongoing reflection on his experience that may differ from those of his study’s participants. Accordingly, the author problematizes his mental models and perspectives that may constrain his openness to participants’ perspectives. Eventually, the following author’s research question is reflexive and exploratory.

***How do Lebanese leaders affect the work/home boundaries’ management of their followers?***

Thus, the researcher followed the qualitative inductive approach, which is about offering new insights into existing theories. However, he realized that the inductive process also does not perfectly fit with his exploratory research question since “it tends to be limited to rich descriptions of specific cases, rather than producing more abstract theories” (Suddaby et al., 2011, p. 239), or new indigenously-based insights into existing theories. It is also value-free, where Lebanese leaders’ and followers’ “personal opinions are excluded from

this process in order to arrive at what is believed to be true knowledge” (Blaikie, 2007, p. 59).

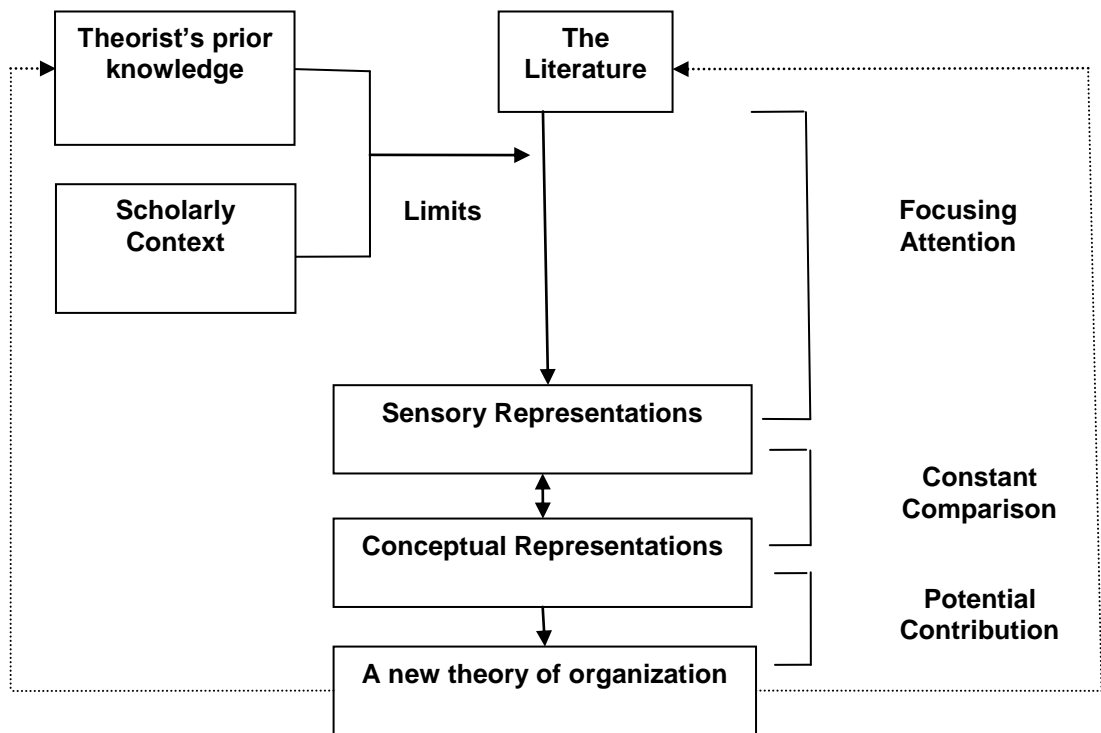
Accordingly, the author has followed a top-bottom inductive strategy developed by Shepherd and Sutcliffe (2011); their model, which combines between the deductive and inductive approaches and specifically draws on “abductive theorizing in practice”, is more constructivist, interpretive, particular, and situational, and looks for a deeper exploration of the construction and interpretation of reality and understanding of the practical life of people; thus, emerging out of praxis. According to Blaikie (2007), the researcher’s starting point in abductive theorizing is “the social world of the social actors being investigated” (p. 10). This is in alignment with this research’s purpose to investigate the Lebanese followers’ perspectives of the Lebanese leadership process and their tacit understanding and interpretation of the leader’s actions’ effect on their work and home boundaries’ management.

That said, similar to Cunliffe and Eriksen’s (2011) recent research on “relational leadership”, the author adopted the abductive research strategy, “which is now advocated as the appropriate method of *theory construction in interpretive social science*” (Blaikie, 2007, p. 89; italics added by the author). This research strategy fits this dissertation’s purpose to build new theoretical and practical insights into the leadership, boundary and fit theories.

Inductive top-down strategy is based on an assessment of relevant literature on leadership and work/home balance. It aims to better understand and resolve the paradox as to the leadership practice implications on the followers’ management of their work and home domains. The researcher followed Shepherd and Sutcliffe’s (2011) model’s steps as delineated in Figure 3-1.



**Figure 3-1: Model of Inductive Top-Down Theorizing**



Source: Shepherd & Sutcliffe (2011, p. 366).

He started with the development and the generation of a gist, a holistic systemic representation of the excessive and disintegrated western literature on leadership, boundary, polychronicity and fit theories. Then, he became more reductionist as he focused his attention on the scant Arab literature, more specifically Lebanese literature on the said theories. Consequently, he carved out the paradoxical tensions between work and home domains' management that the leader and the follower differentially look at from their positions' perspectives. These anomalies incite the development of new insights into the leadership and boundary theories through an *abductive inquiry* that "starts with and is sustained by doubt" (Ibid, p. 370) with respect to the leader's actions' effect on the followers' work and home boundaries. Eliminating work/home tensions with existing organizational practices and individual's practices is doubtful (Kreiner et al., 2009). However, it is plausible to offer evidence-based

solutions to find balance between these two essential domains of the Lebanese lives through the exploration of the factors that have led to these tensions. Accordingly, the author's attention was not focused on specific sources of information in the literature, and was not influenced by his knowledge or perception of what is important in reaching work/home balance, and/or by the Lebanese organizational work/home climate and policies, since he had studied and worked in different contexts; a fact that was recommended by Shepherd and Sutcliffe (2011, p. 375) in order to overcome one of the limitations in implementing the steps in the inductive top-down model, that is, "the more the theorist's attention or scholarly context influences the allocation of attention, the less it resembles inductive top-down theorizing and the more it resembles traditional top-down theorizing" (Ibid).

Henceforth, the researcher, as a qualitative inquirer, commences with a review of the philosophical ontological and epistemological assumptions that he has made and that shape how he perceives, understands and acts in the world (Denzin & Lincoln, 2011, p. 13), mainly in choosing the research methodology and method of inquiry.

Ontology is concerned with the worldviews and assumptions that scholars have about the nature and the study of reality, its existence, and the relationships between what is and what can exist (Creswell, 1994, p. 5; Kilduff, Mehra, & Dunn, 2011, p. 299; Lincoln, Lynham, & Guba, 2011, p. 102; Schwandt, 2007, p. 190). Cunliffe (2011) referred to two aspects of ontology: objectivism and subjectivism. These are similar to Blaikie's (2007) realism and idealism/constructivism respectively. The author's ontological assumptions are not in alignment with those of the objectivists/realists, who believe in scientific rationality and assume that researchers can separate themselves from what they know, and that there is only one concrete reality that all people live and interpret similarly. His assumptions fit with those of the subjectivists/constructivists, who believe that there is no detachment between the subject and the object and that there are multiple realities, which are based on each individual's perception of a given social phenomenon. Accordingly, the

author assumes that there is a partial reality and partial knowledge of the leader/follower dyad phenomenon that is jointly and differently constructed by the leader and the follower in diverse contexts and that was found to be continuously changing (Thompson, 2011). Each leader and follower has an idiosyncratic perception of and is an active agent in the co-construction of the leader/follower relationship and its effect on his/her work and non-work boundaries' management. The exploration of the interactions between Lebanese leaders and followers both at work and at home shall lead to the highlighting of "situated, contingent and emergent aspects" (Ibid, p. 754) of the said phenomenon.

Hence, the author adopts *a relativist and constructivist ontology* where he assumes that in the business world there is no single reality that can be measured and studied like in natural sciences, but multiple partial and relative realities that are self-created based on each employee's perspective that is shaped by his/her daily interactions with relevant others. These realities are like "mental models" that develop with time and are not static; put simply, they are the videos of people's lives.

An examination of the author's underlying epistemological assumptions is required in order to further clarify his choice of the abductive research strategy, and at a later stage, his choice of the interpretivist/constructivist research methodology.

For Blaikie (2007), epistemology "is a theory of knowledge, 'a theory or science of the method or grounds of knowledge'. It is a theory of how human beings come to have knowledge of the world around them (however this is regarded), of how we know what we know" (p. 18). Very recently, epistemology has been defined as "the process of thinking. The relationship between what we know and what we see. The truths we seek and believe as researchers" (Lincoln et al., 2011, p. 103). In the same vein of that of Lincoln et al., the author believes that only through his interactions and dialogue with the Lebanese leaders and their respective followers as to their work and home lives, he would be able to construct knowledge that is indigenously based and reflective of the latter's

reality. This knowledge will be shallow if sought through scientific theories that adopt the ancient Aristotelian epistemology, since practical knowledge is usually ignored.

Since the author considers “knowledge as something to be sought not for its own sake but for the sake of action to solve problems” as stated by Kilduff et al. (2011, p. 302), he has generally adopted the ancient *Socratic epistemology*, where “instrumental reasoning (or the applying of general principles) had to be subsumed by practical reasoning (phronesis), or common sense/prudence” (Kakabadse et al., 2011, p. 69). Constructionists echo the Socratic school in many ways (Matthews, 1998). Further from getting to absolute knowledge, constructionists perceive that knowledge and meaning are constructed and are always relative. The author considers himself to be a *constructivist* since he believes that Lebanese followers’ perceptions are shaped by their interactions and entwinement with their leaders and “lived experiences”, and that there are no absolute criteria for judging the Lebanese reality. Hence, we always need to question the basic assumptions on which we have built our own realities so as to avoid any mental traps that lead to self-sealing and self-fulfilling perceptions. Accordingly, the author assumes that “what constitutes the logic of practice is not the epistemological subject-object relation but the entwinement of ourselves, others, and things in a relational whole, in the sense that we are *always already* engaged in *specific sociomaterial practices*” (Sandberg & Tsoukas, 2011, p. 345; italics added by the author). For instance, the employee’s preference to be involved in the work/home domains simultaneously or in parallel (i.e., being an integrator and polychron) and the actual work-home multitasking behaviours reflects how “the notion of entwinement makes us sensitive to the temporality of practice” (Shotter, 2006, p. 591 as cited in Sandberg & Tsoukas, 2011, p. 344).

In a nutshell, the usage of qualitative research is now widespread and not considered to be of low quality especially by western journals’ editors (Lincoln et al., 2011, p. 97; Thompson, 2011, p. 754). Qualitative research does not only depict the holistic real work and home lives of people through the rich and

detailed descriptions it provides (Gephart, 2004), but also help to offer practical solutions or resolutions to work/home tensions and messes such as work/home balance that most of the employees work hard to reach but in vain. Eventually, only 10 percent of the existing studies on work/family balance and relations have used qualitative methods according to Eby et al. (2005). Recently, researchers have called for the use of qualitative methods to further explore the work/home boundary challenges (Kreiner et al., 2009). In response to this call, and given the author's exploratory research question, relativist and constructivist philosophical assumptions, it became clear that the quantitative strategy, which is predominant in leadership research (Grint, 2000), is not appropriate to this exploratory study and that a qualitative research is plausible. Accordingly, in the next section the author defends his qualitative research paradigm.

### **3.2 Research paradigms**

Denzin and Lincoln (2011) consider a research paradigm as “human constructions” and “the net that contains the researcher's epistemological, ontological and methodological premises” (p. 13) that will help researchers understand the social world (Blaikie, 2007). Researchers referred to different quantitative and qualitative research paradigms (e.g. Blaikie, 2007; Lincoln et al., 2011; Patton, 2002) that generally range between positivism and phenomenology. Positivists have developed “scientific rationality theories” (Sandberg & Tsoukas, 2011, p. 339) that have adopted the scholastic attitude, which is “knowledge generation through detachment from practice” (Ibid, p. 341); they have “naïve realism” and “dualism and objectivism” as the basis of their ontological and epistemological assumptions respectively. The generated knowledge in positivism is context and value free, where the investigator's values and perspectives are assumed to be kept away; consequently, leading to higher validity of results at least at face value. The epistemological investigator (subject)-investigated (object) relation “is thought to constitute the logic underlying practice” (Sandberg & Tsoukas, 2011, p. 340), considering the subject-object to be separate entities and that “the investigator to be capable of

studying the object without influencing it or being influenced by it” (Guba & Lincoln, 1994, p. 110). This subject/object separation is not in alignment with the author’s ontological and epistemological stance as discussed. As an anti-positivist and relativist, the author adopts the general phenomenology approach, which started as “a reaction against the use of the methods of the natural sciences” (Blaikie, 2007, p. 120). Phenomenology is defined as “the way in which we as humans make sense of the world around us” (Saunders, Lewis, & Thornhill, 2009, p. 116). More precisely, the author adopts interpretivism/constructivism that was developed under the phenomenology umbrella but with more systematic and rigorous steps in data analysis. The author thinks that the world of business and management is too complicated to be captured by definite laws in the same way as natural scientists, and does not believe that there is an external reality or pure objectivism in the social sciences as in natural sciences; he believes that there are multiple realities that are continuously co-constructed by the Lebanese employees in their interactions with other stakeholders at work and at home. The author thinks that constructivism allows for a better theory development throughout the exploration, and the better understanding of the indigenous and contextual factors and their effects on people’s constructions of the worlds of their work and home.

### **3.2.1 Theorizing through practical rationality: First-Order temporary breakdowns**

“Practical rationality” was developed by Sandberg and Tsoukas (2011) instead of traditional scientific rationality. Practical rationality theories are “theories that, insofar as they *explore how organizational practices are constituted and enacted by actors*, capture essential aspects of the logic of practice” (p. 339, italics added by the author) to which scholars fail to do justice, but to which this dissertation aims to contribute through the exploration of the Lebanese follower entwinement with his/her leader in work/home sociomaterial practices. Sandberg and Tsoukas referred to a continuum along which we engage with the world. This continuum has two extremes: immersion and detachment. They

offered “a model of engagement that involves both immersion in practice and deliberation on how it is carried” which they labelled “involved thematic deliberation” (p. 344). Hence, can people always be totally immersed in the work system and be detached from the home system or vice versa? This is indeed not possible given the “temporary breakdowns and complete breakdowns” (Ibid) that can occur both in work’s and home’s realms that oblige people to be partially or totally immersed in or partially or totally detached from the other sphere. Sandberg and Tsoukas (2011, pp. 348-349), referred to two kinds of temporary breakdowns, which are the first order and the second order breakdowns. The former, which happens normally at the workplace, shall be explored in this dissertation; whereas the latter, which is artificially caused by the researcher, shall not be handled. The author shall explore, through his interviews with the Lebanese managers, the daily interruptions or temporary/complete breakdowns at their work and home systems that have led them to move from their total involvement in either one of the two domains to a deliberate thematic engagement, to a complete detachment from their sociomaterial practices.

### **3.2.2 Theorizing through paradox theory**

Some research on leadership (e.g., Smith & Tushman, 2005), and at a more micro level on work-home boundary integration (e.g., Ilies, Wilson, & Wagner, 2009), were influenced by and were built based on the assumptions of paradox theories, leading to better long term performance and work-home balance; this is based on the employees’ effective and efficient resources’ allocation due to the employees’ ability to handle competing work and home demands. Specifically,

“As individuals consider allocating time between work and family, their choice may shift from attending to intense work commitments at one point to focusing on family demands to identifying means of linking work and family. These short-term allocations of time allow for long-term engagement with both opposing forces” (Smith & Lewis, 2011, p. 393).

The latent nature of work and home tensions persist in people's lives and become salient when people start feeling dissonance in managing the contradictions between these tensions that shall be explored in a specific Lebanese context. More precisely, the researcher shall explore, based on his adoption of "paradox theory", how Lebanese followers attend *simultaneously* to their work's and home's demands, and how their management of both work and home boundaries is facilitated/hindered by their respective leaders.

### **3.2.3 Indigenous theory**

As a constructivist researcher, the author is anti-foundational in that he believes that "truth – and any agreement regarding what is valid knowledge – arises from the relationship between members of some *stakeholding community*" (Lincoln et al., 2011, p. 120; italics added by the author). Accordingly, this implicitly reflects the need for more indigenous research, which is currently more widespread among Asian scholars, who are trying to decolonize or dewesternize psychology and sociology (e.g., Li, 2012; Liu, 2011; Suddaby et al., 2011). An exploration of how leaders actually influence their respective followers' work and home lives provides these leaders with indigenously derived and evidence-based solutions on how to facilitate their followers' efforts to attain work/home harmony.

The author followed the steps of Li (2012), who offered a typology of indigenous research. Li referred to several indigenous phenomena that shall be studied. One of these is paternalistic leadership (Ibid, p. 850, p. 860) that is at the core of this dissertation. He offered a typology of indigenous research that proceeds into four stages: "Non-Indigenous Western emic-as-etic, Weak Indigenous Western-Eastern Etic-to-emic, Strong Indigenous Eastern emic-as-emic, and the last is Geocentric Western-Eastern emic-and-etic" (Ibid, p. 852). The first stage is not indigenous per se, given that the author simply borrows the western theories and tests them locally without any real effort to look for what is really different in the location under scrutiny. The fourth is quite an advanced one that could only be reached after conducting a cross-cultural comparative study as per stage two, and building indigenous theories as per



stage three. Stage four is similar to stage two in that the two, which are 'context-sensitive', are about conducting comparative studies, but they are different in that at stage four indigenous locally developed theories are compared to those developed in the west instead of just comparing the results of testing western theories locally and abroad as per stage two. However, according to Li, most of the conducted non-western research is still at the first stage. This might be due to the fact that some authors still think that indigenous research should only be conducted if western theories and concepts are not able to explicitly explain the uniqueness of a local phenomenon (Whetten, 2009). The author does not agree with this line of thinking, given that this reflects the colonization of the western theories of our way of thinking, and that many international scholars, who were educated and trained in the west, have moved back to their countries. However, he agrees with Li's (2012) statement that "we can legitimately start building indigenous theories regardless of whether western theories apply to the local phenomenon" (pp. 856-857) since Li appropriately assumed "that any *local phenomenon* must have some unique and novel aspects *by default*" (Ibid, p. 857, italics added by the author); consequently, the author has focused on stage three of Li's typology, where he borrowed from the literature mostly developed in the west, but has focused on an indigenous "unique local phenomenon as *basic exploration*" (Ibid, p. 852; italics in the original), mainly paternalistic leadership that he assumed to be prevalent in Lebanon. He conducted semi-structured interviews in a Lebanese banking context. This exploratory research conducted in this Lebanese industry context shall help to "revise or modify, supplement or enrich, and even in some cases supersede or substitute western concepts or theories" (Ibid, p. 850). This Lebanese context has specific characteristics with unique implications as to how to conduct this study, as the author shall discuss in the Research Method's section.

### **3.3 Summary of the research approach**

The author adopted "problematization" as a methodology (Alvesson & Sandberg, 2011) instead of "gap-spotting" in the "incomplete" literature,

correcting “inadequate or faulty” literature or completing “inconclusive or underdeveloped” literature (Locke & Golden-Biddle, 1997) in order to develop his research question. Based on Alvesson & Sandberg, the author questioned and challenged the basic assumptions of the western leadership theories that presuppose that leaders should not be involved in their followers’ home lives. He generated a more integrative and novel, powerful, meaningful, practical, and indigenously derived from the Lebanese culture’s research question, which aims to understand the role of Lebanese leaders in their followers’ work and non-work boundaries’ management.

After the author developed and presented his research question through problematization of “implicit assumptions of the literature”, he moved from the top left quadrant of the “Map of Different Theorizing Approaches” that was identified by Suddaby et al. (2011) (Cf., Figure 1, p. 241) to the bottom left quadrant, which focuses on “theorizing with explicit constructs of the literature” (Ibid). Given his research’s objective and his adoption of Shepherd and Sutcliffe’s (2011) inductive top-down research strategy, the author presented his ontological and epistemological stances. He focused on phenomenology, in general, and interpretivism and constructivism, in specific, as his research methodology “that directly or indirectly encourage [s] problematization” (Alvesson & Sandberg, 2011, p. 247). Consequently, he drew on the practical rationality theory developed by Sandberg and Tsoukas (2011) instead of traditional scientific rationality. He presented an exemplar of the inductive top-down theory based on Smith and Lewis’ (2011) paradox theory. Finally, in alignment with practical rationality, he adopted an indigenous perspective in order to explore specific phenomenon locally.

### **3.4 Research method**

The choice of the appropriate research method that would fit each culture and context has attested to be challenging. Given that the author is conducting a qualitative research, he focuses on two main qualitative research methods: observations and interviews (e.g., Patton, 2002; Saunders et al., 2009).

Observation is about watching people in action; however, observation is biased, because it is highly affected by researchers' mental models and perceptions of reality that lead observers to "see what they wanted to see" (Patton, 2002). The author did not opt for observation, since his study is episodic and explores both the Lebanese employees' work and home life that is not plausible to observe as it is a violation of the employees' privacy; especially, since work and home boundaries' management includes mental, psychological and behavioural transitions. That said, the researcher chose to conduct interviews in order to "enter into the other person's perspective" (Ibid, p. 341). He chose the semi-structured interviews method, recognizing that the design of his qualitative study continues to be emergent and evolving even after his data collection, since qualitative research is iterative (Ibid, p. 255) and that the only thing which "is certain, is that different methods can produce quite different findings" (Ibid). In designing his exploratory research as to the Lebanese bank's leader/follower interactions and their outcomes from both the leader's and follower's perspectives, the author objectively depicts and synthesizes these idiosyncratic perspectives in a reflexive way. This allows the researcher to understand what is behind the scenes; thus, recognizing what is deep in people's innerselves (i.e., their feelings, mental models, thoughts, and intentions) that cannot be observed directly through the senses.

### **3.4.1 Interviews**

An interview is a purposeful dialogue between the researcher and the participants. It is a "construction site for knowledge" (Kvale, 2007, p. 7) about "how people understand their world and their lives" (Ibid, p. 1). Interviews may be divided into three different types based on their level of formalization and structure: Structured interviews, unstructured interviews, and in between, there are semi-structured interviews. Structured interviews are usually referred to as "interviewer-administered questionnaires". This method needs a high level of interviewer's preciseness while formulating the questions in order to "be sure that each interviewee gets asked the same questions – the same stimuli – in the same way and the same order, including standard probes" (Patton, 2002, p.

341). Structured interviews do not fit the author's exploratory research purpose since they limit the interviewer's flexibility in probing about themes of interest to the said interviewees, but which are not included in the research protocol. This purpose is also not achieved through the usage of unstructured interviews, which are "informal conversational interviews". This method allows the researcher to ask questions as he/she sees fit during the interviews without the need of an interview guide (Patton, 2002); thus, leading to the collection of unstructured data where there might be a lot of variations in the questions and answers. Accordingly, "semi-structured life-world interview" is appropriate since it allows the author to prepare a general interview protocol based on themes he identified from the literature and to explore themes that might emerge out of the interviewees' descriptions of their interactions in the work and at home domains and their management of these two domains. The author does not hold specific or static opinions about how the Lebanese leader/follower interactions and work/home management might take place. In fact, the author believes that the interview "may be a learning process for the interviewee, as well as for the interviewer" (Kvale, 2007, p. 13), and that the interviews "are not merely 'tape-recording sociologies' in Bourdieu's expression" (Ibid, p. 4); consequently, he remains attentive to his participants' non-verbal cues, answers and their consistencies, and will probe them, especially when their statements are not clear or elaborate or do not conform with their body language. Through asking the interviewees well-designed questions based on his research purpose, the researcher shall be able to explore how Lebanese employees have organized their work and home lives; accordingly, synthesize their interpretations and understand what is going on in both domains.

The author recognizes that interviews do have some disadvantages such as being time consuming and many times leading to a voluminous amount of data, and that culture and context might not be reflected during data transcription. Accordingly, he handles these issues by personally transcribing data directly after each interview, adding his notes based on the non-verbal cues that were sent by the interviewees, and which he had noticed during the interviews; and, by sharing the final transcribed raw data with both his supervisors and the

interviewees. This process has ensured that he has collected authentic, transferable and reliable data.

### **3.4.2 Context**

#### **3.4.2.1 National context**

The Lebanese GDP mainly depends on tourism and the financial sector that represents 70% of it. The banking industry is the most prosperous and sustainable Lebanese industry. The Lebanese bank's secrecy law that is strictly abided by all local and foreign banks is a key characteristic of this industry. According to the Association of Banks in Lebanon's (ABL) last update on April 2013, there are currently fifty-five commercial banks in operation in Lebanon, where more than 90% of the businesses are family owned. The competition among the Lebanese banks is quite fierce, especially among the top five banks. The banking industry in Lebanon is known for its predominance by males in top managerial positions, although women represent more than 50% of the bank's employees according to the ABL; thus, leading to the nurturing of highly paternalistic and aggressive cultures. Many scholars (e.g., Pettigrew, 1990) suggest that conducting research in such organizational contexts is advantageous since they better reflect the dynamic relationships between different stakeholders. In addition to these facts, the author chose to conduct his field study in the Lebanese banking industry since "the legacy of paternalism" that the author assumed to be prevalent in Lebanon, still exists in the financial sector, although it is being replaced by strategic management that studies both internal and external factors that affect the organization (Kerfoot & Knights, 1993; Knights & McCabe, 1998). Some Lebanese banks' adoption of the strategic management mode arises as a natural reaction to the fierce competition in the banking sector; therefore, in order to survive and grow, the top five Lebanese banks found themselves in need of aggressive marketing plans, cost cutting, and extension of the work schedule that are not part of the values of a paternalistic culture that "provided secure forms of employment and attractive terms and conditions for employees" of whom salespeople are "heavily incentivized" (Knights & McCabe, 1998, p. 173). Now, most of the

Lebanese banking sector employees work from 8:00 a.m. to 5:00 p.m. from Monday to Friday, and from 8:00 a.m. to 2:00 p.m. on Saturdays. These characteristics of the banking sector are typical to the Lebanese private sector. Accordingly, the banking sector's employees represent the majority of the Lebanese workforce population, and are highly professional, well educated and good at English. Most of the Lebanese university graduates' main aim is to find a job in the banking sector since, for them, it represents the most stable and secure job that provides them with a sixteen-month salary in addition to other basic benefits such as medical insurance and schools' tuition fees that are quite high in Lebanon with respect to the income and are not usually provided by businesses in other sectors.

#### **3.4.2.2 Organizational context: Rationale for XYZ bank's choice**

The data collection from Lebanese participants has proven to be very hard. Conducting a research in Lebanon is quite challenging since many Lebanese organizations and their managers do not quite believe in academic research and the results it leads to. This is the first industry firm case study in the Lebanese context.

The XYZ Bank was chosen since it is considered among the top five banks in Lebanon and since the author is in good terms with the XYZ Bank's owner; a main condition for data collection from organizations in the Middle East (Scandura et al., 1999). The XYZ Bank is part of the large Blue Group that is owned by an eminent Lebanese family. Currently, it has 1401 employees of whom 717 are males and 684 are females; it is considered a very large business based on the Lebanese scale. It has twenty-three divisions, five of which are large with five departments on average. It also covers five Lebanese regions through its fifty-one branches. The XYZ bank was a relatively small corporate-focused bank before it completely merged, in May 2006, with another small retail-oriented ABC Bank. In 2006, the XYZ bank adopted an internal policy to extend the work schedule to become from 8 a.m. to 5 p.m. in order to better serve their customers and defeat competition; consequently, it gave employees a 27% increase on their salaries (personal communication with the

HR manager). This new policy has several implications on the XYZ bank's employees, especially on working women with children, who face continuous and exceptionally challenging boundary work, whose process and nuances are explored in this field study. The bank usually hires consultants and practitioners to handle its messes and problems such as restructuring that they were implementing during the study and that was deemed necessary after the merge that has led to unclear job descriptions and roles distribution.

It took the author seven months to get the approval of the XYZ bank's chairman to conduct his interviews for three main reasons: the Lebanese bank secrecy law, the bank top management's unwillingness to share its financial figures, and probably the HR manager's unwillingness to cooperate since she was newly promoted and could have been afraid that the author might be planning to replace her. In order to convince the top management of the benefit of this study, the author held several meetings with the bank's HR manager. Also, he did a presentation in the presence of the bank's GM and the HR manager in which he highlighted his research's purpose, his study's benefits to the bank's employees and the bank as a whole, and his expertise in academic research, and his consultancy experience at other big Lebanese banks; this experience provided the author with sufficient knowledge about the population as a starting point for this study. He mainly focused on how his study of the bank's leaders and their followers and the understanding of their different perspectives shall reflect on the employees' productivity; hence, the bank's performance. The GM and the HR manager were convinced after the presentation and after reading the literature review, which the author discussed with them and after the author signed the bank's secrecy documents. The author dealt with the HR manager by assuring her that he is not thinking about joining the Lebanese banking industry after he is done with his PhD. The author also agreed not to ask about the bank's financial figures, and to protect the identity of the XYZ Bank, being a condition stipulated by the chairman and the human resource manager prior to the onset of the research; therefore, the author shall provide minimal details about the bank so as to secure its anonymity, especially in a very small country like Lebanon where each institution can be easily identified. Thereafter, all

agreed on the steps to be followed when conducting the said interviews to be started in the Consumer Credit Products (CCP) division.

#### **3.4.2.3 Rationale for choice of sample**

The author did not have a lot of involvement in the sample's selection process; he only had a say in determining the levels of the managers with whom to conduct the interviews. He communicated his request to interview middle-level managers, who are more likely to exercise leadership than those at lower levels, and not because of their titles or positions. Hence, the sampling approach is a non-probabilistic one since "the probability of each case being selected from the total population is not known" (Saunders et al., 2009, p. 213). It is convenient or haphazard sampling, which "is probably the most common sampling strategy" (Patton, 2002, p. 242), in that it "involves selecting haphazardly those cases that are easiest to obtain" (Saunders et al., 2009, p. 241). This sample selection has some flaws given the bias and influences that were beyond the author's control; however, the chosen sample was diverse; it included males and females from different divisions and regions across Lebanon. All managers were willing to voluntarily participate in the study. There is only one female manager who became angry when the researcher asked about her income; she told him to ask the HR manager about it. However, she became friendlier after the author explained to her that his aim of the research is to help in resolving the employees' problems and not only to get a PhD. The author recognized during the interview that this female manager was totally dissatisfied with her salary, and that she thought that the bank was not treating her fairly. These facts allowed the author to explore the Lebanese XYZ bank's male and female managers' differential perspectives with respect to the bank as a whole, and to their work and home boundary management, and the role of the leaders in this respect. There are still some limitations to convenience sampling in that it is "neither purposeful nor strategic" (Patton, 2002, p. 242) and may limit the transferability of the findings to other contexts. These limitations are acknowledged and plausible given the Lebanese bank secrecy law, the exploratory nature of this study and its adoption of practical rationality



theory that does not aim at statistical generalizations but at “heuristic generalizations” as called by Tsoukas (2009, p. 295), which are “generalizations insofar as they are built with concepts abstracted from concrete data. However, they are heuristic generalizations in the sense that they are open to further specification in particular cases” (Sandberg & Tsoukas, 2011, p. 353).

It is worth noting that “There are no rules for sample size in qualitative inquiry. Sample size depends on what you want to know, the purpose of the inquiry, what’s at stake, what will be useful, what will have credibility, and what can be done with available time and resources” (Patton, 2002, p. 244). The author followed the concept of saturation (Glaser & Strauss, 1967), which states that there is no need to collect further data if it does not provide new insights into the phenomenon under scrutiny. The sample consists of thirty male and female Lebanese leaders and followers as per Table 3-1.

**Table 3-1: Population and Sample Details**

	Number of Regions	Number of Big Divisions	Number of Branches	Number of Departments	Number of Male Leaders in Regions and Divisions	Number of Female Leaders	Number of Male followers in Branches/ Departments	Number of Female followers in Branches/ Departments
Population	5	5	51	25	10	0	44	32
Sample	3	2	15	10	5	0	11	14

This sample size is useful given that data saturation in interpretive and grounded theory research is reached at about twenty to thirty interviews (Creswell, 2007; Kakabadse, Kakabadse, & Knyght, 2010). That said, the researcher interviewed the two male managers of the largest two divisions at the XYZ bank, and ten of their twelve direct followers, two male regional managers and ten of their twenty three followers, and one acting male regional manager and five of his seven followers. The followers’ sample consists of eleven men and fourteen women. The regions and divisions were selected by the HR manager, who did not include in the chosen sample one of Beirut’s regional managers, given that the former is not on a good terms with the Head of Retail (HOR). The author recognized this fact while conducting his

interviews, during which some interviewees asked him if he were to conduct an interview with the aforementioned region's manager. This manager's exclusion from the chosen sample did not represent a big issue since the author had access to a diverse sample in different Lebanese regions and divisions.

### **3.5 Pilot study**

#### **3.5.1 Purpose**

The pilot study's aim is to sensitize the author to the XYZ bank context and the main interests and needs of the bank's managers, both at work and at home. This sensitization helps the researcher to try out the research process and to better design the themes and questions of the interview's schedule; thus, ensuring that these themes and questions are comprehensible and the data collected are appropriate to answering the research question. Based on the findings of the pilot study, the author shall decide if any amendments are needed with respect to the interview protocol and sample chosen by the HR manager. The HR manager advised the author to start his interviews at the CCP Division, which is the largest division in the said bank and in which the employees have excessive work demands that might have main implications on their management of their work and home boundaries.

#### **3.5.2 Themes and interview schedule**

Following are the main general themes that were identified based on the literature review:

- 1- Leadership: Authoritarian and Benevolent leadership behaviours assumed to be prevalent in Lebanon (participation in decision making, organizational commitment, interference in employees' non-work life, stress, talking about home related issues...).
- 2- Leader's and follower's work lives: (artefacts, work demands, usage of resources for family related issues, socialization, usage of communication devices, interruptions, talking about work related issues...)

- 3- Leader's and follower's home lives (artefacts, home demands, visits of co-workers, participation in co-workers' family occasions...)
- 4- Work/home boundaries (permeability, flexibility, strength/weakness...) and their management.
- 5- Preferences to work/home integrate/ segment as to the approach to many tasks at work and/or at home simultaneously, i.e., polychronicity/multitasking.
- 6- Leader/Follower Fit: Compatibility between the leaders/followers regarding different dimensions such as their preferences for work/home segmentation/integration and to multitask and their actual behaviours.
- 7- Work/Home Demographics (branch location, home location, age, gender, religion, education level, marital status, position, job tenure...)

Accordingly, the author compiled a detailed preliminary interview protocol (see Appendix A) based on the protocol of Nippert-Eng (1996a), and Kreiner's et al. (2009) detailed qualitative studies on Americans' work/home boundary management styles and strategies, and the items of Poposki and Oswald (2010) Multitasking Preference Inventory (MPI), and of Cheng's et al. (2000) scale of authoritarian and benevolent leadership. Nippert-Eng's (1996a) interview schedule formed the basis of the interview protocol that focused on the former's questions that asked about the employees' work and home lives, and the role of different stakeholders, mainly that of the leader as per the aim of this study, in their work and home balance and their well-being; some of Nippert-Eng's questions asked about the work requirements of the employee's concentration and attention and the interruptions from work to home and from home to work that the author of this study reformulated in order to clearly reflect the employee's preference to multitask as per the items of the MPI. The questions from these two sections were integrated with Kreiner's et al. (2009) fifteen questions that were all adopted since they asked more specifically about different dimensions of work/home boundary (in)congruence, as to the

employees' preferences to work/home segment/integrate, and as to people's behaviours: either respect these preferences or do not. Among these people, the author focused on the leader's respect of the followers' preferences. At the end of the interview schedule, the author included Cheng's et al. (2000) scale's items that were changed into open-ended question in order to explore the behaviours of the Lebanese leaders from the leaders' and the followers' perspectives. All the questions of the interview protocol were rephrased according to their administration to the leader and the follower.

The occupational and work/home demographic questions, which were administered at the beginning of the interview questionnaire to break the ice with the interviewees and to have basic information about themselves and their work and home in general, were envisioned by Kreiner et al. (2009) to have an effect on boundary work (p. 726). Similarly, Kossek et al. (2012) called to examine their effects on the employees' "work-nonwork boundary management profiles". For instance, the question on income is essential since it reflects the importance of financial resources to the employees and its implications on their whole life.

### **3.5.3 Pilot study process and outcomes**

During the informal discussions with the XYZ bank's managers with whom the author is on good terms, the latter was provided with general information about the bank's strategy, culture and the way they operate. For example, he knew that the CCP division's employees have excessive job demands and that CCP DL has a very good reputation in managing his employees. This background information has helped to further sensitize the author to the banking population. Accordingly, these facts have implications on the nature of the relationships between the leader and the followers as the author shall discuss in Chapter Four.

The pilot study was executed on the leader of the CCP division and five of his six direct followers, of whom three are females and two are males. The demographics of the CCP leader and his followers are presented in Chapter

Four. The CCP division is the largest division at the XYZ bank; it has 100 employees in total, and is managed by six departments' heads and has a yearly turnover of \$250 millions as per the CCP leader. Some of the CCP division's employees are in direct contact with the customers and branches' employees, while others' relationships are restricted to internal customers. All interviews were conducted face-to-face, at the bank's premises, more precisely in the leader's/managers' private offices. The researcher started the interview process with the leader and then interviewed his followers, based on the schedule that was organized by one of the followers to whom the leader delegates similar tasks. The interviews lasted two hours and a half on average, and were recorded after securing the interviewees' permission. This recording allowed the researcher not only to focus on the highly rich content of what the interviewees are saying, but also to take notes in order to better reflect the interviews' contexts. Note-taking led the author to create an audit trail of the data collection process, where the researcher fundamentally wrote down the key issues and problems that were discussed in the interviews. This audit trail helped the researcher to compare between what the leader had discussed, mainly with respect to his relationships and interactions, with that of his followers; and, between what his followers had said and their respective discussions. The researcher learned that starting the interview process with the leader is essential to further discuss themes which were raised by the leader with his followers. At the end of each interview process in a given division/region, the author re-contacted the leader to holistically and better understand the dynamic relationships between the region's/division's leader and their followers. The participants were assured that the data is highly confidential, and that a soft copy of the transcribed interview will be sent to each concerned participant to scrutinize, and to provide the author with their valuable feedback on it; they were also assured that only a briefing of the results, without any names, will be provided to the bank's administration.

After conducting the interviews with the CCP DL and his followers, the author directly transcribed these interviews and sent them to his supervisor. Most of the interviewees richly described their current and previous leaders/managers

and their interactions with them and other stakeholders while they were discussing their work and home aspects. Hence, the questions on the leaders' behaviours, which were included at the end of the interview schedule, were asked when the author noted that the follower did not elaborate enough on his/her relationship with the leader. Accordingly the "rich descriptions" collected from the pilot study showed that most of the interview questions provided data that are appropriate to answer the research question. The supervisor stated that the author was more aware than he was about the interviews' context and advised him to do the amendments on the interview schedule by focusing on the leader/follower interactions. Therefore, the researcher and in collaboration with the supervisor, who was kept aware of, and updated on the whole data collection process, rearranged the initially prepared questions, after cancelling those which were found to be redundant or meaningless to the interviewees, especially those on work/home artefacts and the checklist in question 56 (See Appendix B). From the pilot interviews, the author learned to use the interview schedule flexibly in order to secure a smooth flow of the interview's content; thus, allowing the interviewees to discuss relevant issues when they deemed fit instead of covering the interview's questions by order. He also learned to ask probing questions, such as "Would you tell me more about that?" "Would you please provide me with a specific example or event?" to further explore areas of interest to the interviewees with respect to their relationships with their leader/follower and to their work/home boundary management.

### **3.6 Main field study**

After conducting the pilot study, the data was collected via twenty-five face-to-face semi-structured interviews conducted at the XYZ bank's premises based on schedules and time slots that were convenient to the bank's leaders and their followers. The author was lucky since the interviewees gave him ample time to go into the details of their interactions with their leaders/followers and different aspects of their work's and home's aspects, and into the XYZ bank's setting. Some interviews lasted for more than four hours. The maximum time spent during an interview is around 6 hours. The total number of hours spent

during the interviews is around 100 hours since most of the interviewees were willing to discuss relevant and different aspects of their work and home life. This interviewees' flexibility allowed the author to ask the Lebanese leaders and their respective followers, for more than two hours on average, open-ended questions about their daily interactions and the therefore consequences on the followers' work and home boundaries' management. This interviewing process led to the emergence of new themes that augmented and enriched the general ones that he had identified. These new and prepared themes are substantiated through 'thick description' (e.g., Denzin, 1989, 2001; Geertz, 1973) of the Lebanese bank's context, their feelings toward the bank in general and their leaders, their followers and colleagues in specific, their Lebanese-based understandings and meanings of the work/home lives' management, and their intentions to stay or leave their work, for instance. This thick description was achieved since the author had the opportunity to listen to "voices, feelings, actions, and meanings" (Denzin, 1989, p. 83) of the interviewees, most of whom trusted him from the beginning of the interviews. They, especially followers, found the interviews to be an opportunity to discuss the problems that they were encountering at work and at home, and their concerns and their experiences with their respective leaders/managers, which they supported with real-life examples, and which they were not able to share except with their very close non-work friends, colleagues, subordinates or family members such as their wives, or which they may have shared with their leaders, who sometimes were not able to resolve these problems due to the bank's constraints or to their weak leadership style. Consequently, this majority felt relieved, as many of the interviewees told the researcher at the end of the interviews. Overall, the thick description is complete since it captures five of Denzin's (1989, 2001) main typologies of thick description: "biographical, historical, relational, interactional and situational"; thus, leading to some general characteristics and specific Lebanese-based patterns of the leaders and the followers under study, as shall be further illustrated in Chapter Four through vivid quotes from the interviewees that shall be interpreted and grounded in a theoretical base.

### 3.7 Qualitative data analysis approaches

The transformation of the qualitative data into findings does not have a formula, recipe or standardized process to follow. In this respect, the author got some guidance from the books and articles that he has read (e.g., Glaser & Strauss, 1967; Hsieh & Shannon, 2005; Kvale, 2007; Patton, 2002; Smith, Flowers, & Larkin, 2009). Kvale (2007) divided the procedures or analyzing qualitative data into three large categories. The main two categories are: Analysis that focuses on meaning, and analysis that focuses on language (p. 104). The third is bricolage where the researcher can use a mix of different approaches from the two categories and/or from the same category. In his data analysis, the author focuses on the meaning analysis and more precisely on “content analysis” as a qualitative content-sensitive and flexible method (Elo & Kyngäs, 2008; Hsieh & Shannon, 2005; Weber, 1990), whose aim is “to provide knowledge and understanding of the phenomenon under study” (Downe-Wamboldt, 1992, p. 314).

For Kvale (2007), content analysis “is a technique for a systematic quantitative description of the manifest content of communication” (p. 105). Kvale limited it to looking into how frequently specific themes were communicated in a given text. However, the author adopts Elo and Kyngäs’ (2008) definition of content analysis as “a research method for making replicable and valid inferences from data to their context, with the purpose of providing knowledge, new insights, a representation of facts and a practical guide to action” (p. 108). This method is interpretive and is implemented through a coding process and identification of themes or patterns (Hsieh & Shannon, 2005). In the same vein of that of Weber (1990), Hsieh and Shannon thought that content analysis should not be restricted to a mere counting of words, i.e., “manifest content”, in order to code texts; thus, developing categories that reflect similar meanings, but should be extended to more “latent content” based on the interpretation of the meanings of the content.

In their seminal article, Hsieh and Shannon (2005) identified three main and distinct approaches of qualitative content analysis: “conventional, directed, and



summative". Conventional content analysis is used whenever there is scant research literature on an existing theory or phenomenon that the researcher wants to describe. The researcher does not start his/her research with preconceived themes but allows them to emerge from the collected data. This type of design does not apply to this dissertation since its author did not presume a tabula rasa but prepared his protocol based on existing theoretical perspectives (Glaser & Strauss, 1967). Basically, the author depends on an "orienting theoretical perspective" to deepen his understanding of the Lebanese banking employees' complex cultural and social realities and the role of the leaders in their respective followers' work/home issues. This line of thinking is in accordance with directed content analysis, which is appropriate when "existing theory or prior research exists about a phenomenon that is incomplete or would benefit from further description" (Hsieh & Shannon, 2005, p. 1281). Accordingly, the researcher's aim is to gain further insights and conceptually extend an extant theory that has helped to focus the author's research question and to deductively determine the initial coding scheme that have allowed the researcher to start coding immediately. The author is aware that this coding scheme can be inductively developed by adding new themes that are indigenously derived, context-based and meaningful to the interviewees. This awareness reduces a main limitation of this type of design where "an overemphasis on the theory can blind researchers to contextual aspects of the phenomenon" (Ibid, p. 1283). Hence, as in grounded theory, the existing orienting theoretical perspective mainly "guides researchers in what they should pay attention to but does not focus research so narrowly as to exclude data whose importance may not be recognized at the outset of a project" (Locke, 2002, p. 20).

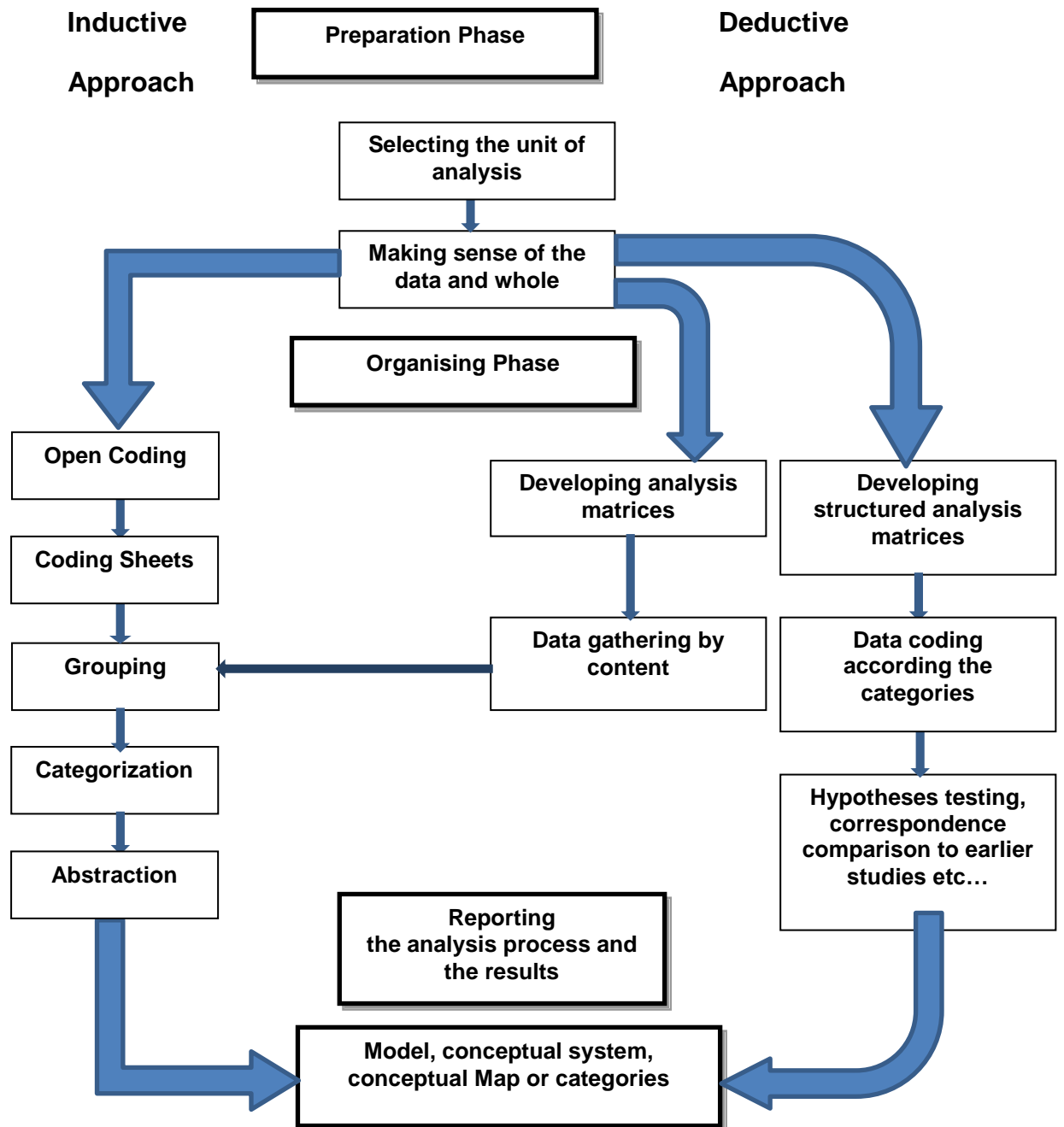
The cumulative content analysis "starts with identifying and quantifying certain words or content in text with the purpose of understanding the contextual use of the words or content" (Hsieh & Shannon, 2005, p. 1283); hence, it is concerned not only with the quantitative "manifest content analysis" but also with the qualitative "latent content analysis". In order to support their interpretations and to better understand the context, researchers shall provide detailed and

relevant quotes from their collected data. They also have to reach an agreement with independent coders with respect to latent content. In his analysis, the author makes use of the directed and cumulative content analysis approaches as follows.

### **3.7.1 Data analysis process**

The researcher, as stated, adopted Elo and Kyngäs' (2008) directed and summative content analysis procedures as per their model presented in Figure 3-2. The author's approach was customized to fit the field and scope of study.

**Figure 3-2: Preparation, Organizing and resulting phases in the content analysis process**



**Source:** Elo and Kyngäs (2008, p. 110).

The author started the data analysis process by listening intently to each interview in order to get a holistic idea of the Lebanese leader's and his respective followers' perceptions. The author's repetitive listening to the interviews has led him to re-live the interview with its most subtle cues. He transcribed the long and deep interviews in order to be more involved in the Lebanese interviewees' worlds. Each interview was transcribed into 18 pages on average, amounting to about 500 pages in total. After transcribing each interview and getting an overview of its whole data, the researcher immersed himself more and more into the data. While reading the data, he asked the following Dey's (1993) questions: "who is telling? Where is this happening? When did it happen? What is happening? Why?" following meticulously Dey's instructions (p. 6). The whole interview, which reflects the Lebanese manager's context, remains the source of raw data and not only the transcript (Burman, 1994).

In the open coding phase, the author highlighted sections/paragraphs/sentences/words, wrote and re-wrote his initial notes, headings or concepts that occurred to him about each section/paragraph/sentence/word of the discussions, while simultaneously trying to figure out if his observations matched his sensitized initial themes that are built on existing theoretical perspectives. These preliminary notes are descriptive in general. However, he did not force his data to just fit with the pre-prepared themes that he identified from the literature. Being aware that "not all information is used in a qualitative study, and some maybe discarded" (Creswell, 2007, p. 152), the author winnowed his data. He stepped back from his multiple initial categories. Along Strauss' (1987, p. 30) guidelines, the author focused on the manifest and latent findings that are directly related to his research question, which aims to understand the interactions between the Lebanese leader and his followers through fit perspectives that are indigenously- and contextually-derived, and the work and home boundaries' management that these leader/follower interactions entail. Then, he engaged in coding frames that is similar to axial coding "to provide insight into specific coding categories that relate or explain" (Creswell, 2007, p. 161) the

leader/follower fit phenomenon and its implications on the followers' work and non-work lives. More precisely, he identified two types of leader/follower fit and the work and non-work outcomes that have differentially resulted from each of these three types of fit/misfit within the XYZ bank context. An example of data analysis is presented in Appendix C.

The author identified the dimensions along which Lebanese leaders fit or misfit with their respective followers, as per Kristof-Brown et al. (2005). Kristof-Brown et al. referred to three measures of fit: "(a) *perceived fit*, when an individual makes a direct assessment of the compatibility between P and E; (b) *subjective fit*, when fit is assessed indirectly through the comparison of P and E fit variables reported by the same person; and (c) *objective fit*, when fit is calculated indirectly through the comparison of P and E variables as reported by different sources" (p. 291, italics in the original). The mechanism that the researcher has implemented in operationalizing the fit/misfit between the Lebanese leaders and their respective followers is interpretive and has flowed logically from the way he conducted his interviews, the questions he asked, and the subjective reflections of the Lebanese followers on their perspectives of their leaders' styles throughout their tenures at the bank. Eventually, the author asked both the leaders and the followers about their preferences as to work/home segment/integrate and to multitask, and their actual enactment of these preferences. A comparison between what the leader and his respective followers along their segmentation/integration and multitasking preferences and behaviours was performed. Two tables that reflect these comparisons are presented in Chapter Four. Accordingly, the author identified the first type of quasi-objective objective supplementary leader/follower fit along these preferences. From the descriptions and perceptions of the followers of their relationships with their leaders and of their styles, the author identified the second type of perceived complementary needs-supplies leader/follower fit. In fact, he asked every leader about his leadership style, and asked the follower about his/her respective leader's style but not about his/her own leadership style. That said, supplementary leader/follower does not apply since the leader and the follower are not described "with the same content dimensions" (Kristof,

1996, p. 9); it is the author's assessment of the leader/follower fit as per the followers' descriptions.

More precisely, the leader/follower fit is analyzed from differential leaders'/followers' perspectives. After identifying two types of leader/follower fit, in the second step of the analysis process, the author examined the effects of these interactions on the followers' work and non-work outcomes. Following are the two main steps and questions that the author has focused on in his final data analysis process.

I. What are the identified dimensions along which the Lebanese leaders fit/misfit with their respective followers?

- 1- How do these leaders/followers fit/misfit along these dimensions?
- 2- Are leaders/followers aware of their fit/misfit along these dimensions and how do they perceive their fits/misfits?

II. What are the followers' specific direct and indirect work and non-work outcomes that result from these unique leaders/followers fits/misfits?

- 1- How do these specific leaders/followers fits/misfits along the dimension of preference to work/home segment/integrate, and along the dimension of leaders' styles from the followers' perspectives, affect the followers' direct and indirect work and non-work outcomes?

### **3.8 Research reliability and validity**

Researchers noted that we cannot conduct a qualitative study without being aware of its limitations and the different perspectives on its reliability and validation (e.g. Creswell, 2007; Kakabadse, Louchart, & Kakabadse, 2006); the latter are terminologies generally used in quantitative research. Denzin and Lincoln (2011) called for the usage of exclusive terminologies to qualitative research such as "trustworthiness", "credibility", "authenticity" and "transferability". In interpretive research, Angen (2000) stated that validation is "a judgment of the trustworthiness or goodness of a piece of research" (p. 387). She considered it to be a process rather than verification. The author has attended to these limitations and perspectives throughout his study based on

his detailed description of the Lebanese banking sector, the XYZ bank's characteristics, the usage of audit trails and his rigorous and transparent data collection and analytical techniques in collaboration with his supervisors. All of these techniques should minimize personal bias that is generally inherent in qualitative interpretive research, especially with respect to the author's understanding and conceptualization of the leadership as a practice and not as a title or a position.

To increase the validity of this research, the author spent at least two hours interviewing each participant, during which interviewees elaborated on their experiences and their concerns. The author remained open to their perspectives without being judgmental. This convenient engagement with the participants allowed him to gain an understanding of the leaders' and followers' perceptions in each of the XYZ bank's studied division and region. The author also asked the participants about their opinions with respect to the data and its interpretations to increase this study's accuracy: He sent each participant a copy of the interview after it was transcribed; the latter judged its accuracy. This helped him to minimize any biases in transcribing the data, since sometimes his perceptions concerning the different work and home aspects and his understanding of the leadership concept might have affected his transformation of what he had heard into a text. Also, he presented to the bank's GM and HR manager a brief report on his findings. The author discussed with the HR manager, who was not included in his sample, but whose role was discussed by some participants, debatable issues that were raised during the interviews such as the effect of the HR manager on the leader's role and work schedule.

It is tautological to say that some participants have exaggerated the importance of their roles in reaching their divisions', departments', regions' or branches' budgets, which amounted to one of the main topics of all interviews. The interviews with the leaders and their respective followers and the re-contact of the leaders at the end of the interview process and the usage of audit trails have allowed the researcher to check out the credibility of what everyone claimed to have contributed to the bank's performance. For instance, there has

been a consensus among the followers in one of the bank's division on the lack of the leader's role, but eventually each one of them wanted to take credit for the success of the division. This inconsistency in the findings is taken into consideration in the dissertation's analysis Chapter Four.

The author recognizes the lack of transferability of this dissertation's findings to other contexts and cultures given the limited nature of a case study for wider generalisation, and the inability to extrapolate from one case study, and the exploratory nature of the study and its convenient sample of 30 interviews.

### **3.9 Ethical considerations**

There are different ethical considerations that are worth noting. In addition to the author's full adherence to the SOM ethical guidelines in conducting a field research, he signed an agreement with the XYZ bank that is based on the Lebanese Law of Bank Secrecy. The author agreed that all collected data should be kept in a confidential and secure place. The HR manager, to whom he sent a copy of the interview questions, secured the consent of all participants. Also, at the beginning of each interview, the researcher briefed each of the participants of his research and its objective and the reflection of the study on their work/home lives. He assured them of the confidentiality of the study. He clarified to them that he does not have a direct relation with the XYZ bank and that he is not a consultant to the bank, as some of them thought. Last but not least, he informed each participant that he or she has the right not to proceed with the interview, even if he/she had sent their initial approvals to participate to the HR. This option was provided to them after the brief about the interview's purpose and process. Also, he told them that they are free not to answer any question that might bother them.

### **3.10 Conclusion**

In this chapter, the researcher presents a detailed discussion of his chosen research strategy. He explains why he has adopted an inductive top-down strategy and discusses his ontological and epistemological assumptions that



have led to his choice of interpretivism/constructionism as a methodology for doing research. He clarifies his choice based on his belief in the practical rationality and not in the scientific rationality approach. He highlights the importance of conducting indigenous research that emanate from different cultures. Last but not least, he justifies his adoption of a qualitative research approach; therefore, discussing his research design and method. Consequently, he explains how he has analyzed it using the directed and summative content analysis approaches. In the last sections, he sheds light on the validity of his findings and the ethical issues that have become evident during the field study, and how he has handled them.

In the next chapter, the author proceeds to present the empirical results of his field study.



**CHAPTER 4**  
**FINDINGS**



## 4 FINDINGS

### 4.1 Introduction

The main purpose of this exploratory study is to examine in-depth the interactions between the Lebanese leaders and their followers, and the consequences of these interactions on the followers' work and home boundaries' management. Within this Lebanese context, the main research question is:

***How do Lebanese leaders affect the work/home boundaries' management of their followers?***

In this chapter, the researcher presents the findings of his analysis of the thirty interviews conducted with Lebanese leaders and their followers at the XYZ bank.

Based on his analysis, as discussed in Chapter Three, the researcher identified two main types of fit:

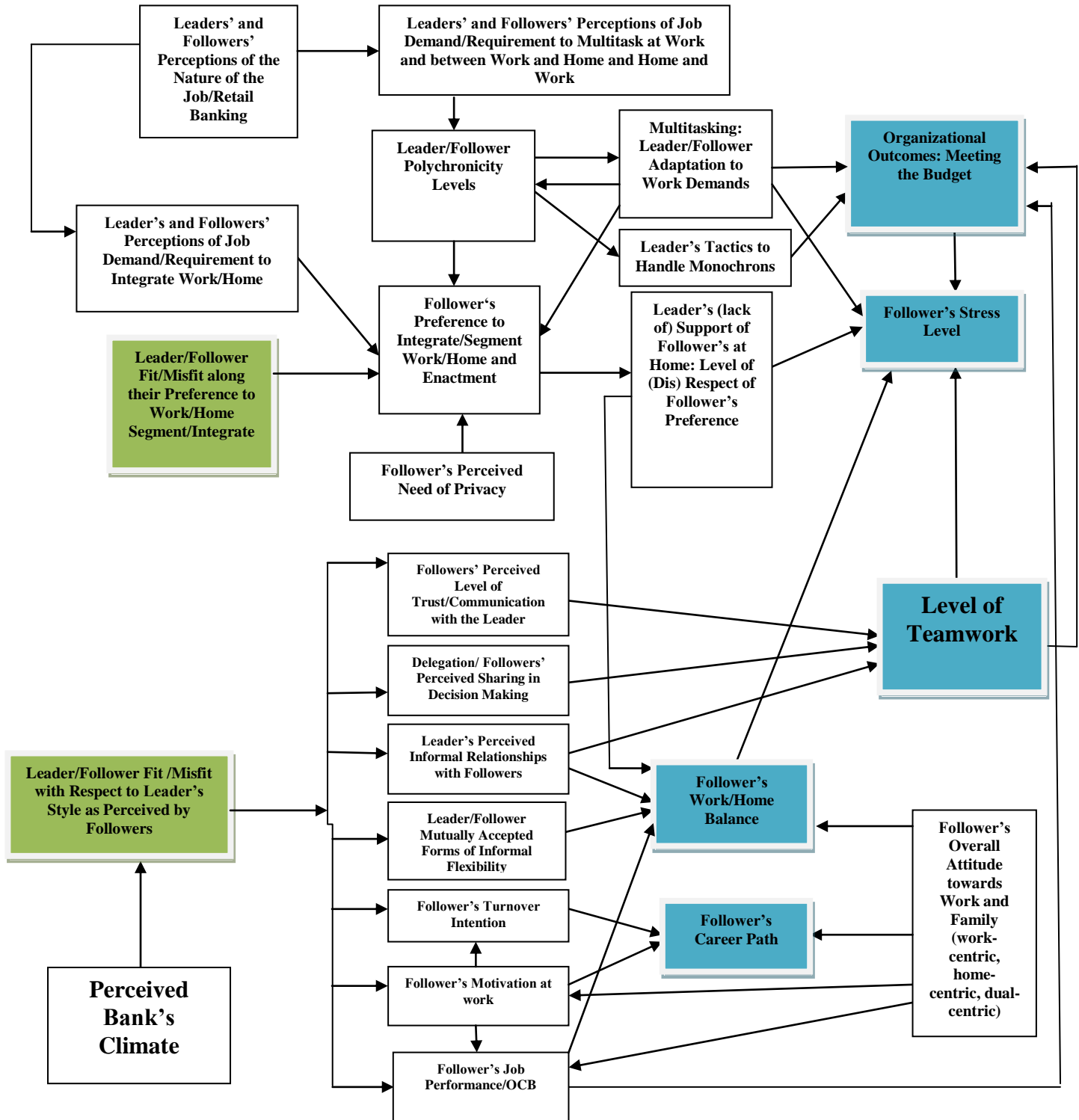
- 1- Leader/Follower quasi-objective supplementary (mis)fit along the dimension of *work/home segmentation/integration preference*, where the researcher examined the similarities between the leaders' preferences and those of their respective followers.
- 2- Leader/Follower perceived complementary needs-supplies (mis)fit from the perspective of the follower of his/her *leader's style*; the researcher scrutinized the leaders' styles from the perspectives of their respective followers. He specifically examined whether the leaders' styles fulfil the followers' needs, mainly their needs for protection and support of their due rights and well-beings at the bank; a fact that reflects on their non-work lives, for better handling of their works' and homes' demands.

Before the presentation of the main findings, some of the participants' demographics that are relevant to the study's purpose are presented in section 4.2. Then, the two types of leader/follower fit that emerged from the data

analysis are discussed. Section 4.3 examines the leaders' and their followers' boundary management styles, polychronic attitudes and their perceived integration/segmentation/alternation and multitasking behaviours. This examination is followed by an analysis of the fit/misfit between the leader and his/her respective followers along the dimension of work/home segmentation/integration. In section 4.4, an analysis of the interactions between the leader and the followers at work and at home is done, where the followers' perspectives of their leaders' styles and their roles in managing their work/home integration/segmentation preferences is further examined to show whether the leaders' styles fit or misfit with followers' needs, both at work and at home. This latter examination has led the researcher to better understand the issues that are of utmost interest to the Lebanese leaders in his/her work/home relationships with his/her followers.

After the analysis of the two types of fit along the two aforementioned dimensions, the main outcomes of these two types of fit at three levels of analysis: organizational, group and individual are presented in section 4.5. The model presented in Figure 4-1 of this chapter provides an overview of the key elements of the study's findings.

**Figure 4-1: Key Elements of Study's Findings**



\* Green Colour denotes the two key findings

\* White Colour indicates the direct outcomes

\* Blue Colour reflects the indirect outcomes

This integrative model (Figure 4-1) shows the key findings of this dissertation. The two main types of leader/follower fit are highlighted in green. The first type of leader/follower fit that emerged from the data is the leader/follower fit along the leader and the follower preferences to work/home segment/integrate. The degree of leader/follower (mis)fit affects the follower's preference to integrate/segment between his/her work's and home's domains and their perceived enactment of this preference. This follower's preference and enactment is found to be affected by three other factors, namely the follower's polychronic attitude, the job demands and the follower's need for privacy. The higher an individual's level of polychronicity, the more he/she prefers to work/home segment integrate. The higher the job's demands, the more an individual has to integrate between his work's and home's domains. Last but not least, if someone's privacy is sacred, the more he/she segments between the two domains.

An individual's polychronic attitude is also found to be affected by the nature of the job's demands and more precisely by the job's multitasking requirements. Since interviewees work in retail banking, the majority of them are found to have adjusted their polychronic/monochronic preferences to fit the high multitasking requirements of their jobs. Polychronic leaders are found to have developed different tactics to handle their monochronic followers.

The main outcome of the first type of fit is the follower's perception of the degree of support he/she is receiving from his/her leader in managing his/her home life, and of his/her leader's level of respect of his/her preference to work/home segment/integrate. Some human-oriented leaders do support their followers in their work/home boundaries' management and respect the latter's preference to work/home segment.

The second type of leader/follower fit that emerged from the data is based on the perspectives of the followers of their leaders' behaviours and styles based on the leader/follower interactions at work and at home. The bank's standardized climate seems to have implications on these interactions. The



bank's one-size-fits-all climate impedes the region/division heads' ability to exercise leadership.

This second leader/follower fit affects the follower's perceptions of the level of trust and communication between them and their respective leaders, of the leader's delegation of some of their tasks to them, their allowance to participate in the division's/region's decision making process, and of the informal relationships between them and the mutually accepted forms of informal flexibility. In addition to these direct outcomes, the leader/follower fit with respect to the leader's style and behaviours as perceived by the followers is also found to have a direct effect on the followers' turnover intentions, perceived level of motivation and citizenship behaviours and performance.

The two types of fit direct outcomes are found to indirectly affect five factors at the individual, group and organizational levels of analysis. At the individual level, the three outcomes are: Follower's perceived work/home balance, stress level and career path. The follower's perceived work/home balance and career path are found to be affected by an individual's overall attitude towards work and home domains. The majority of followers are found to be work-centric. Some are found to be home-centric or dual-centric.

Moreover, follower's perceived work/home balance has been found to be affected by the level of support he/she is receiving from his/her leader in managing his home life, informality between the leader and the follower, the informal flexibility provided by the leader to the follower in order to allow him/her to better manage his/her home responsibilities, and the follower's job performance and exercise of citizenship behaviours.

Furthermore, follower's career path is affected by the intention of the follower to leave his/her current job and his/her perceived motivation level.

With respect to follower's perceived stress level, it is found to be related to individual, group and organizational level factors. At the individual level, follower's multitasking behaviours, perceived work/home balance, and level of support from the leader impinge on the follower's perceived stress level. At the

group level, the follower's perceived stress level is directly affected by the lack of/existence of teamwork in his/her division region. At the organizational level, meeting the division's/region's budget is considered the main source of the follower's perceived stress level.

At the group level, the main outcome is the level of teamwork in a division or region. The level of teamwork has been found to be affected by the perceived levels of trust and communication between the leader and the follower, the level of leader's delegation of tasks to his followers and their allowance to participate in the decision making process, and the informal relationships between the leader and the follower. For instance, the higher the level of informal leader/follower relationships, the higher the level of teamwork in the division/region. This level of teamwork seems to also affect the follower's perceived level of stress and the fifth outcome at the organizational level: Meeting the budget. The follower's ability to meet his department's/branch's budget is also affected by the follower's multitasking behaviours, and citizenship behaviours and job performance.

#### **4.2 Bank interviewees' demographics**

Table 4-1 presents the pseudonyms given to the leaders' and their followers' demographics of the XYZ bank. These demographics have main implications on the leader's/follower's interactions both at work and at home. The findings are illustrated in the analysis of the fit and interactions between the leader and the followers.

The leaders' group consists of five men of whom two are division heads/leaders (DLs), and three are regional managers (RMs). The followers' group consists of ten departments' heads (DepHs) and fifteen branch managers (BMs); it includes eleven men and fourteen women. Seven of the women are married with three children on average. Four of them have children under ten years of age. Two women are divorced with one or two children above ten years. The remaining five are single. All of the men are married; they have one to three children. The average age of the interviewed leaders and their followers is 48

years old. All of the leaders and the majority of the followers are highly experienced. They have been at the bank for more than sixteen years on average. The shortest period of time that any one of them has been at the bank is three years and three months: This case applies to the head of the Call Centre. Furthermore, all of them have at least a BA or a BS degree. Three leaders have an MBA and the remaining two have a BA. Eleven of the followers have an MS or an MBA; only one of them is a CFA, and the remaining fourteen have a BA. The monthly income of the leaders is between \$8000 and \$12,500. The income of the followers working as departments' heads ranges between \$1900 and more than \$10,000. The salaries of some of the followers in the divisions are as high as those of their leaders. The average salary of branch managers is \$3500; the highest salary is \$5000 for BMs with experience and working in big branches. The lowest salary is \$2100 for a newly assigned branch manager.

Given that Retail Banking has highly structured and standardized processes, especially at the branch level, the XYZ bank's leaders, and followers in specific, do not have a high degree of control over their time at work. They have to come at 8 a.m. and leave at 5 p.m. in all divisions and regions except for few small branches that close at 2 p.m. Many of the managers stay at work after 5 p.m. Also, many of those, who leave their work on time, stay available while at home to better serve their customers and to respond to calls from the bank via their Blackberries and cell phones, until late at night. Followers cannot come and go as they please. If they want to leave even for few hours to attend to home or personal issues, such as a children's play or graduation ceremony at school or a doctor's or a dentist's appointment or a friend's parent's funeral, they need to report to their leaders, who report to the HR department in their turn. Employees' lateness in coming to work is allowable for a maximum of thirty minutes if the employee has a critical reason. If an employee is absent for more than one hour a day, the HR department will deduct this day's remuneration from the salary of the said employee, or the day will be considered a vacation day unless the leader explains to the HR manager the reason behind the employee's lateness to report to work. Consequently, on an ad hoc basis,

followers' lateness to come to work or their early leaving of work to accommodate their home and personal issues are not tolerated by some of the leaders and by the newly assigned HR manager.

**Table 4-1: Leaders and Followers Demographics of XYZ Bank**

<b>Title</b>	<b>Manager (Sex)</b>	<b>Marital Status</b>	<b>Number of Children</b>	<b>Children Under 10</b>	<b>Husband/Wife Employment Status</b>
<b>Head of Consumer Credit Products (CCP) Division</b>	CCP DL (M)	Married	Two	Zero	Employed
<b>Head of Electronic Delivery Channels &amp; Card Products (EDC/CP) Division</b>	EDC/CP DL (M)	Married	Three	Zero	Unemployed
<b>Regional Manager (Region 1)</b>	RM1 (M)	Married	One	Zero	Unemployed
<b>Regional Manager (Region 2)</b>	RM2 (M)	Married	Three	One	Self-Employed
<b>Acting Regional Manager (Region 5)</b>	RM3 (M)	Married	Three	Three	Employed (Part-Time)
<b>Head of Consumer Credit (CC) Department/CCP Division</b>	CC DepH (M)	Married	Three	Zero	Employed
<b>Head of Consumer Products Management (CPM) Department/CCP Division</b>	CPM DepH (F)	Married	Four	Three	Employed
<b>Head of Research &amp; Analysis (R&amp;A) Department/CCP Division</b>	R&A DepH (F)	Married	Three	Three	Self-Employed
<b>Head of Consumer Operations (CO) Department/CCP Division</b>	CO DepH (F)	Divorced	One	Zero	N/A
<b>Acting Branch Manager/Department Head, Booking Centre/CCP Division</b>	BC DepH (M)	Married	Two	Two	Unemployed
<b>Cards Operations Department Head/EDC/CP Division</b>	COP DepH (M)	Married	Three	Zero	Unemployed
<b>Head of User and Operations Technical Support/EDC/CP Division</b>	UOTS DepH (F)	Single	Zero	Zero	N/A
<b>Head of Application Processing &amp; Fraud Monitoring/EDC/CP</b>	APFM DepH (F)	Single	Zero	Zero	N/A

<b>Division</b>						
<b>Head of Operation Support/EDC/CP Division</b>	OS DepH (M)	Married	One	One	Unemployed	
<b>Head of Call Centre/EDC/CP Division</b>	CAC DepH (F)	Single/Engaged	Zero	Zero	N/A	
<b>Branch Manager/Region 1</b>	BM1 (F)	Married	Two	Zero	Employed	
<b>Branch Manager/Region 1</b>	BM2 (M)	Married	Two	One	Unemployed	
<b>Branch Manager/Region 1</b>	BM3 (F)	Single	Zero	Zero	N/A	
<b>Branch Manager/Region 1</b>	BM4 (F)	Divorced	Two	Zero	N/A	
<b>Branch Manager/Region 1</b>	BM5 (F)	Single	Zero	Zero	N/A	
<b>Branch Manager/Region 2</b>	BM6 (M)	Married	Two	Zero	Unemployed	
<b>Branch Manager/Region 2</b>	BM7(M)	Married	Three	Zero	Unemployed	
<b>Branch Manager/Region 2</b>	BM8 (M)	Married	Three	Zero	Unemployed	
<b>Branch Manager/Region 2</b>	BM9 (F)	Married	Three	Three	Employed	
<b>Branch Manager/Region 2</b>	BM10 (F)	Married	Two	Two	Employed	
<b>Branch Manager/Region 5</b>	BM11 (F)	Married	Three	Zero	Employed	
<b>Branch Manager/Region 5</b>	BM12 (M)	Married	Three	Zero	Unemployed	
<b>Branch Manager/Region 5</b>	BM13 (F)	Married	Two	Zero	Employed	
<b>Branch Manager/Region 5</b>	BM14 (M)	Married	One	One	Employed	
<b>Branch Manager/Region 5</b>	BM15 (M)	Married	Two	One	Unemployed	

### **4.3 Leaders and followers boundary management styles, polychronic attitudes and their self-reported behaviours in work/home life context**

Kossek and Lautsch's (2008) qualitative and quantitative studies have led them to the identification of three major boundary management styles: (1) integration between work and home; (2) separation between work and home; and, (3) alternation between work and home, which includes integration and segmentation between work and home based on the situation. Employees might prefer to segment between work and home, but they are not able to do

so maybe due to factors at home and/or at work; factors that have led them not to erect strong boundaries around the work's and home's systems.

An individual's work/home management might also be affected by some personal factors. Based on his literature review, the author assumed an individual's polychronic attitude to be an antecedent variable to the individual's work/home integration/segmentation preference. Bluedorn (2002) states that "managerial work is polychronic work, at least compared with most non-managerial work. So to become a manager means to face a work context replete with polychronic demands" (p. 50). Non-managerial work requires less multitasking than managerial work. Similarly, Kaufman-Scarborough and Lindquist (1999) concluded that "the typical managers' work style appears to more properly be characterized by polychronic time use" (p. 293) since they have to manage their own time and the time of their subordinates. However, Bluedorn (2002) argues that "polychronicity is about engaging *life in general, not just work*, so the concept should be examined in the *widest possible context*, which takes us to its origin" (p. 51, italics added by the author).

Given that the researcher has studied managers in the Retail Banking sector, multitasking behaviours and work/home integration have been found to be predominant in the lives of the managers, irrespective of their preferences that have ranged along the integration/segmentation and polychronicity/monochronicity continuums as per Table 4-2. A detailed analysis of the leaders' and their respective followers' preferences and the perceived behaviours in each division and region is provided herein.

**Table 4-2: Leaders and Followers at XYZ Bank Boundary Management Styles (Separating/Integrating/Alternating) and their Perceptions of Enactment**

Title	Manager (Sex)	Separating/Integrating/Alternating Preferences	Separating/Integrating/Alternating Perceptions of Enactment	Polychronic/Monochronic/Alternating	Multitasking/Monotasking
Head of Consumer Credit Products (CCP) Division	CCP DL (M)	Integrating	Integrating	Polychronic	Multitasking
Head of Electronic Delivery Channels & Card Products (EDC/CP) Division	EDC/CP DL (M)	Segmenting	Integrating	Monochronic	Multitasking
Regional Manager (Region 1)	RM1 (M)	Integrating	Integrating	Alternating	Multitasking and Compartmentalization of Tasks
Regional Manager (Region 2)	RM2 (M)	Alternating	Alternating	Polychronic	Multitasking
Acting Regional Manager (Region 5)	RM3 (M)	Segmenting	Integrating	Monochronic	Multitasking
Head of Consumer Credit (CC) Department/CP Division	CC DepH (M)	Alternating	Alternating	Monochronic	Multitasking
Head of Consumer Products Management (CPM) Department/CP Division	CPM DepH (F)	Segmenting	Alternating	Monochronic	Multitasking
Head of Research & Analysis (R&A) Department/CP Division	R&A DepH (F)	Segmenting	Segmenting/Alternating rarely	Monochronic	Multitasking
Head of Consumer Operations (CO) Department/CP Division	CO DepH (F)	Integrating	Integrating	Polychronic	Multitasking
Acting Branch Manager/Department Head, Booking Centre/CCP Division	BC DepH (M)	Integrating	Integrating	Polychronic	Multitasking
Cards Operations Department Head/EDC/CP Division	COP DepH (M)	Segmenting	Integrating	Monochronic	Multitasking
Head of User and	UOTS DepH	Segmenting	Integrating	Monochronic	Multitasking

<b>Operations Technical Support (UOTS)/EDC/CP Division</b>	(F)					
<b>Head of Application Processing &amp; Fraud Monitoring (APFM)/EDC/CP Division</b>	APFM DepH (F)	Segmenting	Integrating	Monochronic	Multitasking	
<b>Head of Operation Support (OS)/EDC/CP Division</b>	OS DepH (M)	Segmenting	Integrating	Monochronic	Multitasking	
<b>Head of Call Centre/EDC/CP Division</b>	CAC DepH (F)	Segmenting	Integrating	Monochronic	Multitasking	
<b>Branch Manager/Region 1</b>	BM1 (F)	Integrating	Integrating	Monochronic	Multitasking	
<b>Branch Manager/Region 1</b>	BM2 (M)	Integrating	Integrating	Alternating	Multitasking	
<b>Branch Manager/Region 1</b>	BM3 (F)	Integrating	Integrating	Polychronic	Multitasking	
<b>Branch Manager/Region 1</b>	BM4 (F)	Integrating	Integrating	Polychronic	Multitasking	
<b>Branch Manager/Region 1</b>	BM5 (F)	Integrating	Integrating	Polychronic	Multitasking	
<b>Branch Manager/Region 2</b>	BM6 (M)	Integrating	Integrating	Monochronic	Multitasking	
<b>Branch Manager/Region 2</b>	BM7 (M)	Integrating	Integrating	Polychronic	Multitasking	
<b>Branch Manager/Region 2</b>	BM8 (M)	Integrating	Integrating	Monochronic	Multitasking	
<b>Branch Manager/Region 2</b>	BM9 (F)	Segmenting	Separating/Alternating rarely	Polychronic	Multitasking	
<b>Branch Manager/Region 2</b>	BM10 (F)	Integrating	Integrating	Polychronic	Multitasking	
<b>Branch Manager/Region 5</b>	BM11 (F)	Integrating	Integrating	Polychronic	Multitasking	
<b>Branch Manager/Region 5</b>	BM12 (M)	Integrating	Integrating	Monochronic	Multitasking	
<b>Branch Manager/Region 5</b>	BM13 (F)	Integrating	Integrating	Monochronic	Multitasking	
<b>Branch Manager/Region 5</b>	BM14 (M)	Segmenting	Integrating	Monochronic	Multitasking	
<b>Branch Manager/Region 5</b>	BM15 (M)	Segmenting	Integrating	Monochronic	Multitasking	



#### **4.3.1 Lebanese leaders' boundary management styles, polychronic attitudes and their self-reported behaviours in work/home life context**

All the interviewed leaders are married males and still consider themselves to be the main breadwinners and their wives to be the caregivers. Thus, leaders seem to think that they need to do all what they can, even if it was at the expense of their families, to keep their jobs and their current high salaries that allow their families to maintain a high standard of living.

Given the apparent wide and diversified responsibilities of the leaders in their divisions or regions based on their high jobs' demands in retail banking, the author concluded that all leaders have to multitask, to avail themselves, at all times, to respond to their followers' requests or to serve their customers, even if they are with their families. Consequently, all five leaders consider themselves obliged to integrate between their work's and home's domains. Work appears to enter their home life much more than the opposite. These leaders' perceived integrating behaviours seem to have led them to mainly depend on their wives and their extended families to take care of families' responsibilities, since the XYZ bank does not have family-friendly programmes. This leader's perception has led some of them to ask their wives to stay at home for a while to take care of their families' responsibilities in order to minimize their families' interference with their jobs. From the leaders' perspectives, their families' adaptability to the nature of their jobs has helped them to have a kind of work/home harmony.

All five leaders explained how they perceive their handling of different tasks/activities/projects at work and/or at home; they did not deliberately refer to their preferences to integrate/segment and multitask/monotask until the interviewer asked them about these preferences.

The first interviewed leader, CCP DL handles the largest division, which includes 100 employees, at the XYZ bank. From his perspective, his job is highly demanding and "response time" to customers' requests, where

employees need to give or decline the approval of a customer's application to take a loan before the other competitors do, is the key to his division's success.

"...what counts is the response time, which represents our bank's competitive advantage, especially with the current fierce competition among banks".

The mass of Lebanese clients favour banks that can provide them with services 24/7. Their decisions to deal with a bank rather than with another are now based on how fast the bank can respond to their requests with minimal bureaucratic procedures and paper work. Working even on Sundays seems to be a part of the XYZ bank's culture and strategy at least for the Retail Banking sector. Thus, the nature of CCP DL's job requires him to "be always connected" and available to serve his internal and external customers through his personal cell phone and the bank's Blackberry device, on which the XYZ bank had installed the Lotus software that grants its employees access to the bank's email. As per CCP DL's words:

"You cannot be absent from work in the banking sector/current position. Even if you are obliged to go to a meeting, you find emails and contracts waiting for you. Emails are somehow resolved through Blackberry. You have to be always present. The nature of our job is different from that of the treasury (they start work at 9:30 a.m.), and that of the corporate divisions (they start work at 10:30 a.m.), and the employees have to stay until late at night at work. In our work, the branches open at 8 a.m. and we have to be available given that our jobs are interrelated and respond to their demands".

CCP DL considers being always connected, and the on-going work/home integration to be a style that is not necessarily right or wrong, but which eventually is his idiosyncratic style.

"I am always connected. I never close my phone. This has caused me some minor problems at home. Even during vacations, I am always

connected through emails and through phones. It is a style. It is not necessarily the correct or the normal style. But I am of this kind”.

CCP DL referred to the nature of his job and the banking job in general as that it does not require employees to take any customer related files home with them. However, bank employees might take home some big study-cases that need their full concentration; a privilege that does not exist at work due to the continuous work related to managers and to the hectic schedule. As per the words of CCP DL:

“I do some bank work at home occasionally, but not as a routine. The nature of my job does not require that I take my work with me home, given that decisions regarding my work are quick, such as signing for a car loan, unless I have to revise some studies related to the budget, projects/proposals that are quite lengthy and cannot be read at work. It does not happen weekly”.

Not taking work home is also related to the Lebanese Bank Secrecy Law that imposes on banks’ employees to treat customers’ confidentiality with high prudence. This law obliges employees to finish their customers’ transactions at the bank’s premises since the former cannot access the bank’s system from home.

However, work and home interruptions and multitasking behaviours are the norms in the leader’s work and home life. He cannot compartmentalize the tasks at hand due to the nature of his job.

“Interruptions are normal in my life especially from branch managers to whom I have to respond immediately whether I am at work or outside; I have gotten accustomed to this. I even enjoy it when I feel that I am doing multiple tasks at the same time”.

Moving back and forth among different tasks at work and at home is in alignment with his polychronic preference.

“By nature, I prefer to do many things at the same time. Even when I was in London, I did many things at the same time. I multitasked more, given that there were few employees... Multitasking is quite normal for me because I am responsible for multiple projects at the same time (marketing, credit, collection). I wear different hats during the same day. I need to sign many documents from different departments at the same time, and handle different issues in parallel”.

From the leader’s perspective, work/home integration is not only related to the job’s demands, but is also a value of the Lebanese culture that seems to favour the integration between work and home and in both directions.

“One cannot set a rule; even the weekend concept principle is not there for me. This is not the case for banks’ employees only. It is true for the whole country. I work on Sundays and Saturdays since we have a team that works on Sundays; there is no good separation between work and home. I was living in UK where work stopped from Friday afternoon till Monday morning. This has its advantages. It is good in order to recharge. You feel that you have taken a good holiday during which you can do something. In Lebanon, it is different. Maybe except for Sundays, there is no real break. I have experienced both styles of life. The weekend in UK is totally respected, but in Lebanon it is not. It is a matter of culture and is related to the job’s demands”.

The work to home interruptions and interference are also enhanced by the CCP team that works on Sundays in order to better compete with other banks. He said:

“Our team that works on Sundays leads us to have a competitive edge, for we are the only bank which operates on Sundays. Out of 100 employees, we have 6 to 7 employees who work on Sundays. Some customers might fill applications for loans at merchants such as Khoury Home or Abed Tahan and want to get them approved. They might call me or the head of CC if the loan is more than \$1200. They tell us the

case on the phone. The answer is either a Yes or No. Then they relay the answer to the merchant. If we postpone the decision till Monday, the customer might go to another bank. It is difficult to establish such a service, mainly because it is difficult to secure a team who can be available on Sundays”.

CCP DL seems to have developed some personal skills and tactics that allow him to better fit with the nature of Retail Banking and the Lebanese culture. He has explained his busy work life and the necessity for his wife to take care of family's responsibilities because of his excessive work's demands. For him, his home's interference with his work was and is much less than vice versa since his wife was obliged to leave work after she delivered her first baby; she returned back to the corporate division at the XYZ bank after her children have grown up and have become more self-dependent; thus, the leader's home's interference with his work is minimal.

Overall, all throughout his interview, CCP DL reflected his preference to integrate between his work and his home. His preference fits with his perceived integration behaviours. He is highly committed to his job. His income is higher than \$10,000 per month, which is considered a high income in Lebanon, and which has allowed his family to have a high standard of living. This fact and his wife's support seem to have helped him to partially balance between his work and home.

With respect to EDC/CP DL, he is handling a smaller division than that of CCP DL: 30 employees. He does not seem to have a comfortable life. He has reached the burnout stage. This fact is reflected in his quite red eyes that he was barely able to open during the two interviews. He spent more than three hours talking about his bad relationship with the Head of Retail (HOR), who, from his perspective, has pushed him to fail in his job, especially with respect to projects' delivery. As per EDC/CP DL's perspective, HOR wants to prove to the top management EDC/CP DL's incapability of successfully leading the division. This EDC/CP DL's perception of HOR was confirmed by many of his followers

and by other leaders and followers working in different regions and divisions of the bank.

EDC/CP DL is working on several projects simultaneously in order to prove to HOR that he is capable. As a result, he is staying at work until 10 p.m. or 11 p.m. to prove to HOR his ability to finish the multiple projects that he had promised to deliver on time. This has led him to excessively multitask, albeit he does not prefer to do so. Although he seems to be overstretching his abilities, yet he is not able to handle the multiple projects, due to their high numbers and since he does not have enough staff, as he informed the interviewer.

“My people are not happy these days because they are under a lot of pressure. They are trying to deliver the several projects we have been assigned on time. I can tell you this; I have two options: Either I go meet the chairman and say that we cannot handle the multiple projects we have because of our HOR’s management style, or we try to do the best we can and live with what we have... The HR knows about our conflict with HOR. I am sure that the chairman knows too. The style of HOR is like “I am the boss and there is no one else”. Because when he joined the bank, he made sure that if any employee wanted something done, it was to be done through him. He doesn’t need managers. He needs workers. He believes in the “Just do it” philosophy without asking why and how. I cannot tell him my opinion. He takes things personally very much”.

The above excerpt clearly reflects the misfit between EDC/CP DL and HOR. This misfit has had several negative repercussions, such as lack of satisfaction, intentions for turnover and high level of stress not only on EDC/CP DL, but also on his followers and the whole EDC/CP division as the researcher shall discuss in the following sections.

Although EDC/CP DL seems to be dissatisfied with his work at the bank, he is trying to just survive, especially since his salary of \$150,000 per year in addition to a yearly bonus, are the highest among those of all interviewed

managers. In addition, he needs to justify to the upper management that he deserves his financial package that he cannot earn at another Lebanese bank. He barely sees his family; this fact and his staying late at work reflect the leader's work interference in his home domain that led to his work/home imbalance, which is alleviated by his wife's support and understanding of the nature of his job.

"What helped me is the presence of my wife at home since she does not work. My daughter got married recently. My eldest son is at the American University of Beirut and goes out with his friends and rarely with us. My younger son is still at home, but I don't see him a lot since when I come home late at night, he might be studying or out with his friends. I wake up early and I don't see my sons since they may have left to school or university, or maybe are still sleeping. My wife is the one who mostly feels this imbalance between my work's and my home's responsibilities".

He tried to minimize the imbalance. For instance, he stopped the Blackberry service provided to him by the XYZ bank because he does not want to have more interruptions while he is at home. This is a tactic that the leader might have found to be a refuge and a means to minimize his work's interference with his home.

"I stopped the Blackberry service since I wanted to spend more time, especially on Sundays, with my family. But I am on call 24 hours through the Call Centre every day, including Sundays, to better serve our customers and to handle any problem in operations and in the system. My assistant knows that she can call me anytime; she knows that I am available even if I am not physically present at work".

Currently, the leader prefers to segment between work and home and to work on few major projects although he does not have a problem in integrating between these two domains and in multitasking when his workload is manageable. This current leader's preference might be a reaction to the

intolerable demands of his current work that obliges him not only to stay late at work but also to accept phone calls from his customers, colleagues and leaders while he is at home.

With respect to the three Regional Managers (RMs), their job is to monitor the Branch Managers (BMs): mainly the latter's performance and their meeting of their regions' budgets. This job seems to be less demanding than those of the CCP and EDC/CP divisions' leaders who were found to generally have more authority than the RMs. Eventually, the RMs can still organize their work better than other divisions' leaders such as the CCP DL, who should approve or reject some customers' loans' requests of high limits, and respond quickly to his followers, especially the managers of the Consumer Credit (CC) and Consumer Product Management (CPM) Departments and Book Centre (BC), who are in direct contact with consumers. EDC/CP DL's job's level of polychronicity would have been similar to that of the RMs if he has been able to convince HOR of his plan of focusing on some projects that he can handle and if he had acted as a real leader who could have made his job less operational than it is now.

RMs' job is not highly polychronic as compared to that of their followers, since they are not in direct contact with customers and their offices are not open to everyone. However, the nature of the RMs' job obliges them to integrate between work and home since they need to reply to their followers' and customers' calls while at home, and to sometimes stay late at work. Responding to customers' calls after official working hours is usually handled by the BMs; however, since the three RMs were BMs before they were promoted, they still have some VIP or close customers, who have become the RMs' friends and who prefer to call them directly and not to call the current BMs or the Bank's Call Centre. All of them consider that they have to integrate between their work and home: one prefers to do so, while another prefers to alternate and the third prefers to segment between work and home as explained herein.



RM1 is leading a big region in Beirut, the capital of Lebanon. His wife does not work. He has only one child who is currently a university student. He seems to feel okay to integrate between work and home.

“Work and home interfere in each other but work life interferes in family life more than vice versa. I don’t take work with me home. I finish work at the office where I may stay 24 hours without leaving anything pending or taking any work with me to home. I finish my work on due time. I cannot leave anything pending on my desk unless there is a major case that demands my follow up. Follow up is something and finishing my work is something else”.

RM1 does clearly differentiate between his preferences to work/home integrate and his perceived behaviours. This is also the case of his polychronic attitude and his perceived multitasking behaviours. He said:

“I prefer to focus and not work on one task at a time. This means that I might have three tasks at hand, but I don’t let them interfere with each other. And, I try to do my work in a way that I finish the work at hand, and then move to the other. But if they interfere with each other, I don’t let them affect each other. If I have to work on three tasks simultaneously, I do so, but I leave each task in a room”.

RM1 feels guilty that he is not spending enough time with his family. This might be related to his lack of work/home balance and his strong dependency on his wife to take care of family related issues.

“I feel guilty towards my family. This feeling cannot be compensated. Every moment I missed while my child was growing cannot be compensated. I cannot justify my absence from home by saying that I am providing my family with money that I get from work. Still you know that the country’s circumstances are always difficult. Accordingly, it has been hard to earn money easily and to keep a decent standard of living. This fact might serve as an acceptable excuse for my negligence of some of my family’s responsibilities”.

The wife of RM2, who is the head of the second region in Beirut, has her own business that allows her a flexible work schedule; thus, to attend more freely to the demands of her three children, who are all above ten years of age and independent. RM2 seems to prefer to alternate between his work's and home's responsibilities, but still seems to be closer to the extreme integration end of the segmentation/integration continuum.

"I never felt that there is a conflict between my home and my job since I manage my time very well. I try to separate between work and home. My problems at work usually don't enter my home. But we are human beings who cannot completely separate between home and work. I am working for my family to have a better quality of life. I have priorities in my life. The health of my family members remains my top priority. When there is a critical situation at home, I directly interfere. I usually participate in my children's school meetings, but I don't attend the regular routine ones".

From RM2's perspective, he is also obliged to multitask, though to lesser extent than when he was a BM, and to integrate between work and home since the bank has provided him with a Blackberry that obliges him to be always connected to the bank's system, although e-mails related to work are much less after official working hours than during the day.

With respect to RM3, who is simultaneously working as a branch and regional manager in south of Lebanon where etiquette is not followed, he is not able to monotask and to segment between work and home although he prefers to do so. The two roles that he is playing at work do not allow for a segmentation between work and home; multitasking for a BM is considered a must, especially in the rural southern Lebanese areas where customers are not accustomed to standing in line in order to be served, and do not respect others' privacy as the interviewee implied during the interview. Thus, Region Three's nature imposes on RM3 to have friendly, close and informal relationships with the bank's customers, who are not as disciplined as those from Beirut; this fact had led to a perceived increase in his job's demands and their interference with his family

life. Eventually, RM3 has to attend his customers' social occasions more than RM1 and RM2 have to do. He referred to the negative role of the Blackberry services on his willingness to separate between his work and home domains.

“Work and home should be segmented. I prefer to finish work and then go home even if I have to stay until 7 p.m. I prefer not to take work with me home, but sometimes I am obliged to. Blackberry did not make my life easier. After 5 p.m. or 6 p.m., the emails usually stop. Interruptions from work rarely happen after 8 p.m. But we are in the service industry where customers can call me any time; I don't have any problem with their calls. Blackberry has led to a lot of interruptions, especially during the first few months after the bank activated the service. It frustrated me. Once, while on a vacation, which I was spending in Lebanon, I started receiving emails from work. I feel relieved of the Blackberry's stress if I travel during the vacation. I am obliged to travel during vacations in order to be almost totally disconnected from the bank; thus, feel good”.

In order to balance between his work and home lives, RM3 does not allow his wife to have a full time job that might not allow her to take care of their three children, who are still under 10 years of age and in need of close care.

Herein, the researcher analyses the three leaders' followers' preferences and perceived behaviours with respect to handling several tasks/projects simultaneously and to work/home segmentation/integration/alternation.

#### **4.3.2 Lebanese followers' boundary management styles, polychronic attitudes and their self-reported behaviours in work/home life context**

The preferences of the followers to segment/integrate/alternate between their work's and home's demands and their perceived work/home segmentation/integration/alternation behaviours have been found to be affected by three main direct factors: Perceived job demand/Job requirements to integrate work/home, follower's perceived need of privacy, and polychronicity level. The managers' polychronic preferences have been found to be generally

in alignment with their work/home integration/segmentation preferences. The degree of leader/follower congruence in work/home integration/segmentation has implications on these different factors and the perceived work/home segmentation/integration behaviours of the managers as discussed in section 4.3.3.

Some variations in the managers' preference to segment/integrate between work and home domains and their perceived behaviours are found between/among and within divisions and regions that have different job requirements from their employees. Two of the managers in the CCP division prefer to integrate while two married female managers with young children and one divorced female prefer to segment. However, all of them are work/home integrating although the two married female managers are doing their best to work/home segment in order to better take care of their families. All managers in the EDC/CP division are trying to segment their work from their home as a reaction to their huge workload that is negatively affecting their home life, but are not able to do so due to their excessive urgent work's requirements. These managers used not to have any problems in integrating between their work and their home; however, given the wide current intersection between their work and home due to their excessive work's demands, have resulted in negative work repercussions on their homes by changing their preferences from work/home integrate to work/home segment. As for the BMs, the majority prefer to and are integrating their work and home life, except for one female, BM9, who prefers to segment and who is alternating between work and home domains; and, two males BM14 and BM15, who prefer to work/home segment, but are also work/home integrating.

Overall, the majority of interviewed managers are integrating between work and home given their being in the service business that is highly competitive, and their need to meet their departments'/branches' budgets. Few are partially segmenting in alignment with their preferences since they want to keep their homes' privacy that is highly essential to them. The latter have communicated

their preferences to their leaders who are handling these preferences in accordance with their leadership styles.

Herein is a detailed analysis of the followers' preferences and perceived behaviours in work/home segmenting/integrating and the factors affecting these preferences and behaviours.

#### **4.3.2.1 Detailed analysis of followers per division/region**

Starting with CCP DL's followers, the three women prefer to segment between work and home although they have to integrate, while the two men prefer either to integrate or to alternate. The female CPM DepH and R&A DepH are trying to keep the degree of work/home integration to the minimum possible since all of their children are still very young, and because they need family privacy. They are getting some support from their parents and from their leader, but still have to take care of their children to feel emotionally satisfied. CPM DepH is more willing to sacrifice to the bank than it is the case of R&A DepH, who thinks that she has given a lot to the bank and that it is time to give her family full care. R&A DepH's job is to prepare the budget and all other financial figures, and to do research regarding new bank's products. Response time, which is essential in this division as discussed, is not a priority for her since she works on big projects and is not in direct contact with customers. Her type of job, which is less polychronic than other types of jobs in her division, partially fits her preference to monotask (Refer to Appendix D – Quote A).

R&A DepH communicated her preference to monotask and to segment between work and home to her leader, who cares about his employees' well-being at work and at home, and her team. She does not accept her followers' disrespect of her preferences; she made her home boundaries' stronger than that of her work, given that her children might call, although rarely as she said, which makes the work boundaries more permeable.

“I consider it to be something good that I separate between work and home. I put boundaries between work and home. When I am at work, I am 100% dedicated and versed otherwise I cannot work. When I am at

home, I cannot tolerate that someone calls me from the bank. For sure, I had faced some problems with my colleagues and/or followers who call me home. If I am under stress and I come to work, I will never show this stress at work. I am always calm, always smiling both at work and at home. When someone calls from home and I am under stress, I can say I am busy; I will call you later. And I usually do when I leave work and I am in the car. 70% of the time, my work allows me to answer short phone calls from my children for about 2 minutes; for sure, I am not going to open the door for a long conversation”.

R&A DepH seems to be unable to balance between her work and home life since she is not able to align her work life with that of the family, as she wishes to do so. Her stress level, which seems to be high, has led to her arrogant communication with the researcher as reflected at the end of the following quote.

“I try my best to finish everything at work. For example on Monday, I was obliged to stay at work until 7 p.m. since we have a project to be delivered. Staying late at work is still better than taking some work with me home. I cannot leave at 5 p.m. and then work for two hours at home. I cannot, because there is no way to do work at home. My children are still too young. They are my main concern; I cannot add more to my home responsibilities. I cannot tolerate taking work home. I prefer to finish work and then go home. I cannot do any work at home. At home, I am so happy with my three children; they need me so much. They don't leave me. Three small children, I don't know if you can understand what this means”.

As for CPM DepH, whose job is more polychronic than that of R&A DepH since she is directly involved with customers, she prefers to monotask. However, she has to multitask most of the time during the day in order to respond to her subordinates' requests, and many times directly to customers' requests. In order to focus on some critical tasks such as the preparation of a presentation

to top management, she closes the door of her office. Overall, she seems to have adapted to the nature of her job.

“I prefer to focus on one thing at a time, but I do many things at the same time. I might have several phone calls, send an e-mail... I can do it, though I don't prefer it. As long as I am able to do it, I do it unless I have a presentation that needs a lot of focusing. I finish my presentation, then, I continue working on other things. The nature of my work does not need me to be that focused. All my work is about phone calls, checking if a certain file has arrived, if an application has been accepted. I just have to follow up. I don't work with numbers/financial figures and in setting the budget”.

She seems to be able to tolerate more than R&A DepH the interference of work in her home life. Consequently, CPM DepH is more willing to integrate different aspects of her work and home, although she does not prefer to do so mainly due to her responsibility of four small kids since her husband lives abroad. This tolerance and willingness might be due to her close relationship with CCP DL; thus, her readiness to gladly do all what he requires even while she is at home, and to the fact that her salary (above \$10,000) is almost three times that of R&A DepH. She cannot say no when a given task is requested from her, such as going to a motor show in which the bank is participating, even if it is very late at night. Furthermore, she welcomes all phone calls from her customers at any time at night, since she is working in the service business as she repeated several times during the interview (See Appendix D – Quote B). Her willingness might also be due to her high level of motivation and ambition to occupy a higher position and to meet her department's budget.

For the third female manager, CO DepH does not seem to differentiate between her work and home domains, and is ready to multitask although she sometimes prefers to monotask in order to focus on one specific project and finalize it; hence, forgetting about the other projects. In this case, her leader interferes, telling her about the priorities; he keeps reminding her of the proximity of projects' deadlines.

Since she is divorced and has one daughter, who is 16 years old, her concerns of what is going at home seems to be less than her concerns of work, although she said that she spends all the weekends with her daughter, whom she might bring to her work “to see where she spends three fourth of her time.” Her time is divided between her work and her daughter; thus, she does not have time for her private life.

“I stay at work from 7 a.m. to 7 p.m. I don’t have a problem with my work schedule. This is the nature of my work”.

Response time is not a main issue for CO DepH, but she still has some projects that she needs to deliver on time. She spends some time during the day with her followers discussing their personal issues which may lead her not to finish her work on time. Overall, she is now more involved in her work; she considers her work place like her home, for her family’s responsibilities are now much less for her daughter has grown up. Maybe she feels a little bit lonely too and that is why she is spending long times at work. She did not have a problem telling the researcher that she sees a therapist from time to time, although few admit that they do so due to the Lebanese society’s negative perception of those who do.

As for CC DepH for whom there are no absolutes in life and whose job is polychronic similar to that of CPM DepH, he has a monochronic attitude and has to multitask in order to fit the nature of his job.

“I prefer to do one thing at a time, but I can’t. This is why I usually stay after official working hours. Between 8 a.m. and 5 p.m., the branches are operational; I cannot tell a branch manager or an officer that I don’t want to give him/her the feedback at any moment in time because I am actually completing a memo. When the phone rings, I have to answer; even when I answer, I have three other phone calls at the same time because here the process of giving credit to customers is centralized at the top. So, it is my job to be actually available. Is it my preference to start a memo and then complete a given consultation and then come



back to do it? No, it is not. Of course not! I prefer to start, finish, and then do something else. But this is reality and I don't mind it actually".

Here are excerpts from the dialogue that took place between CC DepH and the interviewer; it reflects CC DepH's preference to be closer to the alternation of different aspects of work and home, and his ability to balance between his work and his home life since he understands quite well the nature of his job.

Research Question: Do you segment or integrate between your work and home?

CC DepH: "I don't believe in absolutes. I don't believe in black and white. There is no such a thing as 100% separation or 100% integration... Absolute separation does not exist at least to me. It depends on the type of work; it depends on the type of decisions we have to make; it depends on what is going on at home and at work. Let us say you have an issue with your superior, you cannot stop thinking about it and tune it out at 1:30 p.m. It does not work out like that. You are always thinking about it, you go over it and see what you can do; you calculate options and find out solutions or ways to actually handle these things. It does not need to be a problem; it might be actually a credit file that you have to defend; it can be an application you have to approve; it can be a payment you have to collect and so on, but absolute separation to me does not exist".

Research Question: If we draw it along a continuum, where do you locate yourself?

CC DepH: "Actually, closer to integration but bit beyond mid of the middle probably. By a simple fact Fadi, you have a mobile phone, which is paid for by the bank; accordingly, you cannot turn it off. You have to receive phone calls. Once you receive phone calls, usually it is not let us go out to dinner; it is about what happened to this file, where is it?, Did I sign it and so on. Accordingly, you are bound to take some of your work home with you".

Research Question: Is it your preference?

CC DepH: "I don't mind. It is not an obligation; it is not a preference. To me, it comes with the territory. You cannot be a responsible officer and decide now I don't want to talk to people or I don't want to market the bank or I could not care less if he gets his loan or not. You cannot be like that. If you are an employee, you can actually shut down your mobile and not answer anybody. If you are whatever level manager or officer, you are bound to have some responsibilities; responsibilities including answering the phone, and trying to be available as long as it is not personal. Nobody is going to call you from the bank and ask you how was your dinner with so and so? They are going to ask for a specific thing that has to do with your job".

The dialogue with CC DepH reflects the overall nature of the job in the CCP division that some other managers are not totally aware of. This dialogue also reflects the importance of employee/job fit. It is clear that work/home integration is not optional for the majority of the managers in the CCP division since most of them have to serve their customers and to respond to their colleagues' and subordinates' requests anytime and anywhere.

As for the last manager, BC DepH, whose office is located in the same building as the other four managers but on a different floor, he is willing to do anything to prove that he is capable, as the researcher felt all throughout the interview. He is a heavy multitasker. He accepts phone calls any time from his CCP DL, and keeps visiting his centre/branch even during vacation in order to make sure that all is going as it should be. A noticeable thing that he does in order to work/home balance, and which reflects his work/home integration, is that he usually leaves his job during lunch break and goes home in order to sit with his children and have lunch, although he spends most of his time commuting between work and home.

"And for me I do the best I can to be available at home; I am simultaneously taking care of my work and progressing in my career. For

instance, I have one hour lunch break usually from 1p.m to 2 p.m. I try to go home, even if it is during rush hour. It takes me like 40 min to go home and to return back to work while during normal time it takes me 5 to 7 minutes. I stay at home for like 9 to 10 minutes. However, during these minutes, I see my daughters and have lunch with them and I ask them about what they did at school. I know that this quick visit tires me, but I still know that it makes a difference to my children especially in winter time. At least my daughters see me during the week where I usually come late and they sleep early since they have to wake up early to school. I usually play with them early in the morning before they go to school”.

With respect to the followers in the EDCP/CP division, who mostly work on projects whose outcomes are delivered by other divisions to customers, all of them prefer to monotask and segment between work and home. As it is the case of preferring to work on one project at a time, it seems that all managers have reacted to their insupportable jobs’ demands by preferring to separate their home life from their work life. In the beginning, the researcher was surprised by this reaction; however, after acknowledging the huge work overload that the employees are suffering from in this new division at the bank due to the multiple projects that they have to handle simultaneously or in parallel, and due to the lack of the leader’s support, or maybe the lack of a real leader’s presence as per the followers’ perspectives on EDC/CP DL, the researcher concluded that these followers could have changed their original preferences as a reaction to this intolerable overload.

COP DepH spends more than 12 hours at work. Although he prefers to work on one project at a time, he is currently working on the multiple projects that his leader agreed to work on in parallel as discussed. Multitasking is not an option or a preference in his current job but a must. Consequently, he has adapted to the demands of his job although he thinks that multitasking leads to more errors because of his inability to go into the details of each project.

“Everybody prefers to do one thing at a time, and to do things slowly. You don’t have the luxury of such a choice. Eventually, you have to make multiple things at the same time. It is not practical to work on one thing at a time. This is wishful thinking. It is not a choice. I used to be the perfectionist type. I used to do things and wanted the results to be 100 percent exact. Now, I cannot afford it anymore. Now I am ‘boiling not simply cooking’ in order to be able to cope with the demands of my department. This is increasing my stress level. Now, I have a huge amount of work and few people to handle the load. I am not going into details anymore since I don’t have time. There are too many things to be done at the same time. We start a new project before we finish the current project. The nature of our work keeps us on our toes all the time”.

He added when the researcher asked him if he separates or integrates between work and home:

“I segment. I keep both environments as separate as possible... I try not to let family life interferes in work life and vice versa. Usually, I don’t talk about work at home and the other way around as well. Usually, we don’t socialize with the bank’s environment. We have our friends and so on, and family’s friends that are from outside the bank”.

COP DepH is trying to segment some aspects of his work’s and his home’s domains. Since the nature of his work does not require from him to be in direct contact with the bank’s customers and since he is living far from work, may have helped him to partially separate work from home. He is integrating since he still has to spend more time at work than with his family. This fact has led to the dissatisfaction of his unemployed wife on whom he has depended mostly in addition to his dependence on his social network (e.g. electrician and plumber) to handle home related problems as he said. From the manager’s perspective, his wife has lost hope and accepted his demanding job. He said that she describes him as being “cold” and that the only thing that she knows about him

is that he works at a bank in Beirut, but does not know what he actually does. Overall, he is not balancing between his work and his home life.

With respect to the second male in the division, who is OS DepH, he also would like to segment between work and home domains and to monotask. He also strongly recommends people monotask in order to be more productive in managing projects. He considers the acceptance to manage multiple big projects as irrational since it is not feasible to finish them on time.

“I can work on several tasks at the same time, but I prefer to work on one task at a time. This is my recommendation to every person; I advise them that when they have 5 projects for example, to work on one project at a time. You need to do its plan and set a deadline for it, then focus on it until you finish it. When you finish, then move to project two. If you have spare time, you can start working in parallel on some of the issues related to other projects in your own way. You can prepare for them while focusing on the first project... We now have like 100 projects on the list. Is this rational? If each project takes one month, you need years to finish these projects”.

When the author asked OS DepH about the things in his life that he really feels a need to balance, he communicated his preference to work/home segment and to spend more time with his family. He thinks that integrating between work and home domains is not healthy, but still has to integrate due to his increasing job's requirements.

“I prefer to separate between work and home. This is essential otherwise my family will suffer. I cannot take the problems at work with me home. My wife will feel bored if I talk about work at home. At home, I need to focus on what my daughter wants, and on what is lacking at home. My social life will be negatively affected if I mix work life with my private life. When I separate between the two domains, I give each domain what it deserves in details. Currently work is entering family more. It is not work per se, but the burden and the worry of work. For instance, now while I

am sitting with my daughter and wife watching TV, I am thinking about what happened at work such as my conflict with a manager and the email I forgot to send. I prefer to finish everything at work and then leave to home. I might stay till 9 p.m. at work and then leave”.

The following dialogue reflects how the manager’s work enters his home more than vice versa, although his home is currently interfering with his work since his wife has stopped working.

Research Question: Do you receive phone calls after official working hours?

OS DepH: “Yes. My cell phone number used to be that of the bank. My number was that of the help desk of the credit card division. Some people are now used to contact the Bank’s Call Centre, but still some prefer to call me since it is easier for them. Sometimes, I get some phone calls from EDC/CP DL and from COP DepH. This happens when there is a serious problem like three times during a month”.

Research Question: Does this bother you?

OS DepH: “Yes. It does and I told them. But they cannot do anything about it. In Lebanon, you cannot stop it. Here, you don’t have many work opportunities. Working in a bank means stability and security. People are waiting in line to get a job in the banking sector. Hence, I have to work hard to keep my job. Anything that is required of me, I will do if I like it and if I don’t. This is not the case in the Arab Gulf or in the States for example. So, you need to support your manager. Many times, he wants some information and the only one who can provide him with it, is me”.

Research Question: To what extent home is entering work now?

OS DepH: “Home is entering work now more than before. This started one year ago when my wife left work. She started looking at the details at home. Now, she is calling me more often”.

As per this dialogue, it seems that there are different reasons that have led OS DepH to let his work enter his home life; mainly, it is the nature of his job, the Lebanese culture where people are used to contact the bank's employees after official working hours, and the lack of work opportunities in Lebanon. The latter reason is very critical since it imposes on him not to leave his job even if he is dissatisfied. Accordingly, he is obliged to be always available to serve his customers and to help in resolving the problems at work that his managers might face after official working hours.

With respect to the three women working in this division, they are single or engaged and are not quite concerned about the problems at home since their parents usually handle these home related issues. However, the plethora of work problems has affected the three managers' ability to achieve work/home balance. Their private and social lives are negatively affected since they do not have leisure time as much as they may desire.

Starting with UOTS DepH, she seems to be more concerned about her private life in addition to taking care of her widowed mother, whom she usually finds asleep when she returns home from work. She usually has to postpone doing and follow up on her private issues based on a strict schedule since she does not have enough time. This time constraint affects her ability to balance between her work and home life.

“I have to delay everything due to my job's requirements... This does not allow me to be efficient in using my time. I am trying to have a balance. I have to put a schedule to do my things. I used to go to the gym and do some dancing activities, but I was obliged to stop them for a while given that I don't have time. I am now planning to redo them. I am also responsible of my mom. I am reworking on my schedule in order to better organize my time”.

She also prefers to monotask since excessive multitasking increases her stress level and causes her to lose track and not focus on what she is doing; thus, leading her to be less productive. However, multitasking is obligatory since she

has two jobs: a teaching job in addition to the bank's job; and, since her job at the bank requires from her to work on multiple projects simultaneously. She admits that (For complete answer, see Appendix D – Quote C):

“Working on several tasks in parallel causes me stress, since I have to move from one place to another... Working polychronically does not necessarily mean that one will be more productive. You are not giving all your time to one thing. For better control, you have to focus on one project at a time. This really makes you tired, but you will reach a stage where you feel good when you are done with all of the projects and you are up to date regarding the market's needs”.

The researcher was able to surmise from the interview that staying late at work is not only due to her job's demands, but to another critical reason: the fact that she is not married; accordingly, she has some free time since she does not have family responsibilities. Again, this UOTS DepH's case shows that when managers are not married, they are able and more willing to spend more time at work at the expense of their home's lives. It appears that single women are more willing to integrate between work and home than married women.

APFM DepH is multitasking similar to UOTS DepH and other managers in this department, although she also prefers to focus on one big project and multitask when it comes to mundane tasks.

“I prefer to work on one project at a time with routine work which is usually controlled. This way we can deliver. Switching on and off between different tasks is not healthy. I prefer that all employees know everything, but by rotation, not by moving from one task to another. With respect to projects, I prefer to work on one project at a time. But with respect to routine work, it is okay if I do many things at the same time”.

APFM DepH is not able to manage her work and home boundaries. From her perspective, work is entering her home more than the opposite since she rarely receives personal calls while she is at work. Most of these personal calls are from her mom. APFM DepH is slow in doing her work as she said; accordingly,



she is not able to finish her work on time. Hence, she has to stay late at work or to take some of her work with her home; thus, integrating between her work and home life.

“I work around 12 hours per day. I don’t have a social life, which is restricted to few social occasions that have become a burden on me rather than something that I like to do... I take work with me home given that I am not able to finish all what I have to at work. I try to disconnect from work after I leave my office, but I am not able to. Sometimes, I remember work related issues while I am sleeping, so I wake up and take note of them”.

It can be noted that some of the XYZ bank’s managers are obsessed with their work to the extent that they think about it even while they are sleeping; this story was repeated by several other managers.

CAC DepH’s story is a little bit different than those of the two other managers. She is the youngest among all interviewed managers. She is engaged but does not seem to have a problem in managing between her work load and engagement responsibilities. Her main work problems are with her leader as the researcher explains later. She has employees who are working 24/7 for three shifts; thus, she has to multitask and to be available throughout the week to respond to their calls even after she leaves work.

“I prefer to do one thing at a time. I prefer to prioritize things and start from high to low. But I had never done one thing at a time”.

This fact about the nature of her work does not seem to be a problem to her since she thinks that her home life enters her work life more than vice versa.

“When I am at work, I think about something that had happened with me at home such as a conflict with my fiancée. When I am at home, I forget that I work at the bank unless I get a phone call from the centre. The agents can call me 24/7. They may call me regarding a client’s problem.

For instance, they may want to know whether they can process a client's transaction or not".

For this young engaged female manager, it seems that both work and home intermingle. She is the only manager who told the interviewer that her home life intervenes with her work life more than vice versa. This manager's openness is mainly due to her young age. She might have been more frank or less complicated than other managers since her experience is not that wide in the business world; accordingly, she is not quite aware of the organizational politics as other more experienced managers are. This latter's awareness might be one reason behind most of the other leaders'/managers' emphasis that their work always comes first and not their home lives.

With respect to the fifteen BMs, overall, all of them appear to have similar jobs' demands: they need to delight their customers; this leads to keeping current bank's customers and gaining their loyalty, and attracting new ones. As a result, through word of mouth, these delighted customers would promote the XYZ bank. This customer's delight requires from the BMs to multitask and to work/home integrate or at least to work/home alternate irrespective of their preferences. One essential factor that affects the BM's workload is the type of branch s/he is managing. The bank's branches are categorized as A, B or C, based on the branch's size, and location. The branch's size depends on the number of the branch's customers, transactions made at the branch during the year, the volume of deposits and the branch's overall budget. Branches categorized as "Type A" and "Type B" close their doors at 5 p.m., while those categorized as "Type C" close their doors at 2 p.m. "Type A" branches are the largest and basically most productive while "Type C" branches are the smallest and basically least productive. Accordingly, "Type A" branches are the hardest to manage while "Type C" ones are the easiest to handle. This fact has a reflection on the BM's management of his/her work/home boundaries.

For all BMs, whether they are managing a "Type A", or a "Type B" or a "Type C" branch, multitasking is a habit or a skill that they seem to have developed through practice.

Region 3 Branch Manager: “You cannot finish one thing and then move to another. A customer enters your office, then an employee, and then another customer. Then, I might hear the voice of a customer yelling outside; I might call to see what is going on. It is a habit that you develop to enable you to follow up, and do several tasks simultaneously. If you develop this habit, you won’t be able to just focus on one task at a time. The best employee is the one who can handle three to four things. A person who does one task at a time frustrates me because this is not my type. You know why I was promoted? I was promoted because I deserve this position; I was able to handle ten things at the same time. In the bank, you need to be able to respond to multiple requests. Our job is different than that of other occupations. You have many products that you need to market during the day. It is not like an engineer, who can finish one building and then move to build another one”.

As shown from this interview’s data, this manager has exaggerated the importance of multitasking. She thinks that she was promoted because of her ability to multitask and to respond and handle multiple requests from different stakeholders at the same time. This reflects the importance of multitasking in retail banking where reaching financial goals is the main concern. It appears that doing one task at a time is looked upon as being abnormal in retail banking. This same conclusion was reached by most of the branch managers.

While discussing their efforts to manage their work and home domains, all of the BMs shared similar concerns about their meeting the budget and other work operational issues, and the role of their leaders in this respect as the research shall elaborate.

All BMs in Region One prefer to work/home integrate; they integrate in alignment with their preferences, as reflected in the following two excerpts by managers of this region:

BM1: “For sure work and home are not separate worlds although they should be. I prefer to segment between them, but I cannot do so. My

work is entering my home's life more than vice versa. For example, I have to give my cell phone number to some customers so as to be always available to serve my customers; I, as a branch manager, feel that this helps in making me more successful at work and in reaching my branch's target".

BM1 explained the reasons behind her work/home integration, although she thinks that work and home domains should be ideally separate. BM3's work also interferes more with her home than vice versa since she does not have family responsibilities that can interfere with her work.

BM3: "My work and home domains are integrated. My preference is to integrate work and home. I take some work with me home. If I have something to be calmly read with concentration such as a memo or a report, and the list of customers that I should call, etc, I take them home since I focus more there for I don't have interruptions at home similar to that of work, especially from customers... My sisters, who work at AUB, rarely call me. So, my home life rarely enters my work life... I cannot separate between work and home since this is related to my personality. Whether I am married or not, I feel better when I take work with me to home and when I am always aware of everything going at work. Sometimes, I remember some work related issues while trying to sleep; as a result, I wake up and write a note on my phone with an alarm to remember. You see to what extent I am worried about work".

As for the BMs in Region Two, all of them prefer to work/home integrate except for BM9, who prefers to work/home segment, but she is work/home alternating to fit with her job's need and not with that of her leader's. BM9 has a triplet of 5 years old that she has to take care of. She does not have support from her husband, who works in Cyprus and visits Lebanon from time to time; however, she has two maids and used to have nurses at home after she delivered. She is the youngest among the BMs. She is qualified for her job since she has an MBA and is a CFA. She is leading the biggest and one of the most productive branches of the XYZ bank. In reality, she is not able to completely segment

between her work's and home's lives as she prefers. She is working to create symmetry between interruptions from work to home and vice versa. For instance, she receives phone calls from her husband and children while at work, but are limited in time, though she admits that she calls her children when they come from school in winter and once a day in summer.

“When I leave work, I become totally emerged in my home life. I am completely dedicated to my kids. There are boundaries between work and home. Neither work nor home enters into each other. I didn't let my children get accustomed to calling me while I am at work. During school time, they come back home at 4:30. I call them after I leave work. During summer, I call them once a day for few minutes during the day if I have time”.

As for allowing work to interfere in her home, she stated that she chooses to reply to specific phone calls from her customers and leaders, RM2 and HOBN, after official working hours.

“When I started working as a branch manager, I used to reply to all calls, but now that I know the bank's system well, I reply to specific phone calls. For instance, let us say that I have a customer for whom we have forgotten to activate his credit card and he calls; I reply in order to resolve the issue. I reply if I am still awake... My regional manager does not call while HOBN might call, but I don't answer him always. The latter feels frustrated if I don't reply to his phone calls. He thinks that I am doing it on purpose”.

As per the two excerpts, BM9 work's and home's boundaries are moderately weak.

BM10's case is worth highlighting since she was assigned as a BM only two months prior to conducting the interviews. She has two children aged five and three, and was pregnant at the time of the interviews; she is managing a “Type C” branch. She is willing to accept any phone call from customers, colleagues and leaders after 5 p.m. She is ready to provide her customers with the best

service possible even if it is at the expense of her family's life. This willingness and readiness may be due to her feeling that she needs to prove herself in her new position.

“When I reach the bank, I try to separate between work and home. When I reach home, even if I have many problems at work such as a conflict with the manager, I try to separate since I have to take care of my children; I have another life. Even if you prefer to segment, you cannot separate your home life 100% from work life. You can separate them temporarily. There is still a common part between work and home lives. For instance, if a child has a social occasion, I have to leave work. There is some interference from work into home too. For instance, I cannot close my cell phone on Saturdays and Sundays because of the fire alarm's software installed on it; if I am at home and the bank's fire alarm rings, I have to leave my home even if it is very late at night and go to the branch to check what is going on. There is something in common as I said. There is always a part that links work and home together... I get accustomed to it. There is no problem”.

BM10 referred to different work and home reasons that have led her to work/home integrate. She seems to be able to partially balance her life since she is managing a small branch.

Although BM10 is a new BM, similar reasons to those she highlighted were repeated by both male and female managers when discussing their ability to work/home balance; they emphasized different issues related to their job's nature such as having their branches' fire alarms installed on their phones and responding to their leaders', team members' and customers' calls at any time.

BM8's quote echoes the holistic nature of the BM's work: To be available and serve the customer's needs anytime and anywhere; this is the key to survive and grow in retail business, especially at the branch level. Not all BMs are as close to their customers as BM8 is; however, those, who are close, are the

most successful among all BMs and their branches are among the top bank's branches based on the data provided by interviewees. BM8 stated:

“The nature of the job imposes on me to be always connected with my customers. For instance, I am usually not able to talk to my customers, who are living outside Lebanon until I go out of work. I have a target that I have to achieve. I might be thinking about how to achieve it after official working hours while I am at home. I think about whom to contact, whom to call, whom I should know, where I should go out (like coffee houses, restaurants, etc...) in order to attract new customers. I always think about this since my success depends on it. It became a trend in my life. I think that this depends on personalities. There are some employees' personalities that are continuously worried about achieving more. I am among these. However, there are some other managers, who go home, and rest; they don't care about work after closing their offices' doors. They shut down their cell phones in order not to receive any customers' calls”.

A similar story was narrated by BM6, who strives to be a friend to the majority of his customers; thus, his work and home life largely intersects. From his perspective, this approach has led his branch to be number one among all the bank's branches although it is rated “Type B”.

“Frankly, home boundary does not exist. My work and my home are integrated. For sure, work enters home more. I would like to have a kind of family relations with some of my customers. I would like my wife to become a friend to some of the customers' wives... Many times, my customers visit me at home or call me at midnight... My family got accustomed to my work”.

From this interview's data, it is clear that BM6 chose to increase the intersections between his work's and home's domains since he interacts with some of his customers not only at the business level but also at the human and personal level. He extends the business boundary to his home boundary,

making both boundaries weak. This BM6's mixture between work's and home's lives is not a problem to his family since his two daughters are married and his wife is involved in his work life as a normal part of her own life.

Last but not least, the BMs of Region Three are also work/home integrating similar to most of the BMs, as it is clearly reflected from the following two quotes.

BM12: "My work and my home intersect. I might take some of my work with me home. Sometimes, I am obliged to read some new policies and procedures that I have to apply the next day. I take them with me home since I cannot concentrate at work given the continuous interruptions from customers. Theory differs from reality. Theoretically, we might say that we have to separate between work and home. Practically, this is impossible. Sometimes, I finish everything at work, but I need a short break before I can read some work-related materials. This is how work interferes into my home life. Also, my subordinates and I might call each other during my vacation. I am living at the bank more than at home. The bank means a lot to me. The bank provides me with security and stability. It is very nice that if I take a vacation, which I don't always do, to enjoy it to the maximum, but I remain attached to my work".

BM14: "I cannot separate between work and home although I should. I feel envious of those people who can close the bank's door and stop thinking of work. Work is entering my home's life. This does not lead to problems at home. My home does not affect my work a lot... When I was a manager of Khaldeh branch, I used to take work with me; I used to take files with me home and to write some work memos at home. Now, it is much less. Here in Alley, work is less than that in Khaldeh; thus, I might take some work that I was not able to finish at work or that I didn't have the energy to do, for I was tired".

Both BM12 and BM14 are clearly integrating between their work's and home's domains, although BM14 prefers not to do so.



For BM12, the bank to him is a source of security and safety since it is the main source of his income; consequently, he is willing to be always connected to the bank. His work/home and home/work connectivity is feasible for he is operating a branch that is located in a village. He is highly committed to and proud of his work and his position that is considered a big achievement in the village where job opportunities are very limited. The fact that his wife does not work and is totally dedicated to family issues, has helped him to be more focused and involved in his work.

BM14 hopes not to fuse the boundaries of his work's and home's domains, although his branch is a small one. He still has to take some work with him home, and to keep thinking about work while he is at home as he said. This manager might be exaggerating since the female BM13, who was working as an operational officer while he was a BM in Khaldeh and who replaced him eight months ago, emphasized to the researcher that he used to leave his work early and did not care much about the branch. Manager's amplification of their roles is not abnormal in interviews: some managers might exaggerate their contributions to their organizations' performance. Hence, looking at issues from multiple people's perspectives helps alleviate this management's bias.

Herein is a discussion of the intriguing question: do these BMs' and the said DepHs' boundary management styles and enactment fit with their leaders' preferences and perceived behaviours to work/home segment/integrate?

#### **4.3.3 Lebanese leader/follower fit along the dimension of work/home segmentation/integration/alternation**

Overall, the leaders' and followers' polychronic/monochronic attitudes are in alignment with their preferences to integrate/segment between their work's and home's lives, with few exceptions as it is clear from Table 4-2. All five leaders' and the majority of the followers' perceived behaviours have changed or have adjusted to better fit with the demanding nature of their jobs. All these leaders and followers multitask differentially, and integrate between their work and home lives due to a common reason perceived to be shared among all of

them, that is, working in retail banking that impinges on them to multitask and to enact their boundary management by integrating their work's and home's lives. Irrespective of their preferences, the five leaders' perceived work/home management behaviours fit with those of their followers. There are some exceptions. In case of misfit, some direct and indirect negotiations seem to have taken place between the leaders and their followers to reach an explicit or implicit agreement with respect to different leaders' and followers' perspectives on managing their work/home balance as discussed herein.

CCP DL and RM2 have three female followers, who are R&A DepH and CPM DepH, and BM9 respectively, whose work/home segmentation's preferences and perceived behaviours do not totally fit with those of their leaders. These female managers prefer to segment between their work and home domains but they rarely alternate between these two domains while their leaders prefer to and do integrate these two domains. R&A DepH and BM9 have communicated their work/home management's preferences to their leaders through different approaches. This fact sheds light on the follower's roles in the leader/follower relationship and enriches the understudied followership literature, which turned scholars' attention to the follower's role that is considered to be of equal importance to that of the leader in the leader/follower interaction (e.g., Bjugstad, Thach, Thompson, & Morris, 2006).

Data shows that BM9 is not on good terms with RM2, who is less qualified and whose role, to the former, does not add any value to her, the region, or the bank. Consequently, it may be expected that RM2 do not respect BM9's preference to segment between work and home. This expectation does not coincide with reality since RM2 does not communicate with BM9 except at work. It is possible that HOBN have informed RM2 about BM9's behaviours of not welcoming the former's phone calls after official working hours; consequently, RM2 understood BM9's implicit message that she is only available while she is at work and that she does not tolerate work interferes with her home life, where she has to take care of her three small children,

especially since her husband works abroad. It appears that the incongruence between the leader and his follower in work/home integration/segmentation does not negatively affect the work/home balance of the follower since she is strong enough to impose her preference on her leader, who does not seem able to challenge her, especially since the latter has higher qualifications than he does, and is highly productive while at work as the researcher discussed. This fact still does not mean that the leader and the follower have a healthy relationship; it is a stressful one, as the researcher shall discuss.

However, R&A DepH's story with her CCP DL is different than that of BM9 since the two followers' leaders have differing styles. R&A DepH explicitly communicated to her CCP DL her preference to work/home segment, which he mostly respects with some minor violations: he tries his best not to call her after official working hours, and does not keep her at work after 5 p.m. unless he had informed her before; thus, allowing her to properly manage her home life based on her awareness of her lateness at work. If it happens that CCP DL calls R&A DepH after work, this means that there is a critical work related problem that CCP DL is not able to resolve without her input; he still feels sorry if he does as R&A DepH said:

“It is rare that CCP DL calls me. Usually, he does not call me during weekends. The staff might call me during my vacations not him. To the contrary, CCP DL respects the vacation of his employees. I have noticed that he tries his best not to contact us and to postpone his work related requests as much as he can whenever we are not at work”.

The misfit between CCP DL and his follower along the work/home boundary management styles and enactment has led him to customize his leadership style to fit the needs of the follower. The researcher shall elaborate on this leader/follower interaction in section 4.4.

A similar case to that of R&A DepH occurred with CPM DepH, who alternates between her work and her home. CCP DL provided her with informal job

flexibility since on a specified occasion he allowed her to leave her work at 2 p.m. instead of 5 p.m. in order to attend to her four small children's needs so as to attend a "motor show", where she had to stay until 11 p.m.

"I told CCP DL that I cannot leave at 5 p.m. and stay till 11 p.m. at the motor show. I have to see my kids for one to two hours. He said okay and allowed me to leave work at 2 p.m. During the motor show period, I used to go home at 2 p.m., finish my family's responsibilities like preparing lunch and checking on my children's studies, change my clothes, and then go to the motor show from 4 to 11 p.m... Though, I went to the motor show, but I was not worried about who will help them to study or to prepare for exams. I appreciate CCP DL's behaviour in this respect... CCP DL gives and takes. This makes me feel that I want to give more to my work".

Again, the misfit between CCP DL and his follower did not lead to major negative consequences on the followers' home lives since he is flexible; he allows his followers to develop a proper relationship between their home's and work's domains. As per the leader's words:

"Every one of my followers has his/her own style. Some of them sanctify their vacations where they don't accept phone calls; I definitely respect this. I don't have a problem. For example, some of my followers, who are on their vacations, might stay in their offices till 8 p.m. if they have work to be finished, but they feel upset if I call them to come to work during their vacations or if I cancel or postpone their vacations. To me, what is important is delivery. As long as they deliver their tasks/projects on time, I don't have a problem. There is an agreement between them and me in this regard. I am flexible as long as they deliver. It is their choice to segment or to integrate between their homes and their work. Calling some of them during holidays is normal in order to have some clarifications regarding some issues, surely not at 7 a.m. or 8 a.m. in the morning, but I do so after 10 a.m.".

The researcher concludes that the presence of an understanding, caring, and respectful leader of his/her followers' preferences make their lives at work and at home easier and more manageable; thus, leading to better follower's work/home balance. Followers of a benevolent leader seem to be able to manage their work/home boundaries as they see beneficial for both their work's and home's lives; thus, "win-win" relationships are created between the leader and the follower on one side and between the follower's work's and home's domains on the other. Accordingly, these CCP DL's followers do not suffer from major conflicts at work or at home since they are allowed to move back and forth and to alternate between work and home without feeling stressed to convince their leaders of their preferences and needs.

As a conclusion, the misfit between the two leaders and their respective followers do not lead to main negative followers' non-work outcomes since both leaders' styles and followers' attitudes and behaviours have minimized these consequences. Also, it seems that the leaders and the followers are doing what fit best with their work's demands that sometimes lead them to compromise some of their home's lives' aspects. The misfit between the leaders and their respective followers along the dimension of work/home segmentation/integration did lead to different leadership and followership approaches; a fact that have resulted in better followers' harmony between their work's and home's lives.

#### **4.4 Complementary needs-supplies Lebanese leader/follower fit with respect to leader's style and followers' work/home needs: Follower's perspective**

From the followers' perspectives, the five interviewed leaders are found to have different leadership styles. Overall, leaders have different approaches that distinguish their relationships with their followers; thus, the way their followers perceive their roles in both their work and home lives. Although there are some commonalities among the leaders, each one still exhibits a unique leadership style that emanates from his role, the nature of his job, his personality, and the degree of interference of upper management in his region/division, among

others. The upper management's interference in the leader's job has been found to affect the leaders' ability to make proper decisions at work that have positive reflections on the followers' work/home balance; thus, exhibiting total leadership behaviours as per the followers' points of views.

First, the researcher differentiates between the two DLs' and the three RMs' styles since the nature of the XYZ bank's divisions' and regions' jobs seems to have idiosyncratic implications on the interactions between the leaders and their respective followers. The DLs at the XYZ bank are found to have closer interactions with their followers, who mostly work with them in the same building, than it is the case for the RMs, who remotely lead the BMs, who work in different locations far from the RMs' offices. This fact is reflected through the followers' perspectives of their respective leaders' roles in their management of their departments or branches. Second, the RMs' role does not appear to be of high value to the BMs, who usually manage their branches without referring to their RMs with respect to routine work that is clearly explained in the XYZ bank's policies and procedures, which are formulated and controlled by the HOBN and the HOR; thus, neither the RM nor the BM has influence on the formulation of these bank's policies and procedures. The RMs and BMs have to abide by these rules and implement them with minor exceptions that are granted only by the HOBN or the HOR, and not on clear basis. Some BMs directly contact the top managers without passing through their RMs as per the bank's hierarchy. This is especially the case when the BM's respective RM is not available or when the BM is in need of an immediate quick response with respect to a customer's loan above \$5000, or to the interest rate on a large customer's deposit which is beyond the authority of the RM. Eventually, RMs should refer to HOBN or HOR, who are the final decision makers mainly in major decisions that may affect the whole XYZ bank's retail banking section's performance. This fact has led the BMs not to depend much on their RMs and not to highly perceive their roles, which the former conceive to be symbolic or simply a result of the XYZ bank's hierarchy recent expansion. In fact, many BMs perceive the RMs' roles to be of minor importance to the bank's hierarchy; they consider the latter role to be merely that of an intermediary between them

and the administration; thus, they think that their RMs do not add a lot of value to the bank. They do not perceive them as decision makers. For the BMs, the ability of the leader to make decisions and to quickly respond to their requests is an important criterion in evaluating the leader's role in the bank. The DLs' role seems to be of more value than that of the RMs to their respective followers. The DLs appear to have more powers than the RMs based on the XYZ bank's hierarchy. The DLs' presence in the same location as that of their followers allows them to interact on daily basis with their followers. However, not all DLs communicate well with their followers. The DLs' exercise of their legal powers at work has been found to be mainly affected by the leaders' personalities and styles.

Based on the interviews' data, the two DLs have quite different personalities, which are reflected in their exercise of their legal powers not only over their followers but also in dealing with their top management. This fact has been shown through their respective followers' opinions about them as explained herein. Following is a detailed examination of each of the DL's style followed by that of the three RMs as perceived by their respective followers.

#### **4.4.1 CCP DL's style as perceived by his five followers**

Starting with CCP DL, there was a general consensus among his five followers that he is a friendly, capable and professional leader. They described him as being flexible and empathetic to their needs. They like him and they feel good while communicating with him; his communication style has allowed each of them to be clear about their responsibilities. They are satisfied since he is fair; he gives each one of them the reward he/she deserves without differentiating among them. Accordingly, there is no follower who is in conflict with CCP DL. CCP DL acts as a brother to his followers, especially since he is almost of their age. He facilitates their lives both at work and outside work. His general leadership approach can be summarized in that he is a caring leader, but at the same time he is production oriented since he has to achieve the target of his division imposed by the top management.

Starting his analysis with CPM DepH's perspective of CCP DL's style, the researcher noticed that there is chemistry between her and CCP DL; their work styles are in alignment, especially since they have been working together for a long time inside and outside Lebanon. The organizational climate that CCP DL is creating is full of fun and productivity at the same time; it has led to high division's performance as the leader and his five followers said.

CPM DepH described him using very kind words such as being "smooth", saying that "he is not bossy. He does not monitor me closely. He facilitates my life. He is a good listener." In fact, he also allows his follower to participate in decision making unless decisions are impinged on him by the top management. He cannot always explain to her the causes behind the top management's decisions due to some restrictions from the bank's owners.

"He never said that this is what I have to do and that I cannot provide my input into the decision making process. If there is anything that I am not convinced of, I talk to him. He might say, but rarely, that this is what we have to do, for then I have to follow his orders. Sometimes, he might tell us that his work experience is more than ours and that, later on, we will know why he made his decisions the way he did. But overall he does not tell us that we have to just implement his decisions without questioning; this is not his style".

Thus, this leader's style is considered to be democratic although the last say is up to him 80% of the time as per his follower. He is considered to be a decision maker but within the limits set to him by HOBN and HOR. The interview's data reflects a deep followers' understanding of the constraints that the top management has imposed on CCP DL. This understanding has led to better interaction between the leader and the follower that has positively reflected on both the follower's work and non-work outcomes.

Eventually, the leader seems to depend a lot on her since she largely contributes to the division's budget. Since she, as the head of the marketing department, is into sales, this directly reflects on the CCP division's target.



Because CPM DepH is treated extremely well by CCP DL, this treatment has positive reflections on her productivity; she always achieves more than her assigned budget and on her taking care of her children. She reciprocates to CCP DL's special treatment by inviting him to her home and by going out with him for lunch or dinner whenever their tight times allow.

"I invited CCP DL to my place last Christmas. CCP DL and his wife, whom I know from London, and my husband Robert and I went out few times for dinner with a couple of friends too".

It is clear that the relationship between the follower and her leader is not restricted to the work's boundary, but transcends it to that of home. It appears that their close family ties have led them to be closer to each other.

It appears that the follower feels relaxed in her interactions with the leader. This CCP DL's presence facilitates the lives of his followers. His presence means to her and provides her with serenity as she repeated many times during the interview. She knows that if he demands from her to stay at work after official working hours, he always reciprocates by granting her some informal flexibility at work that positively reflects on her ability to properly manage her home domain. She emphasized that if she has a problem, CCP DL always provides support and guidance. She does not feel shy to tell him about any problems she faces at work or even at home. This leader's style alleviates from the follower's stress level as the researcher explains later in the leader/follower fit outcomes' section. This fact shows that CCP DL is not a traditional manager, who is only concerned about meeting his division's budget without taking care of his followers' well-being.

"I feel good in the presence of CCP DL. I know that if I have a problem, he will be supportive. He knows that I always do my work well and I am not delinquent. So, it is a two-way thing. Thanks God. If there was a leader other than CCP DL, who micromanages and interferes or waits for you to commit a mistake, I would not be able to continue working the best I can since few people are able to motivate me the way CCP DL

does. You cannot be productive if you are not treated well. You need to feel psychologically comfortable. This is how I see it... My self-confidence is high in the presence of CCP DL who is always ready to help. He is always there. He gives and takes with me. I feel good when I talk to him. When I enter his office, I feel happy and I tell him some jokes and laugh with him. He is not sombre. He is cheerful. If I had another leader to whom I couldn't freely talk as I do with CCP DL or of whom I am afraid, I might have left my job at one point".

Based on the above quote, CCP DL's presence adds a lot of value to CPM DepH's whole life. CCP DL influences her and leads her to be more committed to her work. These facts reflect the real characteristics of a leader. She also implied through the interview's data that her leader delegates and does not go into details. This fact shows that there is a high degree of trust between the leader and the follower based on the chemistry factor between them, and since the quality of their relationship is high. This chemistry factor in their relationship is clear since she shares with him some of her family's problems.

CPM DepH: "I tell CCP DL if my son is sick for example. Accordingly, I might ask him to allow me to leave work early. Also, I might talk to him if I have to pick up any of my children from school if there is an emergency. So, sometimes I might leave work during the day given such emergencies, but I make sure to return back to work after I handle such family's problems. Other than that, I don't really have big problems".

Research Question: When you leave to attend to family and social occasions, what is the reaction of your leader?

CPM DepH: "He never comments on that. I rarely demand from him to leave early. This occurs once every six months. All throughout this year, I have left two times to attend birthdays. I don't abuse his flexibility or the bank's system in general. I know that everything has limits. As I deal with my followers based on the bank's policies and procedures, I know that he has rules that he has to abide by too".

The above dialogue reflects the leader's informal flexibility with respect to his followers' leaving work during official working hours if there is something urgent at their homes. This leader's flexibility is a little bit restricted by the new HR manager, who is strict with respect to work schedule including coming up late to work or leaving work early or during the day as discussed. Still, the leader gives his followers some leeway, given that he trusts them and knows that they do not abuse his leniency in this respect. This fact was confirmed by CPM DepH as follows.

“CCP DL allows us to leave work if there is something urgent at home. He never says no to us. The good thing about him is that he is smooth with the employees. We feel psychologically comfortable in his presence. Eventually, if the employee does not feel well, he cannot be productive to full capacity. He cannot produce from the bottom of his heart. If I was not able to finish my work or if we have a project's deadline, I stay in my office until 7 p.m. and I don't nag or ask him to leave. I stay willingly until I finish all what I have. I know that he expects me to stay given that he has something to finish and I stay since he appreciates what I do and he reciprocates by being flexible with respect to the work schedule. Life is about give and take”.

The researcher can infer that there is a win-win relationship between the leader and the follower. They are doing a great job at work; consequently, this high job's productivity positively reflects on their work/home balance.

Overall, the relationship between CCP DL and CPM DepH is healthy and maybe idealistic. The leader fulfils the needs of the follower; thus, leading to a very high degree of complementary leader/follower fit.

The researcher herein examines CCP DL's role through the eyes of R&A DepH. She describes him as a “perfect boss”. Her description of the leader as being a boss does not have a negative connotation since she admires the leader and trusts his judgment. She said that he is a charismatic and visionary person, expert in his job and that he knows what he is doing. He advises her

with respect to what she should do at work and how much time she should spend on each project since she seems to be a perfectionist; accordingly, he guides her with respect to the importance of each project and its requirements. Thus, allowing her to finish it on time and not to take from her home time. In this specific example, CCP DL reflects a “leadership act” since he knows how to allocate his divisions’ resources through the determination of how much effort should be invested by every DepH on each project, and the consequences of the follower’s behaviours on the budget’s meeting and non-work outcomes.

The relationship between the follower and the leader is good, but it is restricted to the work’s life and does not transcend it to the follower’s home life as it is the case with CPM DepH. R&A DepH does not deeply discuss family issues with CCP DL. She has not invited him to her home so far, and has never visited him at home as she communicated to the researcher. Thus, the leader/follower relation is professional and formal. A friendly relationship between the leader and his follower still exists between CCP DL and R&A DepH, but this relationship is more formal than that between CCP DL and CPM DepH. This might be due to several reasons at the top of them is that R&A DepH is too busy at home since she has three very young children as discussed; consequently, she does not have time to socialize outside work even with her leader. She is also trying to separate between her work’s and home’s lives in order to spare more time for her family as discussed. The leader has respected her preference to work/home segment as much as he can. He tries his best not to call her after official working hours to ask about work related issues.

Similar to CPM DepH, R&A DepH also said that CCP DL allows her to participate in making decisions related to her department. First, he takes her opinion into consideration. Then, he decides after consulting all members of his team. She emphasized that he is a democratic person and that he delegates some of responsibilities to her since he trusts her judgment. From his perspective, she represents the radar since she reminds him of important deadlines when he gets smothered by the operations or the day job that was

called the “whirlwind” by the eminent Stephen Covey (2004). This “whirlwind” requires from him enormous amount of energy to be maintained, and leads him to forget about the division’s vision and strategy:

“It is nice that the CCP DL allows us to participate in decision making. He takes into consideration the opinions of all of us; each in his/her own domain. If he is convinced of our opinions, he might change his mind. If he is not, he goes with his decision. He is democratic and he delegates. If his heads of departments prove themselves, he trusts them and lets them work without control”.

Though R&A DepH thinks highly of her leader, still, she does not consider him to be a father or an exceptional leader as it is the case of GM of the ABC bank, at which she had worked before it merged with the big alpha XYZ bank, which is currently among the top five banks in Lebanon. The researcher discussed with her the main differences between the two leaders: GM of the ABC bank and CCP DL. She said that it “is a matter of character, age and authority.” GM of ABC bank is older than her CCP DL. He seems to be more people-oriented than is CCP DL since the former used to take care of his employees work and home life. This fact does not mean that CCP DL is not good, but reflects that he is not as concerned about his followers’ families’ lives as GM of ABC bank was. CCP DL cares about his followers’ work/home balance, but again the bank’s performance is at the top of his priorities as sequenced with the followers’ interests.

ABC bank’s GM has more authority than CCP DL; this might have allowed him to be more informally flexible with his employees since he does not have any constraints as those imposed on CCP DL in the XYZ bank. Also, the ABC bank was a much smaller bank than the XYZ bank. Higher authority and ABC bank’s size might have allowed GM of ABC bank to be closer to his people more than CCP DL is. The current fierce competition among Lebanese banks, especially among those at the top, might have impacted CCP DL’s style; thus, making him more task-oriented than people-oriented.

It can be concluded that CCP DL cannot be as friendly and humanistic as the ABC bank's GM had been since he has restrictions on his powers from the top XYZ bank's leaders; he is not the sole decision maker at the XYZ bank as ABC bank's GM had been. There might be other personal factors such as the character and the age of the leader as R&A DepH perceived. She respects CCP DL and "likes his style, but it is not the perfect style for her", especially with respect to his facilitation of her work/home balance endeavours. Accordingly, CCP DL partially satisfies R&A DepH's needs if we compare him with GM of ABC bank, but remains the best among the leaders at the XYZ bank, especially with respect to his concern of his followers' excessive need to better manage their work and home life.

R&A DepH repeated several times throughout the interview that she has moderate support from CCP DL at work and at home; however, she highlighted the fact that he was not able to convince the top management to accept CCP female managers' request to shorten the work schedule from 8 to 4 instead of 8 to 5 in order to create harmony between their work and home life, although these female managers argued that they are ready not to take the one-hour lunch break to make up for the missed hour. There is a strict system at the bank that is governed by the rigid policies and procedures that every employee at all levels has to abide by. This system seems to negatively reflect on the employees' ability to manage their work and home life. Leaders cannot break the system although they are a little bit flexible with their employees; this perceived informal flexibility does not seem to be plausible to the top managers and to the new HR manager, who reports directly to the chairman and the general manager, and who seems to be just implementing the top managers' policies and procedures.

R&A DepH recognizes her leader's efforts with respect to his facilitation of her work/home balance's attainment, especially that she knows the restrictions of the top management and their negative perceptions of him if he pushes a lot to implement the work schedule's change. Refer to Appendix D – Quote D for further clarification of R&A DepH's perspective.

The researcher, could infer from the interview's data that CCP DL is supportive of his followers' requests, especially those that may help them to properly manage the relationship between their work's and home's lives. He is willing to satisfy the followers' needs as long as it does not reflect negatively on their productivity; consequently, on the division's performance. This fact clearly shows that productivity draws the boundaries within which followers have to limit and operationalise their requests that have positive non-work outcomes. Even though the leader is described as being supportive of and caring about his followers' work/home balance, the followers' work's outcomes remain his first priority. The leader does not like and is not willing to have problems with the top management and the new HR manager as a result of his endeavours to secure his followers' work/home balance. He is supportive of his followers' work and non-work demands as long as it does not lead to top management being upset. Therefore, the CCP DL is reading his system well since he is trying to accommodate the needs of all stakeholders. He respects his employees and understands their demands for better work and life harmony as a DepH said, but at the same time productivity for him comes first as he told the researcher during the interview. In the follower's words:

“What is nice about CCP DL is that he respects his employees' work's and home's lives; I am not talking only about myself in this respect but about all the division's employees. If he sees that I delivered all the work he requested from me, on time, with high quality, and in an efficient way where I did not waste my time, he gives me some flexibility”.

Again, this interdependency between the follower's successful delivery of his/her work tasks and the follower's allowed latitude at work that has positive repercussions on his/her non-work outcomes is noticeable. With this productivity/flexibility formula, CCP DL seems to be doing a good job at the human level. He is close to his followers and does his best to serve the non-work needs of his followers without violating the bank's rules. CCP DL's presence also adds value to R&A DepH:

“CCP DL allows us to leave work during the lunch break. He tells us about our rights. He is admirable. He is a perfect boss. He is great. We tell him that if he were not here, we would have left. All his employees love and respect him. He provides us with advice if we ask him. He is very professional. He does not advise me as to my family’s life unless I ask him. I have been at the bank for many years, but I cannot simply enter his office every morning and talk about my personal issues while I have a cup of coffee with him. This does not exist, but if I need his advice with respect to a certain issue such as a problem with one of my employees, he, for sure, advises me as to how to solve it.”

Briefly and holistically, the researcher concludes that taking care of followers’ work/home balance on top of the bank’s interests represents a dilemma to every leader. There are many factors, such as the bank’s size and category that affect its climate, the leader’s position in the bank’s hierarchy, the restrictions from the top managers and more importantly the leader’s own leadership style, which add to the complexity of the leader’s decision to care first and foremost of his employees’ well-being.

Herein is an analysis of the third female CO DepH’s perspective of CCP DL. CO DepH does not have a problem with the work schedule as it is the case for the two female managers; she is okay with it since her family’s responsibilities are limited. She is completely dedicated to work now given that her daughter has grown up.

She describes CCP DL using positive terms similar to the other two female followers. She also said that he provides her with convenient support at work and at home and does not micromanage. For her, he is an empathetic and humanistic person. He is closer to be a calm and friendly leader. He is totally devoted to his work and has a sense of ownership.

She does not have any problems with him although task conflict might arise sometimes and have negative implications on her work/home balance; she has learned when it is the best time to discuss problems and resolve conflict with



him since CCP DL is not usually ready to directly listen to his followers' opinions or justifications if a conflict occurs. Still, CCP DL's overall communication approach is working well with CO DepH. Overall, she feels good that he is leading the division although he sometimes becomes upset and not willing to listen to his followers if he receives valid repetitive complaints from the customers.

“He is an understanding person... I never felt that he is bossy. Sometimes, he does not accept to discuss a certain issue. In this regard, he might seem to be bossy. If he is angry, it takes him like one day to calm down. I wait for the right time and then I re-discuss the issue with him. For instance, he might get some complaints from customers regarding the work process at my department. He asks me to check if there are any problems such as lateness in delivery. He might have a mental trap. He might tell me that my employees are not working well and that he does not accept justifications. I say okay. I wait till the next day to discuss these issues with him since he does not calm down during the same day [she laughs]. He gives and takes the next day. This conflict happens once every 6 months or every year”.

Accordingly, given the constraints that CCP DL has and the high budget assigned to him from the top management, CCP DL is genuinely trying to balance between the XYZ bank's and the employees' interests in balancing their work and home lives. He wants to get the best of his employees by motivating them to accomplish more in less time, although this might lead to the increase of their perceived stress levels as per CO DepH's words:

“He is quick at work. He is a business owner. He wants his work to be done quickly. I prefer if he works more slowly and does not push a lot. For example, we have a deal with company X; we provide its employees with loans custom-based on their needs. I take care of the whole process. CCP DL gives you the idea, but does not know the details; I go into details. Going into details takes time, but he is pushy. He says work quickly. He says work on this first and then you go into the second. He

arranges the priorities for me. I don't always like this. Sometimes, I work as he suggests, but I am not really convinced. Sometimes, I refuse to work based on his suggestions and I convince him by showing him expected results, depending on my approach".

CCP DL is also supportive and defends his followers' rights. He helps CO DepH if she faces a problem with another department manager. CO DepH said that she preferred to move from her previous division to the CCP division in order to work with CCP DL. This fact reflects an admiration of the leader's style of work, especially with respect to taking care of his followers' well-being. Since she was also working at the ABC bank as it is the case of most of the managers in the CCP division; she also compares him to ABC bank's GM whom she found to be the fatherly figure.

"ABC bank's GM was a father. He was successful in bringing all employees closer to each other and getting good results. We nurtured our own culture; we were very close; we shared information; there was nothing hidden; we didn't have bad intentions towards each other. When Mr. X became the GM after the ABC/XYZ banks' merge, he wanted work to be done. He was more a business oriented professional person who wanted to increase the bank's profit. CCP DL is somehow similar to Mr. X but not totally. CCP DL wants his work to be done".

The above comparison among the three leaders: CCP DL, GM of the ABC bank and Mr. X, which emanates from their management of their followers' whole life, confirms the researcher's previous conclusion that CCP DL is not perfectly benevolent and not entirely authoritarian, but has a mixed style of these two types of leadership behaviours.

CO DepH also is on good terms with her leader, although their relationship is restricted to work; thus, it is formal and does not transcend the work's boundaries. She has never been invited to CCP DL's home although they go out for dinner or lunch as R&A DepH also stated. His follower still feels good and free to discuss with him any work or home related issues.

“I am relaxed when I talk to him about work and non-work related matters. I don’t go to his office prepared, having in mind what I have to say. I say what I want to say. I am relaxed with him. I feel good”.

She feels that he supports her at work and at home and trusts her; thus, she does not feel hesitant when she approaches him and asks help in facilitating her management of a family issue by letting her leave work early for instance. CCP DL is flexible as long as he believes that the follower is not abusing him or the system.

“For me, work is not all about money. I want to feel psychologically well while working. I know that at any point in time, although we can leave work for a maximum of one hour if we have an urgent issue, I can call CCP DL and tell him that I am tired and I want to leave my office and go home; he does not even ask why but just says go. This is because there is honesty between us. For sure, I am not going to tell him that I am feeling dizzy and that I am going to have a cup of coffee with my friend. He knows that we are loyal to our jobs and that we are very open and transparent in our communication with him. I don’t think twice about what I am going to tell him when I want to go out during working hours”.

All followers’ opinions converge with respect to the mutual trust between the leader and his followers; this trust seems to reflect positively on the followers’ ability to manage their work and home balance. CO DepH does not discuss, at large, her family issues with her leader although she used to do so with her previous manager. Maybe as she said, employees are less likely to discuss their family problems at work when they get older.

Overall, the leader seems to facilitate the need of CO DepH to better manager her work and home life. For her, he does not represent the father figure but

“If he knows that there is something wrong going on at any of the employees’ home, he intervenes since he cares; he follows up; he does not leave the employee alone in the face of the problem. He helps each

one based on his/her case. He really cares about his people... He always helps if you are in need”.

As such, it can be concluded that CCP DL seems to be concerned about his followers' non-work life within the restrictions set for him by the upper management and the HR manager. For a more detailed example, see Appendix D – Quote E.

With respect to the two male managers in the CCP division, who are CC DepH and BC DepH, their opinions, with respect to CCP DL's facilitation of their work and home domains' management, are also similar to those of the females. They describe their leaders using the same positive terms as those of the females. CCP DL is closer to CC DepH than he is to BC DepH. This is the case since CC DepH is almost of the same age and his work is highly related to that of CCP DL. Moreover, CCP DL always defends CC DepH in front of top management without telling him that he did so or reminding him of the favour he had done. CC DepH appreciates the leader's support at work that positively reflects on his life overall.

CCP DL and CC DepH have many commonalities with respect to the work style as CC DepH repeated during the interview. For example, he said that both have the same management approach with their followers and take the bank's secrecy issue seriously. Also, CC DepH replaces CCP DL when the latter is on vacation. The researcher also knew that CC DepH was recently promoted to become the acting CCP Division's Acting Head. In addition to all aforementioned factors, there is a tight family relationship between CCP DL and CC DepH, leading them to share family issues. For all these reasons, CC DepH perceives CCP DL to be totally facilitating his endeavours to work/home balance.

“Sometimes, I talk with CCP leader about personal issues. As I told you, when you share, any problem loses its edge. And when we talk about personal issues, it is like we have the same background. Sometimes we go out together and so and so. His wife works at the bank and my wife

works at a Blue company, which is part of the XYZ bank group. It is a shared background. You talk to somebody usually who understands where you are coming from. You don't talk to somebody you have to introduce yourself to. I don't have to introduce myself and say well my wife, whose name is so and so. I can always say Ghada and he knows whom I am talking about".

The follower explains the fit between him and his leader, and their high common concern about the bank's productivity and the sharing of some of their family problems. He did not deny that family/home issues are part of their discussions, but these issues do not occupy their agendas; they may go out alone or with their families but this does not happen too often since they have a lot of work responsibilities. This informal relationship between the leader and the follower is positively reflecting on the latter's feeling that he does not have any problem in managing his work and home life.

"With families, we usually go out once per quarter if you want. It depends on the occasion. A lot of times we go together when there is a bank's occasion or a social occasion, such as when one of the employees gets married".

CC DepH highlighted the role of the leader in the development of family-friendly programmes at the XYZ bank. He explained how CCP DL has tried his best to find a parking area for the division's employees, who used to suffer a lot when they wanted to park their cars in the morning since there is no parking area near the division's building. He said that CCP DL wanted to find a "practical solution" to the problem with the help of his followers in order to facilitate the latter's whole life, although it is not part of his responsibilities. From CC DepH's perspective, developing family-friendly programmes and resolving problems such as the parking one or having a nursery for employees' children, is not and should not be part of the leader's job description. Please refer to Appendix D – Quote F for further clarification of CC DepH's perspective.

To further clarify the follower's perception of their leader's democratic style, CC DepH also said that he is allowed to participate in decisions related to his department, but not in those related to other departments. He usually discusses things at large with CCP DL before they both reach a decision. CC DepH said that CCP DL "is not the type of person, who makes decisions, and then asks for others' opinions to save face." CC DepH clearly explained this when he referred to their meetings with CCP DL where the latter generally allows his followers to discuss personal and home-related issues especially at the end of these meetings. In the following dialogue, CCP DepH pinpoints the characteristics of the leader's style.

CC DepH: "I like his style in this issue. We don't have what's called meetings for the sake of meetings. You know. It is because I am the boss let us meet. Whenever we have issues, new products, new policies and so on, he circulates the agenda; he gets the inputs of all the departmental heads first. And we know we are going to a meeting to do one, two, three, and four. In this sense, there are no additional aspects because he is the type of person which I value: "Go work and talk less". So, the meetings are pre-planned. We know exactly what we are going through and what to discuss. We can talk about personal issues during the meeting".

Research Question: Who has the last say in the meeting?

CC DepH: "We don't have this issue. You implied in "the last say" as the final decision maker. Usually, we have meetings to implement a policy and the policy is arrived at by the top management. The meeting is to divide the work, to get the feedback, to discern what is feasible, what is not feasible. Usually the meeting has a follow up meeting to find out if our decisions were correct or not. He is not authoritarian. It is his character. Exceptionally, he might behave in a bossy way. He is very structured. He is not antagonistic; he is not confrontational in the sense that I tell you what to do and you just shut your mouth. He believes in participation to get things done. We have a budget; we have to meet the

budget. If somebody at whatever level decides to call the ship bound, everybody will do his part. It is not: I am not involved, I am the boss”.

Overall, there is a fit between the leader and the follower that has led the latter to feel that his workplace is like his home. He is ready to do all what is required and to be always available and connected to work as is the leader. CC DepH talks as if he is the division’s leader. It seems that the leader/follower close relationship has led the follower to really feel that he can act as if he were the leader and without fear. This high degree of synergy between the leader and the follower has been reflected many times throughout the interview with the follower. CC DepH seems to be totally satisfied with his leader’s style that is making his work and home life easier, and which he considers to be very similar to his own style.

Last but not least, BC DepH seems to be looking for a higher position at the bank as he implicitly communicated to the researcher. He is doing all what it takes, even if it is at his home life’s expense, to prove to CCP DL that he deserves his position, which he has been occupying for one year only. For instance, the leader delegates to him many social activities such as the bank’s green environment campaign, although it is not part of his core job.

“Usually, he calls once or twice a month. However, if we have a project like Operation Big Blue to clean the Mediterranean Sea or plant trees or go to the Cedar Area, he might call like 15 to 20 times. It depends on the nature of the task at hand.”

From the conversation with BC DepH, the researcher inferred that the follower is enjoying these citizenship behaviours which do not seem to be negatively affecting his home life.

When the researcher asked BC DepH to describe the leader to him in order for the former to better understand how the latter deals with his followers at work and at home, his words reflected a very positive perspective of the leader’s style.

BC DepH: “He is honest and ethical. He is a good listener. Also, he believes that “if you come to punk news, verify”. We are not living in paradise. If he hears a rumour, he makes sure if it is right or wrong. He does not prefer one employee on another. He is fair with respect to promotion and bonus; he compensates every employee based on his abilities and performance. If someone deserves a promotion, he helps out as much as his given capabilities allow... Very few who did not get a bonus during CCP DL’s days; those employees were not delivering... Some employees think that he does not give them as other divisions’ heads do. But for me, he is quite fair”.

Research Question: Is he bossy?

BC Head: “He is not bossy. He is not this kind of people. To the contrary, many times he had taken my opinion into consideration in major issues. He is my coach. He delegates”.

Research Question: What comes first to CCP DL: productivity or the well-being of the employees?

BC Head: “Productivity is related to the employees’ well-being. This means that if productivity is good, it comes with the well-being of the employees. At the same time, he is not the kind of person who puts stress on his employees; thus, pushing them to hate their work. He respects all people. Many people prefer to move from other divisions to our division. I have six applications so far”.

Similar to the other four followers in the CCP division, it appears that BC DepH thinks that the leader is fair and delivers his promises. He considers him to be his role model. He seems to be highly willing to learn from him. The last quote demonstrates that the leader cares about the bank’s productivity, but the way he deals with his followers is highly compassionate. This fact has led many employees to move or think about moving to his division and thus work under his flag.



BC DepH emphasized how helpful his leader is and supportive of him and his department's employees. He might talk to him about his problems and his followers' problems both at work and at home. He is sure that his leader will always provide him with the right advice and with a solution to the problem.

BC DepH: "Sometimes, I do talk with him with respect to problems that employees in my department and in other departments face. If I know that he can help, I will tell him".

Research Question: Do you share with him personal problems that are directly related to you?

BC DepH: "Yes. I might feel that I am unfairly treated and that I am not getting what I deserve given the effort I put at work. I share this with him. He tells me that I should stay at work. He supports me when I discuss with the HR department or the subordinates' work problems and concerns".

Research Question: Do you talk with him about issues related to your family?

BC DepH: "I don't talk with him of the sickness of a family member. I talk to him of some personal issues such as my doctoral studies and buying an apartment. I ask about the type of loan to take whether in dollars or Lebanese pounds. He knows this issue better than me, especially with respect to the general banking policies. I feel good when I have his opinion. He is capable of providing advice. Some people don't advise. He likes to help people. This is what differentiates him from others. He is a great person. He provides advice like an older brother. He advises as if he is the one facing the problem. He puts himself in your shoes and advises you accordingly. He always states what he would do if he were to face a similar problem. This is the kind of advice he gives".

It appears that, for BC DepH, the leader is there to provide him not only with advice pertaining to work only but also non-work ones. The relationship

between CCP DL and BC DepH is close, but is still a professional work-related relationship since there is a gap in their ages, experiences and in authorities. CCP DL seems to have confined the relationship with BC DepH to the work domain through his implicit emphasis on the importance of respecting the hierarchy while communicating with BC DepH. Hence, the case of BC DepH is not quite similar to that of CC DepH.

BC DepH also referred to the parking area's problem and how he had helped CCP DL to find a parking space that resolved this problem; thus, facilitating the employees' lives and making them work with full energy that was partially wasted on trying to find a parking space. Refer to Appendix D – Quote G.

Overall, there is a general agreement among all five followers that CCP DL exercises real leadership and adds high value to the division. He cares about his followers' work/home balance even though he is mainly concerned about the budget's meeting, as he explicitly told the researcher during the interview.

#### **4.4.2 EDC/CP DL's style as perceived by his five followers**

EDC/CP DL is considered to have a very weak and bad leadership style especially with respect to his management of his followers' management of their work's and home's domains, and that he is not a decision maker as four of his five followers explicitly said during the interviews. The latter fact has reflected negatively on the follower's work and home life. However, COP DepH, whose responsibilities are similar to those of the leader, did not highlight this fact since he seems to be on good terms with his leader, at least at face value, or maybe because he was afraid that the interviewer might communicate what he said to EDC/CP DL. It is worth noting too that both of them seem to have similar personality characteristics and leadership style especially with respect to their management of their followers.

The other four followers feel extremely dissatisfied with their leader's style. EDC/CP DL is aware of his followers' dissatisfaction; he does not have the right leadership style that fits their needs at work and at home. He thinks that it is now too late to change his style and to fix the mistakes he had committed,

especially those related to his allowance of HOR to interfere in his job and directly communicate with his followers without any respect to his position. Although the leader seems to have a soft heart and moderately agreeable personality, his perceived weak personality and leadership style has led him to lose the respect of his followers; some of these followers consider themselves to have the ability to lead the division and improve the well-being of its employees better than he does. Apparently, the relationships between the leader and his followers seem to be working well since they are able to meet the division's budget, but deeply, the followers are suffering from the leader's behaviours that have made their work and partially home life miserable. They think that either he does not know what he is doing or he is trying to convince the top managers that he is capable of delivering the multiple projects imposed on him by HOR; thus, justifying his high salary that he would not collect were he to show that he does not have the leadership skills needed to fit his high position. All of his followers say that he is a hard worker, but is more into IT than into business, and that he does not know how to lead. The detailed analysis of the followers' perspectives of their leaders shall clarify the researcher's conclusion of EDC/CP DL's style.

The researcher starts by analysing the case of COP DepH, who should have been promoted to be the head of the EDC/CP division based on seniority. However, he was not because he does not have the required leadership skills as the researcher deduced from the interviews. In fact, there is no clear difference between the role of EDC/CP DL and that of COP DepH. Both of them are involved in daily operations although they should not be, at least based on their managerial titles. They handle multiple and different projects. They follow up on daily basis without any concern with respect to the followers' tolerance of the excessive load they have. The leader's role in the followers' life is not there. EDC/CP DL is working as a group, without a real leader, and not as a team. Everyone, including EDC/CP DL, does what is required of him/her. Then they go and meet with HOR without communicating with each other or with EDC/CP DL before their meeting. They discuss things and fight in front of HOR. HOR asks them: "why did not you meet before you came to me?" Still,

the researcher thinks that HOR is happy with the situation for he is controlling the division because of the leader's weak leadership style. In brief, HOR is the real leader of the EDC/CP division. As per COP DepH's words,

"We are not having meetings with EDC/CP DL. If I have something to tell him, I go down and talk to him. We meet to talk about projects. It is not going by hierarchy here. It is going by projects. The line of hierarchy is broken here. I don't have a problem with this".

The relationship between EDC/CP DL and COP DepH is tepid. They are colleagues of the same age and similar management styles as it is shown herein; this fact has led them to communicate but minimally at the personal level, and to share some of their family issues especially on Fridays, when they go to pray and to have lunch.

"We go on Fridays to pray. We might talk during lunch about personal issues. We might talk about work and non-work relationships. We don't go into details. We don't have an intimate relationship".

When the researcher asked COP DepH about what EDC/EP DL can do to facilitate his life at work and at home, he referred to a main issue that was raised by all the followers: the need to hire more employees since they have many projects that cannot be accomplished due to the employees' shortage in the division.

"We are in need of more staff. EDC/EP DL is also very busy. He is not able to recruit more people. Maybe the budget has led to the postponement of the recruitment, but the main problem is due to the top management's freezing of recruitment for this year".

COP DepH stated that they are all busy, including the leader who does not have time to manage his followers at work and for sure not at home. They surely are, as the researcher has noticed, and heard from the leader and the followers. The issue is that there is a problem in execution. The poor execution of EDC/EP DL has led to the strategic and human failure of the division,

although operationally they seem to be successful. All are busy with the multiple projects that they have; hence, they are jumbled into the whirlwind, leading them to suffocate the activities needed to execute as per the division's strategy that is dying slowly similar to the followers. The leader and his followers are not lazy. All are very hard workers, but the problem is that they are losing sight of the strategy given EDC/EP DL's acceptance to work on several projects that are not feasible, due to the division's size. This point was repeated by all the followers who are fed up of the leader's irrational behaviour. COP DepH said that EDC/EP DL believes in the motto "Get the staff and let us do". He believes that EDC/EP DL cannot put the staff under more stress since they have reached the burnout stage at work, and which is negatively reflecting on their home life. He also believes that if the leader "makes the wrong decision, this means that he didn't ask us enough".

When the researcher asked COP DepH about EDC/EP DL's leadership style, the former answered that he is humanitarian and gives and takes, but sometimes turns to be authoritarian with the young staff that are not usually convinced of his decision and keep on arguing with him as a result.

"He is not bossy with me, but is with some other staff. There is sometimes a need to behave in a bossy way. Occasionally he behaves in this way in order to let things work. This is not his style. When a subordinate tells me that it is better to do things in this way and he keeps repeating it, I tell him that if he is not convinced, to stop talking. Sometimes, a person wants to take a vacation and I tell him no, but he keeps insisting, then I am obliged to raise my voice in order for him to understand and to stop talking".

Based on the examples in the above excerpt, the follower seems to be managing the same way as his leader does. As the interviewer has noticed, they both lack human skills and "Emotional Intelligence" in general, but are experts in the IT field. They have the technical expertise, but lack the communication skills as the other four followers, who report to both of them with respect to different projects, have reiterated throughout the interviews.

This fact has negative implications on the leader's and his follower's management of their followers not only at work but also at home. For instance, the researcher heard COP DepH shouting at one of the employees before the interview because there was a mistake that both COP DepH and EDC/EP DL believe is unavoidable in the IT world, as COP DepH explained to the researcher:

“If there is a mistake, EDC/EP DL understands that technical issues are not avoidable. He knows it. For sure he is not going to say it is okay. He knows that it could happen. We are too technical. There are problems. This is part of the work. If there is a problem, it does not mean that the employee is not up to the level of his work or that he made the mistake intentionally. Sometimes, an employee makes a decision and a technical failure might happen that could have been avoided somehow, but in order not to interrupt other things, we might have said go ahead and do it... He treats mistakes as I do, in a way to make sure that it will not happen again instead of starting to blame someone for the mistake. It is more about how to prevent it in the future so that it doesn't happen again”.

Based on the above excerpt, the researcher can confirm his conclusion that both the leader and the follower have similar traditional management styles. They are not leaders per se. They restrict their roles in their followers' life to the work domain and more precisely to their followers' productivity. They handle daily operations most of the time without any action of leadership that is apparently and selectively exercised by HOR. HOR seems to differentiate among EDC/CP division's departments' heads. This has led to a decrease in teamwork in the division. He usually advises EDC/CP DL and COP DepH to take care of one of their followers, mainly UOTS DepH, and not to put much pressure on them, although he is aware of the leader's stress level due to multiple projects that he has assigned to them.

The story with UOTS DepH is worth highlighting since it reflects the explicit interference of HOR in EDC/CP DL's work; this interference has a negative

impact on the followers' well-being as the author discusses in the below sections. UOTS DepH was working with EDC/CP DL at another bank. When the leader moved to the XYZ bank, he brought her with him since she is capable as he said. EDC/CP DL mentioned during the interview that he lost her loyalty because of his allowance of HOR to directly communicate with her. HOR provided UOTS DepH with the support that was not offered by EDC/CP DL who does not have the courage to defend his followers in front of HOR. EDC/CP DL usually remains silent during the meetings since he seems not able to communicate well with people; he is not able to convince HOR of his point of views. These HOR and the EDC/CP DL behaviours reflected negatively on the followers' satisfaction at work.

UOTS DepH seems to have a stronger personality and better leadership style than that of EDC/CP DL, who usually listens to her and takes into consideration her opinion with respect to work issues more than he does with other followers. This fact has not led UOTS DepH to feel better since to her, she is in need of her leader's support and guidance. The leader delegates to her some projects, but also holds her responsible of the consequences of the job done. This leader's behaviour might be due to his lack of time to follow up on all the projects as she said. For her, this complete delegation of whole projects and their outcomes does not suit her as a departmental head, and has increased the work's demands that negatively affect her private life. From her perspective, EDC/CP DL should be accountable for the results of the projects and should be able to fight for her and not leave her to face her destiny when meeting with HOR. This follower's perspective reflects that the leader is not capable and that she is playing his role in managing his people since he is not able and maybe not willing to face problems. The excerpt herein summarizes the follower's perspective of EDC/CP DL as a production-oriented leader:

“Managers need to be close to their employees. They have to support their employees. They need to fight to get new employees. They also have to be concerned about the general strategy of the bank. They should take into consideration that money is a very important motivator...

EDC/CP DL is mainly concerned about finishing the projects on time. He needs to cover for others. He cares, but is not willing that much to fight. He is quite disciplined. He follows rules. He is peaceful. He should be closer to employees. He needs to be in charge rather than transfer his responsibilities to HOR or to me in order to afford more time”.

The follower clearly expresses her need for support, motivation from, and better communication with the leader. She wants a leader who is more involved in the strategy and the vision of the bank rather than into operational details, and who delegates, but remains responsible of the consequences of his decisions and fights for his employees’ rights in front of top management. All of these needs are not satisfied by EDC/CP DL; thus, leading to a misfit between the leader and the follower. UOTS DepH is not satisfied at work; she did not mention any role for the leader in her home life, for the latter’s main concern is employee’s productivity at work. Since the leader is not successful at managing his followers’ work lives, can we expect from him to have a role in their non-work lives? The following discussion shall further clarify EDC/CP DL’s minor role in his followers’ work/home balance.

Herein the researcher analyses the perspective of the third female follower, APFM DepH. She was too open in our dialogue. She voiced her concerns to the interviewer. She emphasized several times that EDC/CP DL has a very weak personality and leadership style, especially when compared to other divisions’ heads and to HOBN and HOR. He does not support her or her staff either at work or at home. She does not see in him the father figure who should serve as the role model and who should take care of his followers’ well-being.

“Like the father is responsible at home, the leader should be at work. He cannot say that I am not responsible. HOBN and CCP DL are much stronger than EDC/CP DL. He cannot tell the upper management that he wants one, two and three. Maybe it is related to his personality... I always tell EDC/CP DL that my target is his target, but our division doesn’t have a clear vision. There is dereliction from him in this respect. He doesn’t ask me or the employees about our problems even at work.



He doesn't listen to us. He doesn't facilitate your life. He goes by the rules. He is a traditional manager. He is not willing to take risks. He is not aggressive... He is expert in the IT field but in business, he always causes more problems than solutions. He is not aware of the stress we are facing. He does not ask if my employees can still handle stress. Things are not going well. There is a problem in communication. There is a gap between him and us".

The above excerpt summarizes the leader's style and personality. The Lebanese followers expect from their leaders to be strong. APFM DepH mentioned CCP DL, who has a strong personality and leadership style, who defends his followers, and who is a real leader from her perspective since he takes care of his followers' relevant work and home aspects. This comparison reflects that some Lebanese followers are able to differentiate between a leader and a manager. When followers start comparing their leaders to others, it is a clear sign that there is something wrong going on in their division. This point is clear in that EDC/CP DL is not playing his leadership role as to his followers' management.

APFM DepH is not on good terms with both UOTS DepH and the leader. For her, the leader is biased to UOTS DepH; he does not appreciate her opinions and disparage her due rights. APFM DepH considers herself to be a member of the leader's out-group. This fact frustrates her and negatively influences her work and home life, as she repeated several times throughout the interview. Please refer to the follower's example Appendix D – Quote H. The leader does not exercise leadership. There is a lack of trust between the leader and his followers. For him, when there is a personal conflict between females, he should not interfere as long as it is not affecting their productivity, irrespective of this conflict's negative impact on his followers' well-being. This passive role is expected from the leader, who does not take into consideration that the accumulation of such interpersonal incidents has negatively reflected on the team's spirit that eventually affects the division's performance. At the very least, he does not communicate and conduct any meeting with his followers, and all

his powers are in the hands of HOR, as the majority of the followers stated (Refer to Appendix D – Quote I). There are critical problems in communication between the leader and the followers. They have different perspectives with respect to the work and home domains' priority and the management of employees in general, and speak different languages since the leader has an IT background while the majority of the followers have business backgrounds.

The lack of communication has reinforced the follower's negative perspective about the leader, who does not seem able to change her perspective because of his overwhelming operational daily work that is not allowing him to take care of his followers' well-being at work, although he is willing to do it as he said. The whirlwind is operating and the leader is spending his time extinguishing the fire rather than stepping out of it and having a helicopter holistic view of his division and his employees' needs to create harmony between their work's and home's domains. APFM DepH does not have confidence in the leader. The leader did not prove to APFM DepH that he is capable and able to make decisions that add value to her life. Such mistakes are fatal and are irreversible. If followers feel and experience the weakness of their leaders, they will not be able to recognize the latter roles in their lives and efforts no matter how hard the leaders try later on. Overall, the leader is losing the battle since he is not supplementing the needs of his followers, especially with respect to their needs to better manage their work and home life.

As for CAC DepH, she is suffering from the same problems as those of her colleagues. She is working in an office away from the leader's office. This has minimized her direct communication with the leader who is not quite aware of her work's problems and consequently of her home issues. EDC/CP DL has visited her only three times during her three years at the XYZ bank. She used to ask him for meetings on weekly or biweekly basis in order to explain to him what is going on in the Call Centre. For her, he was not ready to listen to her work problems that have to be managed by him. To the contrary, he considers her to be a rookie. Currently, there is minimal communication between the leader and the follower because of the leader's mismanagement.

“I know from one of my employees in the Call Centre that EDC/CP DL told him that he does not like me since I talk a lot. How come EDC/CP DL talks to my employee that I am not in accord with CAC DepH for she talks a lot? I don't talk a lot, but I discuss things with him. If I am not convinced, I cannot implement something. He perceived it as talking a lot. That's why I stopped calling and visiting him. Before, when something happened to me, I made sure to go and see him on weekly basis or to call him to tell him about what was going on”.

This quote shows that the leader does not have the leadership skills. Indeed, he communicated with the manager's subordinates instead of facing the manager directly. He is using the avoidance strategy in resolving conflicts as the majority of his followers perceived. Instead of calling CAC DepH for weekly short meetings for 30 minutes for instance, he avoided the problems like ostriches do. The young CAC DepH is not quite aware of the XYZ bank's politics, but the leader did not play his coaching role to guide her through the bank's political maze. His leadership style has led her to lose trust in him; thus, to minimize her contact with him. Since the leader is not able to manage the follower's work problems, his facilitation of her home life is therefore implausible. Overall, EDC/CP DL's leadership style is making things worse for this follower.

EDC/CP DL is not motivating his employees. He does not believe in his people. To the contrary, he is not able to make use of the high energy that CAC DepH has, and has told her that she is too young to be a departmental head. Again, the lack of trust and communication between EDC/CP DL and his followers emerge. This has led to the lack of the leader's role in his followers' life. The following excerpt clarifies these conclusions. Please refer to Appendix D – Quote J for more examples.

“There is trust between me and EDC/CP DL but not high trust. For instance, I have to call him if I have to go for lunch. Also when he hears something about me, he tends to believe the other party before he hears from me... He is like that with all; maybe with 80% of his employees.

Maybe he is not like that with the other 20% of employees since they are close to him and are in daily contact with him. I don't feel that EDC/CP DL adds value to me. His presence or absence is the same to me... I feel that he is a weak person. He is not able to make decisions in front of his management”.

CAC DepH has lost confidence in her leader. She sees his style of management to be a threatening one and full of contradictions. He uses the “stick and the carrot approach.” He tried to pinpoint some problems with CAC DepH management style instead of trying to rectify them if they exist. He also threatens her by stating that she can be easily replaced and that she cannot find a better opportunity at another bank. This management style has negatively influenced her work and home life since she is always worried about job security. The leader does not show integrity; a fact that is found to be the main leader's characteristic. When the leader loses his integrity, there is no way back. He did not make any deposit in the emotional account of his follower, but is withdrawing from it; this continuous withdrawal has led the follower to start reciprocating and to notice small details such as the way he walks after HOR instead of walking with him. For her, this reflects a difference in the leaders' authority that means a lot to the Lebanese followers.

To wrap it up, even for a young manager, who is usually more willing to please the leader in order to be promoted or to survive in her position, CAC DepH is willing to challenge the leader and question his leadership style because she does not believe in him and questions his added value in her life. Again, there is a clear misfit between the leader and his follower.

The last story with OS DepH is not any different from the last three stories. OS DepH reflects a negative attitude towards the leader to an extent that he thinks that he can lead the division better than him and add more value to the division's employees' life. Eventually, he offered some suggestions or solutions to the huge problems that the division is encountering:

“If I were in place of HOR, I would have hired a new manager, who would manage the whole division. There is a need to hire someone with a business background. I assign EDC/CP DL to electronic delivery channels and COP DepH to the card department since they have technical backgrounds”.

Again, this excerpt clearly shows a lack of trust in the leader since he lacks the business skills. OS DepH also believes that EDCP/CP DL has a weak leadership style and that he cannot face the top management. He tried to find answers as to why the leader is behaving in this way. He related it to the age of the leader, who is not able to find another job with the same financial package as that of XYZ bank, given the small market size in Lebanon. It is really weird when a leader asks his follower if he can find him a job in Canada since the former had lived there and has the Canadian citizenship. Addressing such a question to a follower lowers the value of the leader in the eyes of the followers. The leader should motivate his employees to stay and to do their best at work. What the leader did reflects a real lack of leadership skills and maybe a depression because of what he is passing through at the bank. This conclusion is plausible given the high stress level the researcher felt that the leader is suffering from during the interview. EDC/CP DL seems not able to defend his rights anymore, and protect his followers from criticism. All what he is doing is pleasing the top managers in order to stay in his position that is securing him a high salary that he extremely needs, given his high lifestyle quality.

The weakness of EDC/CP DL is felt by HOR and his followers, who feel that EDC/CP DL tries to imitate what other managers do and never takes the initiative. In his turn, HOR did not exercise a leadership role. Instead of trying to fix the miserable situation in EDC/CP division, he took advantage of it to control the whole division. The follower argues that if he were in the place of EDC/CP DL, he would not have accepted HOR's insults. This follower's reaction reflects the negative role that HOR has played, and which has made the division's environment full of gossip and backstabbing, which have negative reflections on the followers' work and home life. The follower continues to express his

perspective; he continued to criticize EDC/CP DL's long working hours in the division. He said that EDC/CP DL believes more in face time and thus the quantity and not the quality of work offered. He argued that he has to stay at the bank and to work after five, which negatively affects his home life, not because he is not capable of finishing what is required on time, but because EDC/CP DL proposed to work on around 100 projects; this willingness of the leader to work on multiple project does not fit with the division's employees' abilities that are stretched to the maximum. Indeed, the division was newly structured and there is a shortage of employees; this dearth of employees in the division is not being filled since the top managers have frozen recruitment for a period of time until GM decides to go back to hiring some employees. Consequently, all employees in the EDC/CP division have to work overtime for free and at the expense of their home life.

OS DepH also referred to bad communication not only among the managers in the division but also between the division managers and the top management. This perceived weak communication is due to the style of the leader, who is not able to face top management and tell them what he wants and what he is really capable of doing. This EDC/CP DL's lack of exercise of leadership has a negative influence on the followers' well-being as discussed.

As a conclusion, it seems that EDC/CP DL's style is positively perceived by COP DepH only. There is still a hidden conflict between COP DepH and EDC/CP DL since COP DepH was not promoted to be the division leader, although he has a very long tenure at the bank of 17 years. The other followers' perspectives were clear with respect to the weak leader's personality; his weak communication skills; his inability to make decisions, find solutions and to resolve conflict; his lack of business knowledge; and, his lack of concern about his followers' well-being at work and at home. This leader's style is not creating a healthy supportive climate. The consequences of this defensive climate shall be discussed in the leader/follower fit/misfit results section.

#### **4.4.3 RM1's style as perceived by his five followers**

The RMs' role did not seem to be of high value to most of their followers, whether they are on good terms with the RM or not. All five followers of RM1 discussed the minor role of the RM in their home and work life and the importance of the roles of HOBN and HOR at work. From the followers' perspectives, the latter are considered the real leaders. RMs seem to have a negligible role in the followers' home life. At work, the RM plays the role of an intermediary between the BMs and the top managers. He checks on what the BMs want and communicates their requests to the HOBN. He also follows up on meeting the budget. He gets each branch's budget report from the administration and sporadically holds meetings to inform each BM where he/she stands with respect to his/her branch's target. Sometimes, followers override the RM and communicate directly with the HOBN or the HOR with respect to some urgent and important decisions. The HOR is contacted less frequently than the HOBN, who is directly responsible of the branches.

On the topic of followers' non-work lives, RM1 is considered to be very close to two of his followers, who are BM2 and BM5. He goes out with them for lunch or dinner or he might visit them at home as it is the case for BM2. BM2 told the interviewer that he always invites RM1 to his homes in Beirut and in the mountain, and that he has lunch with him once every three months. BM2 and BM5 were RM1's colleagues when the latter was a BM. As for the three other followers, BM1, BM3 and BM4, their relationships with the RM1 are formal. Their interactions with RM1 are restricted to the work context although RM1 might support and interfere whenever any of them faces a serious problem outside the work boundary. During the interview, RM1 emphasized that he tries to be as professional as possible when it comes to work, but takes care of his followers' non-work lives. When the interviewer asked him if he treats his followers like his children, he said:

“No. I don't treat them as my children. I divide the relationship between me and my subordinates into two parts: First of all, I always try to deal with them in a professional way in order for them to know that at the end

of the day there are certain rules that determine the nature of my relationship with them. There is a certain performance that you are required to get from them. That's why I don't mix emotions with work. But if I feel that anyone of them is in need of help even during work, I directly interfere and try to help to get him/her out of the problem". Refer to Appendix D – Quote K for further elaboration.

The leader seems to care about his followers' home lives although he emphasized that a leader should not be too much involved in his followers' non-work lives. BM4, who is not quite close to RM1, told the interviewer exactly the same story narrated by the leader:

"When RM1 knew last week that my daughter is at the emergency and that I barely slept, he directly sent me his assistant to help me in everything I want and told me that he will come if I need him. I came to the bank at 8 a.m. although I didn't sleep. I was obliged to leave work during the day in order to go back to the hospital and check on my daughter. RM1 was very supportive. He kept calling me in order to know what is going on with my daughter".

Although RM1 seems from this excerpt to be concerned about his follower's non-work life, BM4 relationship with RM1 is not the best relationship in comparison to others in the branch. She feels frustrated from the way RM1 used to behave with her; RM1 used to send his assistant to check if work is going well at BM4's branch. In this specific example, RM1's perspective is that he used to do this in order to check if she needed help. This action was negatively perceived by BM4. She considered it to be interference in the core of her job.

"RM1 used to come once a month or once every two months. He used to send his assistant a lot. This is much less now. His assistant is nice but his way of talking is not quite agreeable. I don't have anything to hide. I am not doing any wrong. Why should I bother? For a period of time, they used to send him to observe the service in the branches. They



send him to observe if there is a workload, if the queuing system is working well. The assistant used to come when there was no OS and there was no replacement. This bothered me; how will you feel if you are sitting here and someone is observing you? He used to sit in my office and outside. This lasted for a period of time, sometimes for four days in a row. The employees started asking: why is he coming? Is he coming to observe us? This is what RM1 wanted. He might have something behind doing this but he did not tell me”.

From this interview’s data, the researcher can conclude that BM4 does not like any interference from RM1 in her work. Although she now recognizes, after RM1 clarified things to her, that the latter had sent his assistant to offer help if needed especially when she had to leave the branch for a family issue, she is still not able to accept the leader’s behaviours, albeit they seem to have a positive effect on her work/home balance; she thinks that she is able to manage, otherwise she should not be assigned as a branch manager. The leader is aware that some of his followers are frustrated because he is sending his assistants. He tried to find a solution by telling his assistants about how they should communicate with the BMs; he also oriented them to refer to the BM if they noticed something wrong at the branch and not to interfere in the BMs’ jobs or directly talk to their subordinates. In spite of all these rectifying measures taken by RM1, BM4 is still sensitive to this issue although she said that:

“RM1 respects hierarchy. Once, one of my employees went and talked directly to him. He listened to him, but eventually told him to refer back to me”.

The leader seems to be respectful of the BM’s authority although BM1 does think that he does not, as the researcher shall explain later. It seems that BMs do not respect the hierarchy too. BM4 might override her leader, who is not the final decision maker as she perceived him. In order to facilitate her work life, she sometimes directly contacts her top managers, whom she considers the real leaders.

“I talk to HOBN and to HOR off the record. I respect the hierarchy. If I talk to HOR, he knows that something is bothering me and that I care about the interest of the bank. For example, if a customer or a company gets a better offer from Standard Chartered, I talk to HOR regarding this issue and argue why we don't offer him something better... I don't surpass RM1. I am talking with those who are superior to him with respect to something of benefit to the entire bank not my branch only”.

BM4 justifies her behaviour of overriding her leader by showing her commitment to the XYZ bank; she said that she cares about the whole XYZ bank, and is doing what she perceives to be good and beneficial to the organization. Still, the top managers do not seem to respect hierarchy. They open the door to the BMs to directly communicate with them without passing through RM1. This top management's behaviour might be due to their belief that customers need to be delighted by the quick service provided without going through bureaucratic procedures. But RM1 does not accept that the top management undermines his powers as he repeated several times during the interview.

BM4 does not think that she has powers and that her role is being restricted by the top management. She thinks similarly of the regional manager's role. These restrictions seem to complicate her work life. She bluntly explained to the interviewer that the HOBN and the HOR are the key decision makers in the retail division and are therefore the real leaders at the bank. It is clear that the Lebanese followers appreciate more and look higher to those who are in top managerial positions and who have high authority, than to those who have limited powers. They lodge to top management from time to time to feel that they are protected and that the top management is pleased with their performance.

“Look. Our administration is not lenient; it is very conservative. They are not afraid, but they take too many precautions. They like to play it safe. The credit officers look at us as if we don't understand. Maybe this is applicable to some branches, but it shouldn't be generalized. The branch

manager does not have powers. For instance, we cannot lend a customer \$1000. This is the responsibility of the administration such as the HOBN. Maybe, some mistakes happened that we don't know about and they don't want us to repeat the same mistakes... The regional manager's job is to monitor if you are applying the policies and procedures; they follow up if there is a personal loan or a housing loan; they also work on the interest rates".

Overall, from BM4's perspective, RM1 does not seem to be exercising leadership and fulfilling her needs at work because he lacks the power that is restricted to the top management. Also, his leadership style does not fit her especially when it comes to the interference of RM1's assistants in her job. His role in her non-work life is limited too. This fact is reflected in his follow-up on her daughter's sickness that might negatively reflect on BM4's performance at the branch. This RM1's action was appreciated by BM4, who is divorced; thus, does not have her husband's support in raising her two daughters.

BM1 does not have a good relationship with RM1, who picked her up to replace him in branch one when he was promoted to be a RM. This bad relationship with the leader seems to be reflecting negatively not only on her work life but also on her home as discussed herein. She thinks that he chose her since she is a kind and soft hearted woman whom he thought he can control; thus, he can still manage the branch as if he is still the BM. However, BM4 said that "He is sometime helpful and is a good servant". Her negative perspective of the leader might be also affected by her dissatisfaction due to the fact that her salary is very low in comparison to those of other BMs. This fact has had negative reflections and repercussions on the role of the leader, who did not do anything in order to rectify her salary, which impacts her home life, although he promised her, many times, to do so. Also, RM1 is interfering in her job where he still calls some of her employees, who are still loyal to him, in order to know what is going on at the branch. This is frustrating her and has led to lack of trust between the leader and the follower.

“RM1 interferes in the details of my branch. He likes to be in control. He does not like you to surpass him, but he does it. If you are weak, your employees won't respect you. If you don't allow people to surpass you, you will have authority over them. RM1 encourages the employees to call him if there is a problem. A CSR might directly talk to RM1. I don't know how he looks at such behaviours”.

For her, this leader's behaviour is not professional and negatively affects her satisfaction at work; it reflects one of the bank's values, i.e., disrespect of the weak, and some aspects of the bank's politics that seem to be widespread. There is a clear conflict between BM1 and RM1. RM1 seems not to have accepted the fact that there is a new branch manager for branch one, who has replaced him, who has a different management style than his, and who is capable of leading the branch. From BM1's perspective, RM1 is closer to be an authoritarian leader.

“There was a conflict with RM1. It took RM1 time to understand the different management styles of his branch managers. He was doing some exceptions when he was a branch manager. Now, these cannot be done given the restrictions that we have. He thought that I should manage the branch as he did. I want to manage as I want. He thought that since he chose me to replace him that he will be more in control of what is going on at the branch. He used to have power over his employees. He is bossy with love. They were afraid of him a lot but at the same time the employees loved him... He still has some customers at the branch and I have to cajole them as much as I can. He got the feedback about me from these customers”.

BM1 does not see that the role of the RM to be adding any value to her either at work or at home. For her, the RM's role is to only get the reports about the budget from the administration and to discuss them during their meetings. She thinks that she can ask for the report from the administration without the need of the RM, whose job is merely to tell her where she stands with respect to her

branch's target. She does not see any role of the RM in her home life contrary to the BM's big role in his followers' work and home life. She added:

“The relationship between the branch managers and the employees is different than that between the regional manager and the branch managers since the regional manager is managing by remote control. It is much easier for him to manage than it is for us. I have to motivate my employees, but I don't feel that the regional manager is motivating me. I have to self-motivate. My managers don't satisfy any need. I am doing my job. They are not being proactive. They are supportive if you let them know, but they don't take the initiative... RM1 is not a decision maker. All decisions are related to HOBN who makes the final decision. I want a decision maker to be in charge not a person with title”.

For BM1, leadership is an action not a title. She seems to be looking for a leader, who is able to give a quick response to her requests without passing through the long bureaucratic bank process that seems to be very slow. The XYZ bank's approach, top management's lack of trust in BMs, and RM1's lack of power frustrate BM1, who is concerned about getting her work done quickly. She thinks highly of CCP DL, who always gives her a quick response.

“In the retail, I feel that only CCP DL fits his position. He discusses. He is a decision maker”.

Again, it appears that RM1 is not playing a leadership role and does not fulfill the needs of BM1, although he sometimes cares about her non-work life and asks her about her husband, who is his friend. She prefers to work with another leader since she is demotivated in Region One. She told the interviewer that she is staying in her job “just to add some lines on her CV”.

With respect to BM2, he seems to be highly people oriented. He is a member of Rotaract Club Lebanon, and is very active socially. He is on very good terms with RM1. He did not talk about any problem with him. However, he has a conflict with the HOR, whom he considers to be the main player in the bank especially with respect to the budget's assignment. He does not see that the

RM plays an important role in the bank in general and in the BMs' life, mainly home life, as other BMs stated since the bank's process is totally rigid and centralized at the top. Refer to Appendix D – Quote L.

Again, the lack of trust between the top management and the branch managers emerges. Most of the BMs that were interviewed repeated that they do not have powers and are just implementing what is assigned to them by top management. There is a centralization of decision making at the XYZ bank since big and main transactions cannot be executed without the approval of the top management that is not always aware of what is offered by other competitive banks. This is frustrating the BMs since they feel that they are not trustworthy and have lost some of their customers due to the top management's lack of awareness of available offers in the market.

There is a fit between RM1 and BM2. Their relationship at the personal level has positively reflected on their work relationship. There is no clear leader/follower difference between RM1 and BM2. The same case applies to BM5, who is also a very close friend to RM1. She does not seem to see a big difference between her RM's role and her own role with respect to financial goals, except for some limited powers that the RM has with respect to the follow-up on the budget and on some customers' requests that do not need a fast reply from the HOBN and HOR. She does not have a problem to override her RM1. If a request needs a quick reply, she directly contacts the top managers without passing through RM1, who does not have a problem with this as she said (Refer to Appendix D – Quote M for further examples):

“I talked to RM1 once about having a Blackberry or access to the e-mail from outside the bank. He told me to contact HOBN. The regional manager is the mediator between us and the administration. For me, the regional manager facilitates some things for us. For example, he might give me his consent or not for a certain loan. We have to refer back to him; if we don't, the administration will sometimes refer us back to him. I think it is normal to call HOBN without referring to RM1... You will get a final answer from HOBN”.

From the above excerpt provided by BM5, it can be implied that the final decision is in the hands of the HOBN. There is a clear common followers' perception that the RM is not a key decision maker in the XYZ bank. Lebanese followers seem to consider those with high authority, and therefore with ability to make decisions, to be the real leaders.

To conclude, BM5 seems to be behaving the way she likes at the bank. She does not really consider the RM to be of higher level or importance than she. She implied during the interview that RM1 is a branch manager and that he was promoted because of some political reasons. She said that one of the fifty branch managers was to be promoted. Given that she is a female, she was not included in the pool of candidates for the RM's position, but she can still exert influence through her good relationships with the bank's owners and the top management. WASTA (nepotism) in Lebanon might substitute and even neutralize the role of the leader sometimes. This fact leads them not to care about and not respect the bank's hierarchy; they contact directly those with high power, whom they consider to be their actual leaders. RM's role is restricted to work and more precisely to the follow-up on meeting the budget. Since the RMs are not in direct daily contact with their followers, they do not seem to have a major role in their followers' home life.

There is not much difference with respect to BM3's perspective of the leader. BM3 is 59 years old and is single. She seems to be satisfied with her salary. She is a peaceful manager. Her career is her main concern. She does not have to worry about family issues since she is not married and her parents had passed away. Work/home balance does not seem to be a critical issue to her. Eventually, she will retire soon. She stated that she "does not have a conflict with anyone at the bank." Her main concern is to meet the budget and to keep her leader pleased. Her relationship with him is formal although they go out together with the other BMs on social occasions. She said that the goal of the leader is similar to hers, and that they both share the same values; they both look for the bank's growth. Contrary to other BMs, she appreciates the role of RM1 that she considers quintessential in meeting her branch's budget.

“I am satisfied with my current position. I reached the maximum of my career, which is to be a branch manager. My goal is to achieve the budget of the branch. At the branch level, you need to be ambitious. There are many things that you can achieve... The presence of RM1 is adding value for sure to reach the target of the bank. There is a sense of ownership. When you have a strong regional manager, he protects us; he is an asset for us. If anyone criticizes us, he sends us an email to defend ourselves”.

She also considers RM1 to be a good listener, and protective. For her, he tries his best to serve his followers, at work, within the limits imposed on him by the administration. For instance, she stated that she is “in need of a customer service representative.” RM1 was not able to meet her needs due the “GM’s policy to freeze recruitment”. In contrast to BM4, she is okay with the RM assistants’ visits and does not consider these visits as interference in her job. For her, the RM’s assistants are helpful and supportive.

“RM1 listens to me if there is a mistake. He feels with us since he was a branch manager. He is very supportive... RM1 frequently comes to the branch. He comes like 16 to 17 times a year. He might come once or twice per month. His assistants come like 4 to 5 times per month. They do not bother me when they come. They usually check with respect to the dress code or the name tags of all the employees. Usually, they tell me if there is a problem. One of them passed by today though he was on vacation to check on me, given that I have shortage in staff because many employees took vacations. I don’t have a problem with him”.

It appears that BM3 evaluates RM1’s behaviours in a positive way. She does not have a conflict with him. RM1 is satisfying the work needs of the BM3 to a great extent. However, she did not mention any role of the leader in her home life that seems to be stable due to the aforementioned reasons.

Overall, RM1 seems to be moderately supportive of his followers, mainly at work. He interferes in his followers’ non-work life when something critical



happens to his followers at home that might affect their work's performance. There are some conflicts with BM1 and BM4. RM1 is aware of the problems that were caused by the visits of his assistants. He said that these visits have passed through two stages and that he is now making sure that BM's role is respected. Refer to Appendix D – Quote N. Although RM1 thinks now that BMs are not any more sensitive to the visits of his assistants, BM1 and BM4 still think that RM1's assistants are interfering in their roles as BMs and are lessening their powers. This fact negatively affects the leader's role in his followers' work life.

RM1 seems also to be partially aware of the lack of BM1's satisfaction with her salary. However, he thinks that BM1's perception that she is giving a lot to the bank, which is not compensating her efforts, does not totally reflect reality. He explicitly said to the researcher that he does not like that his followers jump over him although it is happening as most of the followers said and justified; he accepts the BMs' overriding his authority when there is a critical reason. This reflects the authoritarian face of the leader. RM1 seems also to be concerned about not bothering the top managers. He tries to manage his BMs without allowing too much interference from the top managers. Still, he allows this interference whenever BMs need an immediate reply to their request. Eventually, he is aware that he is not the final decision maker. Again, organizational politics seems to be playing a major role in here. Authority takes precedence over leadership actions that are restricted since the bank has a rigid system governed by policies and procedures that leave marginal leeway for the RM to exercise real leadership in the followers' work and home life. This conclusion shall become clearer after the researcher analyses the perspectives of the followers in the other regions.

#### **4.4.4 RM2's style as perceived by his five followers**

Now we turn our attention to RM2, who is not sociable as he said and as some of his followers feel. As per the words of BM6:

“RM2 is a shy person. He is timid. He is not sociable. Some people directly integrate themselves in the society while others don’t.”

This RM2’s lack of social skills seems to have an influence on his management of his followers’ life at work and at home as shall be discussed.

As per some of RM2’s followers’ perspectives, there are some question marks as to RM2’s merit of his position. In fact, RM2 is the brother of an ex Lebanese parliament member, who was a member of the parliamentary team whose leader was the main owner of the XYZ bank before he passed away. Accordingly, although there were 50 candidates to the regional manager’s position in Region Two, RM2 was assigned to the position supported by the political network that he has. Some BMs think that they are more capable and have better qualifications than he does. This BMs’ perception has its repercussions on the leader/follower interactions.

Similar to RM1, RM2 does not play a major role in his division due to the limited power granted to him by the top management, adding to this his lack of human skills. Top managers seem to have added the RM’s position to the bank’s hierarchy because they do not have time to deal with all the requests of BMs, especially those that do not need an immediate reply. All BMs, i.e., BM6, BM7, BM8, and BM10, but not BM9, who thinks highly of herself as discussed, have good relationships with RM2. BM9 believes that she is able to lead the region better than RM2.

With respect to BM6, whose branch was ranked number one among all branches in 2009, although it is not one of the largest branches, he is highly proud of what he has achieved since his branch had been listed among the five least productive bank’s branches. He thinks that he is doing his job extremely well. He is trying to increase his salary and to get a higher bonus through achieving much more than the target assigned to him by the top management. BM6 believes that there is a role for the RM, but considers his role to be of equal importance and maybe more important when it comes to the manager’s role in his followers’ balance between work and home domains. He is an

assertive manager who defends himself in front of the top management since he always comes to the meetings well prepared, having his branch's figures with him. He is able to convince the upper management since he supports his arguments with facts and not with subjective points of views.

Based on the following two passages (Also refer to Appendix D – Quote O), BM6 seems to be trying to give credit to RM2, although he deeply believes that he can do his job without the support of RM2 since he is older than RM2 and has had a long tenure at the bank; a fact that allows him to know what is the best thing to do in his work's and home's lives.

“RM2 and I are at good terms at work with respect to what I want and what he wants from me. I never hesitate to call him while he is at home to ask him for something. I called HOR once on his private cell phone. I called HOBN 100 times and RM2 200 times on their cell phones.

I usually send my requests to RM2, who will transfer them to HOBN. I respect hierarchy. I tell RM2 that I will send a file to him to transfer it to HOBN. HOBN may reply and say “dear both” when I send an email to both of them. RM2 backs up my proposals. He may say “Agree on branch manager's proposal and recommend approval”... Many decisions are imposed on all of us, including HOBN and HOR. We implement although we don't agree with the top management's decisions. These are the decisions of the GM not those of the HOR... The regional manager has a role since he is transferring our customers' files to the upper management. He fights for the top management's approval of these files, but the final decision is with the HOR and/or with the HOBN more than it is in the hands of the regional manager. The regional manager is just communicating our requests to the upper managers. He says that he will try as much as he can to raise this case or this issue... The role of RM2 is intermediary”.

BM6 recognizes the role of the RM. This recognition may be due to his being politically smart. But the examples that he provided on how the RM2 is helping

him reflect a minor role of RM2 at work and the non-existence of this role in the follower's home life. The way BM6 refers to his negotiations with the upper management implies that BM6 knows that RM2 is merely a liaison between him and the upper management. This liaison's role stops to be effective when BM6 makes use of both his expertise and his communication style that allow him to convince the upper management with his requests without the backup of RM2, who does not possess the power nor the elements of the solution.

RM2 seems more in need of BM6 where the opposite should be the organizational norm. This BM6's power over RM2 is based on the fact that his branch is number one. This fact has positive implications on the whole region's performance. Also, since BM6 got the reward as the Most Valuable Person (MVP) in the XYZ bank in 2009, he thinks that RM2 is being rewarded as a result. It appears that there is a win-win relationship between BM6 and RM2. They seem to satisfy each other's needs at work. BM6 is playing it safe. He knows that he cannot be a regional manager for many political reasons that he is aware of; consequently, he tries to have good relationships with all his leaders and to adapt to the XYZ bank's system and politics. He said (Refer to Appendix D – Quote P):

“We are working at a bank owned by a Lebanese family... As for RM2, I cannot say that he is not knowledgeable about his work. I cannot say that he came in a parachute. He was a normal employee. He told me that my Operation Support manager taught him the banking work. He is not shy about that. I never heard this from her. He told me this. We have attended a banking training program in 2001 for 45 days from 8 a.m. to 6 p.m. and we sat for a final exam that he passed. Also, he has good educational degrees. We were not so close. He was a branch manager at another bank before it merged with the XYZ bank and I was the assistant of an XYZ branch manager at the airport. Other regional managers might come in a parachute, it happens; I cannot say no, but believe me RM2 has progressed along all the bank's steps. He reached his position incrementally. We are 50 branch managers; the probability

to get selected as a regional manager is 2%; thus, you need a push to become a regional manager. Don't I dream to be a regional manager? If I don't, then I am a person without ambition. But I understand very well the business game”.

Briefly, BM6 shows a positive attitude towards his RM2's role in his work life but does not reflect any role of RM2 in his home life. He defended him and provided facts to justify that the latter deserves his position. This BM6's defence of RM2's merit of his position is a two-edge sword. On one hand, it shows that BM6 cares about RM2's image. On the other hand, it reflects that there are some question marks about the process of RM2's appointment to his position that BM6 would like to attain.

BM7 is a peaceful person. He wants to survive in his position. Hence, he did not speak frankly during the interview. He was brief with respect to his opinion and perception of RM2, whose role at the branch level appears again to be minimal. BM7 relates the need for a regional manager's position to the increase in the number of branches at the XYZ bank that cannot be directly handled by the top management. Overall, there seems to be chemistry between BM7 and RM2, for whom BM7's branch is not a headache.

“There is no clear authority. Authority is taken but not given to you. You need to be patient. RM2 might make decisions regarding interest rates tomorrow. RM2 helps a lot and sometimes makes decisions in collaboration with the administration. When the number of branches increased, there was a need for regional managers. RM2 sees the whole picture of the region and directs the branch. You can have more powers based on your integrity. They will listen to you when you are credible. They will not accept your requests from the first time, but if you prove with time that you know what you are doing, and that you have experience in people's management, they will trust you”.

Trust emerges as a main issue not between the BM and the RM but between the whole Region Two and the upper management. RM2 does not seem to be

playing an influential role in reinforcing the trust between Region Two and the upper management.

There seems to be a friendly relationship between BM7 and RM2 since they go out together for lunch from time to time. Also, BM7 shares with RM2 some family matters mainly related to his children. There is no bossy relationship between BM7 and RM2 who are almost of the same age.

“I don’t talk with RM2 in details about personal issues since we have limited time. We talk about work. Sometimes, we might talk quickly about a certain issue that my children are facing, but this is too brief. If I consult him concerning a certain personal issue, he answers me. Once, I invited RM2 and RM1 out. It is not happening too often because of their hectic schedules. RM2 differentiates based on work and not based on personal relationships, and HOBN does similarly. They ask you about your family and your health. This is normal”.

It is worth noting that disregarding the style of the leader, asking about the follower’s family is the norm in Lebanon.

The story with BM8 is similar to those of other BMs. He recognizes the limitations of the RM’s power in general. He knows that there is a strong system and culture at the XYZ bank where all have to abide by its policies and procedures.

“RM2 cannot do anything concerning the hiring of new employees. He is fighting for us, but he cannot do anything regarding this general policy. Although the bank is currently recruiting, I don’t know why they are not bringing more people to me. Sometimes I say that I cannot continue in this way anymore. The HR department does not play any role in hiring new employees. The final decision is up to HOR and to HOBN. If some regional managers, who are very close to top management such as Mr. BJ, demand new employees, they will directly hire”.

Again the XYZ bank's politics is playing a role in the bank's hiring process. It seems that some of the regional managers, such as Mr. BJ, who was Region Three manager and a consultant to the chairman and who is very close to the bank's owners, have some privileges that other RMs do not have as the researcher shall further discuss. These privileges seem to have enhanced Mr. BJ's ability and willingness to take care of his followers' life.

BM8 feels good when RM2 visits him at the branch. RM2 does not send his assistants to the branches in his region. BM8 considers BMs to be the RM's assistants. RM2 recently started visiting the branches since he is seeing that this is what other RMs are doing.

"RM2 visits me once in a week. This is something new. I don't feel upset. I feel happy when he visits me. The employees don't feel bad. I always ask RM2 to come. In case of a problem at work such as electricity shortage, I talk to the administration; I might ask RM2 for a recommendation to support my request. RM2 always provides me with support".

It is clear that RM2 is supportive and is trying to back up his followers at work. Sometimes, RM2 does not take risks and is more conservative than the upper management in order to protect himself. Again, the following passage of BM8 reflects the fact that the power is not in the hands of the RM but with the upper management.

"Once I sent a proposal, RM2 didn't approve it but HOBN approved it and it worked. RM2 says I don't know how come HOBN had approved it. He did not feel upset. He is not this type of persons who feels angry if his decision is not taken into consideration. Maybe, he just questions why this happens".

It appears that HOBN and HOR (Refer to Appendix D – Quote R) have the upper hand in making decisions. Discussing certain work and home related issues with RM2 is a waste of time, especially when the BM needs a swift reply. Again, the Lebanese followers consider those who are able to make the final

decisions to be the leaders, and who cannot be easily replaced. As for the RMs, they can be easily replaced since the XYZ bank operates as an established system with well identified components, coordinates and rules.

“We are working as a system and not based on leadership. Everybody is replaceable. You have a target that you have to achieve, and a hierarchy and you have an administration who will evaluate your performance accordingly”.

This passage summarizes how the bank operates. There is a certain hierarchy in which the absence of someone does not lead to a wide gap or a big problem since there are rules that govern the bank’s operations. This bureaucratic system kills the creativity of the BMs, who generally have more powers at other Lebanese banks as the interviewee said.

“There is a system that is working. You cannot make any deviations from this system. The branch manager might come up with an innovation, but top managers do not listen although this innovation is supported by facts. I look at things from a micro perspective while the administration looks at the macro picture. I might raise an issue; they reply that I don’t have to raise this issue for different reasons. For instance, I waited for one year and a half to get a head teller. We don’t have leadership at the bank. We have a system. This is the XYZ bank’s culture. They just look at the figures... You need to achieve the goals that they have set for you. They discuss them with you and let you sign on them even if you don’t approve the target set for you. What you can control is your productivity and having the incentive. Go work! All meetings are related to the budget and to the figures of the budget”.

Again, the achievement of the target counts more than any leadership action in his follower’s work and/or home life. An employee at the XYZ bank cannot be an outlier. S/he needs to fit with the bank’s system; otherwise, s/he has to leave.



In brief, BM8 does not know the added value of the RM's whether at work or in his home life. He said that he leaves it to the administration and to top management to decide. BM8 said that RMs at other banks have more powers. It seems that there is lack of trust in the RM's ability to make the right decisions; that is why all decisions are being centralized at the top of the XYZ bank's hierarchy. Hence, the RM is satisfying the needs of BM8 at work within the powers allocated to him from the top management. The RMs are not able to exercise leadership since there is a system that restricts the RMs' leadership actions. The system seems to be stronger than any leader or follower at the bank.

Last but not least, the researcher analyzes the perspective of BM10 of her leader's role. BM10 was promoted two months prior to the interview. She stated that RM2 supported her to be a BM. She is trying to prove that she is capable of managing the branch as discussed. RM2 seems to implicitly ask his followers to be loyal to him and to appreciate his presence especially when he visits them at their branches. He is a traditional manager whose role is restricted to the work domain. Again, he is not considered to play a role in his follower's home life.

BM10, who was the assistant of BM9, referred to the conflict between RM2 and BM9, whose branch is the largest among those of the bank. She thinks that the reason behind the conflict is that BM9 overrides and does not respect RM2 by communicating directly with the top managers. BM10's perspective of the conflict between RM2 and BM9 does not reflect the whole reality. Based on the interview with BM9, the researcher was able to dig out more reasons behind this conflict. This analysis of RM2's role ends with the examination of BM9's perspective of and the negative attitude toward RM2, whom she considered considers to have been parachuted into the RM's position, due to his political affiliation. She described him using negative words such as "bossy, show-off, and lazy." She repeated to the interviewer her achievements. She seems to believe that she deserves the position of the regional manager more than RM2 does. She also reiterated that the HOBN and the HOR are the main decision

makers. She did not give any importance to the role of RM2 whether at work or in her home life. Generally, there is a clear misfit between RM2 and BM9, mainly due to personal reasons.

Overall, RM2's followers have different perspectives of their leader's styles although there were some commonalities about the RM's role in general that is more restricted to the work domain and which does not go beyond it to the home life of the followers. These perspectives have different implications on the leader/followers interactions and on the consequences of these interactions on the followers' work and non-work outcomes as the researcher will discuss.

#### **4.4.5 RM3's style as perceived by his five followers**

RM3 was newly appointed; he is still managing a main branch in his region. Accordingly, he knows the bank's conservative and bureaucratic system and the restrictions on the BMs' powers. RM3 and his followers seem to be more like colleagues. His followers did not seem to be accustomed to the idea that he is leading them due to the short period of his assignment to his new position. This fact was obvious during the interviews where all interviewees referred to their long and deep relationships with the previous RM, Mr. BJ, more than to their short experiences with RM3, whose role is restricted to work and mainly to the budget meeting and does not go into the followers' management of their home life. All BM11, BM12, BM13, BM14, and BM15 are on good terms with RM3; however, they do not consider him to be the "extraordinary leader" as Mr. BJ, who seems to have had a large impact on their whole life. Herein is a brief on their perspectives of Mr. BJ's and RM3's leadership styles that pinpoint the key characteristics and behaviours that Lebanese followers look for in their leaders.

From their perspectives, Mr. BJ was a unique case not only because he had more privileges and powers due to his close relationships with the XYZ bank's owners, but also because he is generous, flexible, caring and people-oriented; his role went beyond the work domain to the followers' home life. His value was also augmented by his people-oriented leadership style. He took care of every

employee at the branches he was leading from the janitor up to the BM. He does not seem to have abused the extra powers that he had. He was doing, what he thought, was beneficial to the bank.

Mr. BJ's decisions did not pass through the XYZ bank's long bureaucratic process that all RMs' decisions have to pass through. This fact has increased the value of Mr. BJ in the eyes of his followers. He did have some exceptions with respect to the bank's policies and procedures, such as granting high loans with low interest rates to, and giving high interest rates on deposits made by his customers. Generally, these exceptions used to be directly approved by the previous chairman. If the chairman did not approve his granted interest rate for instance, he used to pay, from his own money since he is wealthy, the difference between the amount of interest that he promised to give to a customer and the actual amount that the bank approved to give to the customer. Mr. BJ's benevolent leadership style and powers allowed him to be the "extraordinary leader".

However, BM11, who has been a friend of Mr. BJ for 27 years, thinks that the powers that Mr. BJ had, led to "the centralization of decision making in the hands of the HOR after Mr. BJ left"; consequently, to the current complication of the work process. Hence, it can be concluded that the presence of BJ has led to some deviations from the XYZ bank's policies and procedures that are not plausible to the new GM, who prefers to keep things under the control of top management. The perceived flexibility and the authority bestowed to Mr. BJ from top management were not transferred to RM3, who has to respect hierarchy and refer to the HOBN or the HOR before making major decisions; consequently, limiting his exercise of leadership as perceived by the followers. The followers said that RM3 is following the policies and procedures similar to all existing RMs; they reflected their appreciation of leaders as ones who have powers, who are able to make decisions quickly, and who are risk takers; consequently, break some rules whenever the latter perceive that their decisions lead to better long term performance. Also, they perceived RM3's leadership style not to be similar to that of Mr. BJ, who was closer to the

employees, who took care not only of their work problems but also of their home ones, and who used to invite them out for dinner/lunch or to his villa from time to time in order for them to feel that they are part of his family.

As for BM12, he sacredly respects the bank's hierarchy, and abides by the bank's policies and procedures in order to keep work's consistency across all regions. Since he used to work as an auditor to the XYZ bank, he did not elaborate much on RM3's leadership style, but showed his appreciation of RM3's respect of the bank's policies and procedures; a value that is in alignment with his. He did not mention any role of the leader in his home life.

With respect to BM13, she also referred to the same characteristics and behaviours of Mr. BJ; however, for her, "this does not mean that the new regional will not be like that. During this short time with the new regional manager, I don't have any problem with him." Similar to other followers, BM13 seems to be aware of the constraints that the new RM3 has and that were not present or maybe totally imposed on Mr. BJ. Again, BM13 does not consider RM3 to be playing any role in her home life.

BM14, who is neither satisfied with his salary nor with his new position, has a similar perception of Mr. BJ's leadership style, but emphasized more, during the long interview with him, on his achievements that are not recognized by the top management. He criticized the RMs; he implied that RM3 reached his position because he tells HOR what pleases him rather than the truth. BM14 negative attitude towards the bank's in general and the role of RM's in particular has led him to focus on the work context without mentioning a role of RM3 in his home life.

Finally, BM15 stated that he "does not have a problem with RM3's style," but considers RM3's style to be similar to that of other existing RMs, and that his role does not facilitate his job and does not have an impact on his home life. He showed a high admiration of Mr. BJ's leadership style that is flexible. He considered Mr. BJ to be a facilitator.

“Now, I am not always able to raise my concerns to RM3 who has limited powers. With Mr. BJ, I was able to give and take. RM3 cannot make decisions in certain issues. In my opinion, the presence of a regional manager restricts our job sometimes”.

BM15 does not look highly to the role of the RM in general. For him, RMs should play the roles of development managers; they do not have to interfere in daily operations. He thinks that the RM's job should be to develop the branches' business and not just to monitor the budget's meeting, and that RMs' roles will be meaningful if they are not restricted to the region, but go beyond it to serve Lebanese emigrants and residents outside Lebanon. BM15's perspective emanates from the area he is working in where most of his customers are Lebanese emigrants working in Africa that he visited with HOBN and Mr. BJ.

“Regional managers' roles should be at the level outside Lebanon not inside Lebanon. It is like the sun's radiation... Regional managers' role at the bank is to just follow up if we reached the budget or not. The role of the regional manager does not add any value. They just ask us to adjust discrepancies in the budget at a point in time. We can request a report from the HOR that summarizes where we stand. This report is going to replace the role of the regional manager. They are just making the hierarchy taller”.

BM15 offers a restructuring of the role of the RM at work in order for the RM to add more value to the branch firstly, and to the whole bank secondly. For him, this restructuring allows the RMs and BMs to have more powers; thus, leading to a better performance of the whole region.

The following quote of BM15 summarizes the whole bank's situation especially with respect to the work process in regions. In a bureaucratic routine system that all banks have, the role of the leaders does not seem to be highly valuable. Even exceptional leaders can be replaced. The work will be done since there are policies and procedures and since customers are searching for better

service no matter who is offering the service. He realized similar to other BMs in his region that the bank is a system that will stay operating irrespective of who comes and who leaves and who is in power.

“We have a system. We have a procedure to follow. Bank is a system; everyone is replaceable. There is a system that is working”.

In brief, BMs seem to have more difficult responsibilities than those of RMs since they are in direct contact with their subordinates; consequently, they have to handle their employees' and customers' problems. They refer to RMs only with respect to minor issues that the top management has not granted them powers to do. If the top management trusts more and has time to follow up and respond to the requests of the BMs, the role of the RMs would have been neutralized. It appears that the RM's position is buffed up with respect to the role that they are playing in the lives of their followers.

RM3 seems to be satisfying the followers' needs at work until now but not exceeding them as Mr. BJ used to do. The high support and flexibility that were provided by Mr. BJ to his BMs are obvious. The researcher cannot conclude that RM3 will not be as supportive, especially in his followers' endeavours to create harmony between their work and home domains. However since RM3 is not well connected to the XYZ bank's owners as Mr. BJ was and does not have the financial resources as Mr. BJ does, he will not be able to provide his followers with the same informal flexibility and support that was provided to them by Mr. BJ. Also, it seems that Mr. BJ has a more benevolent leadership style than RM3. Followers are aware that Mr. BJ is an exceptional case and that the role of the RM is being restricted by the HOBN and the HOR.

The researcher can conclude that the RMs overall are not exercising leadership and do not add a lot of value to the lives of their BMs, whom they manage remotely. The minimal interactions of the RMs with the BMs do not allow the former to make a lot of difference in the work and home lives of the latter. Mr. BJ is an exception in this regard since he used to treat his followers as part of his family. All of the RMs and BMs seem to have reached a conclusion that no

one is irreplaceable at the bank since there is a strong system that can still function even if a strong leader such as Mr. BJ leaves. And the system will never stop working!

## **4.5 Two types of fit outcomes**

There are multiple key individual, group and organizational work and non-work outcomes that have emerged as a result of the leader/follower fit/misfit as studied against the dimension of work/home integration/segmentation/alternation preference and of the leader/follower fit/misfit with respect to leaders' styles.

### **4.5.1 Outcomes at the individual level**

#### **4.5.1.1 Followers' perceived stress levels**

The outcome that was repeatedly expressed by the interviewees is stress. The majority of the leaders and followers appear to be under a high level of stress due to their ongoing efforts to achieve the budget, the perceived level of teamwork in their divisions or regions, their multitasking behaviours, and the perceived level of dis/respect of the leaders of their preferences to mainly segment between work and home, and to generally accommodate their homes' demands.

The perceived stress level at the CCP division, which is mainly specialized in sales, is high because of the need to accommodate home's demands and/or to meet the high budget; however, the presence of a caring CCP DL alleviates this stress's intensity. This fact has propelled the researcher to analyse CCP DL's perceived stress level and how it is channelled so as to alleviate the perceived stress levels of the followers, knowing that the inability of CCP DL to do so would have direct negative consequences on him and on the followers. CCP DL seemed to be tranquil at the beginning of the interview; however, the researcher was able to discern, during the interview, and based on his description of his work and home life's management, that he was suffering from stress. According to CCP DL, his stress level is much less now than when his

children were still young. From his perspective, he and his family have adapted to the nature of his excessive workload; though he has “high blood pressure and heart problems that might be due to his workload” as he said. CCP DL is trying to reduce his stress level through exercising, but he “is not able to go to the gym on daily basis because of his workload”. This fact reflects the negative repercussions of the retail banking job on the leaders. The interviews’ data also drew attention to the fact that the perceived stress level of CCP DL’s female followers differs, depending on several factors such as their workload and their families’ responsibilities.

CPM DepH seems to be living under a high level of stress because of the need to balance between her work and home life. This was obvious to the researcher during the interview, although she tried to reflect that she is successful at managing her work’s and home’s life; however, she admits that her stress leads her to badly behave with her children or to cry sometimes.

“When I am nervous at work and if I am tired, I yell at my children after I return home. You cannot separate your home from your work especially if you are too stressed out. I try my best. Sometimes I start crying alone after my children sleep. This rarely happens”.

The main reason of her stress is lack of time since she has two jobs: at the division and at home, where she has to cook in the morning and to teach her four small children after she comes back from the bank, for her husband lives in the United States. Accordingly, her time is divided between her work and her four children. She tries to spare some time for sports to keep functioning at work and at home. At night, she might stop exercising due to some interruptions from work, such as a customer or leader calling, but she continues to exercise after the interruption ends. Refer to Appendix D – Quote S for further clarification of CPM DepH’s perspective.

CPM DepH stated that her ability to manage the stress is due to the fact that the leader is not contributing to this perceived stress level due to his understanding and respect of her preference to sometimes segment her work



life from her home life; and, her flexibility in integrating between her work and home lives when her leader's and her job require so. The stress is there due to other reasons mainly meeting the budget that is the main cause of every manager's stress.

"I always want to know where I am with respect to the budget. I compare the figures in the report to where I should be; why the booking is less than expected for example. The nature of our job is stressful. There is a budget and we need to reach it. Multitasking does not cause extra stress. I don't feel that multitasking stresses me given that I have always done this".

Hence, in addition to the sports activity (See Appendix D – Quote T), the presence of an understanding leader makes her feel better since he is more like a friend to her than a boss. Her leader provides her with the needed support that allows her to handle her family's needs.

R&A DepH's stress level seems also to be high. During the interview, she asked the researcher "Do I look like under stress?" It was clear to him and her that she was, or else she would not have asked. She was highly time concerned and was sometimes aggressive while talking to him. One of the reasons of her perceived stress level is that she would like to spare more time for her family and is not able to do so due to her excessive work's demands. She is trying "to save every minute" that she "really needs so as not to stay [at work] too long after 5." She said: "I know that staying after 5 is what frustrates me." She added that she has to be full of energy while she is at work, and while she is with her three children and with her husband, who is a medical doctor, and who usually returns back home at 9 p.m. to have dinner with her. She seems to be trying to reduce her stress and her guilt feeling towards her family by always remembering them while at work. She has a photo of her children in her office. She said that looking at this photo reduces her stress.

"There is nothing more beautiful than having a photo of your children in front of you. They put a smile on your face when you are under stress.

You forget about all your stress when you look at their pictures. I am proud of them. People may say that they are cute when they enter the office”.

R&A DepH's guilt feelings towards her children have led her to put her family on the top of her priority list. Now, she is trying to “allocate her family members more time.” R&A DepH prefers to segment between her work life and her home life and feels good about partially enacting this preference. Although there is leader/follower incongruence in work/home segmentation/integration preference, CCP DL respects her preference and does not violate it unless there is an emergency at work, as discussed. This leader's behaviour does not contribute a lot to her stress level. What increases her frustration are the phone calls she receives from her subordinates while she is at home.

“When I am at home, I cannot tolerate someone calling me from the bank. For sure, I had faced some problems with my colleagues and/or followers who call me at home”.

She uses different approaches than those of CPM DepH to reduce stress. She stops work's interruptions by closing her office's door and by informing her colleagues and her leader not to call her while she is at home; and, she rests during lunch break. All her time is divided between her work and her family; she does not have time for herself:

“Work requires that we relax, but I cannot afford to do so since I am always busy with my children, who sleep at 9, and with my husband who comes late home”.

As for CO DepH, her divorce seems to have caused her some psychological problems. Accordingly, she is considered to be under a very high level of stress for different reasons than those of the CPM and R&A DepHs. She consults with a therapist from time to time in order to reduce her perceived stress level. She smoked a lot during the interview; smoking, albeit not healthy, represents one of her tactics to manage stress. She also does not do sports and is a little bit fat. She kept laughing during the interview without reason. From her

perspective, the workplace seems like her home. She considers her subordinates to be a part of her family. She is totally committed to the XYZ bank. She is not concerned about when to come to and when to leave work; she does not feel the passage of time while she is at work. This reflects her involvement in the job. Overall, the interviewer noticed that she is not having a healthy life. Her relationship with the leader is in general good, although it is restricted to the work domain. CCP DL allows her to leave work when she cannot handle the work stress as discussed; she states that

“CCP DL’s fast working style and his multitasking behaviours put stress on me but make me better... I talk to my friend about my personal issues. It is not the same when I talk to CCP DL since I talk to him only about work related issues. I don’t tell him about personal issues unless he asks. I feel very comfortable with CCP DL. I can tell him that I need one month vacation. I am sure that he won’t refuse”.

In conclusion, all three females in the CCP division seem to be under stress that appears to be manageable partially due to the support and understanding of the benevolent CCP DL, though in different levels; this is due to their varied personality. CCP DL seems to be positively contributing to the three DepHs’ stress levels’ reduction by providing them with informal flexibility at work. He is caring as long as his followers do not abuse his understanding of their home’s responsibilities and their productivity is not negatively affected. CPM DepH is adapting to her jobs at work and at home, assisted by CCP DL, in addition to doing sports. She is really a strong person since she is able to handle her huge work/home load; her work and home responsibilities are higher than those of the two other female DepHs. R&A DepH is softer and more sensitive than CPM DepH; her perceived stress level is very high and she seems not able to manage it as well as CPM DepH. For CO DepH, it seems that her home’s problems have accumulated with time.

As for the two male followers in the CCP division, they both seem to be doing well and not suffering from a high stress level. Stress did not seem to be an issue to CC DepH, who is an intimate friend to CCP DL. This high quality

relationship with the leader and his deep understanding of his job's requirements has reduced his perceived stress level. CC DepH feels as if he is the division's leader. CCP DL said that CC DepH is the same positive person both at work and at home. He loves his work and considers it like his home. However, meeting the budget still seems to be causing CC DepH minor stress.

As for BC DepH, he is also on good terms with the leader, but not as intimate as that of CC DepH/CCP DL. There is a fit between him and the leader along their preferences to work/home integrate. However, he still feels stress since he is working hard to prove himself, aiming to move up the bank's management ladder assisted by the support of CCP DL as understood from the interview. Overall, he is adapting to his job.

“If I am upset by something, I always try to work on it. I taught myself to control myself. I used to play football and basketball. I do sports with my daughters. Now, I go and walk on the ‘corniche’ with my children”.

EDC/CP DL's followers' perceived stress levels are extremely high mainly due to the lack of real leadership in the division, in addition to being assigned several big projects simultaneously, which he promised to deliver on time, and of a high non-reachable budget by the top management as discussed. Stress seems to be contagious in this division. EDC/CP DL, himself, is considered to be under a very high level of stress due to his bad relationship with HOR and to his obligation to go into the daily operations in his division. His bad relationship with HOR has negatively reflected on him and on his followers. His acceptance to handle more projects than his division can handle has led all the division's employees to burnout. He blames HOR for all what his division is suffering from. He is even attributing the perceived stress that his followers and he are suffering of to HOR. However, he admitted that it was his fault at the beginning since he allowed HOR to interfere in managing the division. He recognized that it is too late to reverse this fatal strategic mistake. EDC/CP DL kept repeating the word “if” several times during the interview, especially when he referred to HOR's domination over his division. He should have exercised leadership from the first day he was appointed to his position; accordingly, convince the top

managers that he is capable of and deserves his position. Now, all his efforts are focused on extinguishing the fire that is taken all over the non-cohesive division; consequently, leading him not to play his role as a strategist.

Blaming others for your mistakes means that you are not in control and that your leadership is being neutralized. This conclusion about the neutralization of EDC/CP DL's role is supported by the majority of his followers, who explained in details what they are passing through in the division.

Starting with the analysis of the perspective of the second man in the EDC/CP division, COP DepH said: "No one in the division who is not under stress." He is feeling stress since he is not able to go into his work's details, as he used to do before the appointment of EDC/CP DL. Consequently, COP DepH thinks that mistakes and lateness in delivery are now more likely to happen due to his lack of focus on the projects' details. However, he thinks that his new management approach, i.e. looking at the generalities of the projects, is the most feasible resolution for the messy division's situation, though it has probably led to an increase of his stress level.

"I used to be the perfectionist type. I used to do things and I wanted the results to be 100 percent exact. Now, I cannot afford it anymore. Now I am boiling not cooking in order to be able to cope with the demands of my department. This is increasing my stress".

Followers' multitasking behaviours and enactment of their work/home boundaries against their preferences to work/home segment seem to be contributing less to the followers' perceived stress level than the defensive and hostile climate that the weak EDC/CP DL has created.

With respect to the three females working in this division, all of them are considered to be under stress, especially APFM DepH. It is mainly due to the leader's style that is not flexible, which increased the followers' workload, and to the lack of teamwork among the followers. As per the overall interviews with the followers in the EDC/CP division, the managers' high perceived stress

levels have had serious repercussions on their well-beings. It has led them to fight each other; thus, creating an unhealthy work environment.

The researcher starts with UOTS DepH, who seems to be the strongest link between the division and the upper management. She is able to handle her perceived stress level, though she has to work on several projects simultaneously, by successfully empowering her subordinates as she explained to the interviewer. She is rotating her subordinates in the department; now, her subordinates are able to do the job of each other. Accordingly, if anyone of her subordinates is absent, she does not face any problem since others can replace him/her.

“I feel that stress is always there. Normally, working on several tasks in parallel causes me stress... Under stress, things get worse and managers start fighting each other”.

UOTS DepH's perceived level of stress still seems to be manageable since she does not have family responsibilities that normally lead to an increase in the employees' stress levels.

APFM DepH seems to be under an intolerable level of stress. She also said that all the employees in the division are suffering from stress that has led them to take tranquilizers, which are not healthy, in order to continue functioning.

“All employees are frustrated. Most of them are taking sedatives. Some employees are not able to tolerate the atmosphere. One employee broke down last week. So, her parents came and picked her up”.

This specific incident is highly alarming since it reflects the non-healthy work life of the followers in EDC/CP division. Neither EDC/CP DL nor the top managers seem to have given this serious issue the needed attention.

“EDC/CP DL is not aware of the stress we are facing. He does not ask if my employees can still handle stress”.

As for APFM, she is trying to reduce her perceived stress level by walking with NGO's members called "All Lebanon Walk" every other Sunday. Also, the presence of her correlated family, who meet at her parents' home every Saturday, reduces her stress level. She enjoys being with her brothers and sisters and their children.

As for the third female, CAC DepH, her perception of her stress level is considered to be lower than that of other female managers, who have higher difficult responsibilities. She still has some major problems due to EDC/CP DL's leadership style that has led her to be frustrated. EDC/CP DL seems to be requiring from her to work on some projects that he is not able to implement due to the top management's refusal. CAC DepH feels that her work is not being appreciated by her leaders; thus, resulting in an increase in her perceived stress level. The 24/7 Call Centre's work schedule also increases her stress.

"The work schedule is too long. You feel stressed. You cannot stay focused for 9 hrs during the day.... I work under stress. I do my best in a given task/project that is assigned to me by EDC/CP DL. While I think of what I am doing as wow, the top management throws what I do in the trash. Suddenly, they forget about the project and don't want to work on it anymore".

She seems to be able somehow to manage her stress since she often goes to the gym and sees a therapist. Her work is not highly loadable as it is the case for other followers. Refer to Appendix D – Quote U for further clarification of CAC DepH's perspective.

Overall, CAC DepH's stress level seems to be more manageable than those of the other two females.

The second male manager, who is managing the OS Department, seems to be suffering from stress since his workload is increasing incrementally, leading him to stay late at work. He generalized the stress syndrome to all Lebanese bankers.

“Maybe, if you do statistics, you will find that most of the Lebanese bankers have cholesterol, are depressed, and/or have high blood pressure. Also, don’t forget the country’s stressful situation in general. Our work is too much stressful”.

OS DepH thinks that a Lebanese banker’s job is highly stressful; thus, causing him/her many health problems. He added:

“I used to take the stress of work with me home. This caused many problems at home”.

This quote reflects the work stress’s implications on the managers’ families. Stress is an issue that has to be seriously dealt with by the XYZ bank’s top management: EDC/CP DL is unable to take care of his followers’ well-beings due to the discussed multiple reasons.

Herein is an event that was narrated by OS DepH that confirms the said EDC/CP DL’s inability:

“One of the employees in the UOTS Department, who doesn’t want to work with her DepH, voiced her concerns to EDC/CP DL. Instead of directly discussing the employee’s case with UOTS DepH, EDC/CP DL raised the case with HOR, who talked to the employee and convinced her to stay in her position. Then, HOR told UOTS DepH that she needs to be more at ease with her employees and that she needs to reduce their stress levels. And the story ended here, but EDC/CP DL didn’t resolve the problem; HOR is the one who resolved it”.

In this section the researcher analyses the perceived stress levels of the BMs and the perspectives of their RMs in this respect. RM1 said that working at a bank is really stressful. He is managing his stress level by talking to his wife about his work’s problems and/or by staying still.

“I control myself. I have trained myself to remain calm. I talk to my wife about everything; this helps make our relationships better”.



As for RM1's followers, BM1 seems to be suffering from the highest degree of stress among other followers in this region. What seems to be mainly contributing to her work stress is her leader's inequity with respect to her salary, although she is managing two branches, and his interference in her branch as discussed. She also has big family responsibilities since her children are still young. She is trying to reduce her stress as follows.

"When I am under stress, I go and see my daughters. I also talk with my husband about my general problems at work. I don't take any medication. I don't see a therapist. If I have a problem, I try to change my mood. I reduce stress by doing something I love and then I calmly think about finding a solution to the problem. I do activities with my daughters. I have to do sports since I feel that I am not taking care of myself. I told my daughters that I have to start going to the gym and that they have to be responsible and take care of themselves".

As for BM3, though she appears under stress, to her it is only related to the work and to meeting the budget, and not to her leader. She is a mature person who knows how to approach her work and home life by now, given her age and long tenure at the bank.

"Although I am under a lot of stress, I am a calm person. My strength is that I can control myself. I go out to reduce stress. Time passes without feeling it. I have too many friends and I am close to my family. I read, walk and participate in social gatherings".

For BM4, she is frustrated because of the assistants of RM1 as the researcher has discussed. Overall, she loves her work. When her perceived work's stress level becomes intolerable, her enjoyment of work decreases; thus, leading her to think about an early retirement that is feasible to her since she is financially secure.

"I started working when I graduated. I didn't think about reaching the stage of becoming a branch manager. Sometimes, I wish that I can quit and stay at home when I am under too much pressure and stress, but I

cannot leave since I like to work, not for financial reasons; if you are accustomed to work, you cannot stay at home”.

She tries to reduce stress by “doing sports and smoking” as she added.

For BM5, stress level is moderate since she enjoys her job that does not seem to be quite demanding, and does not have huge home responsibilities. Her main stress seems to stem from her home’s responsibility since she has to take care of her paralyzed widowed mother because her brothers live outside Lebanon. She tries to manage her perceived stress level by:

“I take a vacation and I go out. I do sports but not on a regular basis. I smoke. I talk to my friends regarding different subjects to feel relieved. I talk to my brothers too.”

With respect to the male BM2, he is a sociable person. He seems to be enjoying his work. He is on very good terms with RM1, but his bad relationship with HOR increases his stress level. To relieve this stress, he smokes and

“I use a stress ball. I have two stress balls in the office. I also eat chocolate. I don’t visit a therapist. I hate medications”.

Although he said that he does not take any sedatives, he showed the interviewer a box of Deanxit pills that many managers referred to during the interviews. For the XYZ bank’s managers, the Deanxit pill is the “pink pill”.

RM2 seems to be suffering from stress although he pretended not to be so during the interview. Although he is not a sociable person, as he informed the interviewer, he is working in the banking industry that requires continuous communication with people. He seems to be a fictional rather than an authentic person since he acts against his nature while at work. This fact means that he is under a lot of stress for he is deviating a lot from his inner-self. His political network has helped him to be appointed as a RM as discussed. He expressed his feelings to the interviewer when he said that he does his best at work; he communicates well with the clients, but when he goes back home, he remains silent for a while since his energy has drained by his ongoing interactions with

people. Refer to Appendix D – Quote V for further clarification of RM2's perspective.

The researcher asked RM2 as to how he handles his stress that is mostly caused by his communication with people. RM2 replied:

“I don't do sports. I have a stress ball. I smoke although it is not healthy. I keep things to myself. I have never tried to talk to anyone to know if there is a difference between talking and remaining silent. I don't have a close friend”.

RM2's life does not seem healthy. This might have led to his bad relationships with some of his followers. He does not seem to trust BM9, whose perceived stress is mainly due to her leader's existence in the region.

Herein, the researcher synthesizes RM2's followers' perceived stress levels and their causes. BM6 seems to be enjoying his work; he is highly productive: his branch was ranked number one in 2009. He is highly organizationally committed, and job involved and satisfied. His nature is totally the opposite of that of RM2. He does his best to have a friendly relationship with his customers. This fact makes him an extremely sociable person. Similar to other managers, he is intermittently involved in some sports' activities to reduce his stress level and stay healthy.

BM7 feels stress because of the customers' interruptions and his workload. For him, stress is not acute; however, he sometimes leaves work and goes home to reenergize when work's stress becomes unsupportable. He is also a highly sociable person; he is a member of the Lebanese scouts. Social activities alleviate his stress.

It appears that every manager is suffering from stress. S/he is using different tactics to reduce stress of their work and/or home. These tactics do not seem to be working out for the majority of the managers.

BM8 has an anxiety disorder as he said. He is always worried about work and what is going to happen. It seems that he cannot tolerate uncertainty. He said that RM2 is like him.

“I am one of the anxious people. I always open subjects related to the bank while I am at home even when I am having dinner with someone... RM2 is like me. He also has an anxiety disorder. He might call me three times during the week after working hours to check how work is going”.

BM8 said that he is trying to satisfy all stakeholders at work and at home, but this is happening at the expense of his own private life. He is not having a comfortable life, but still has to deliver at work and at home.

“You need to reach a situation where everyone is satisfied. It is like demand and supply where you reach an equilibrium point where all are satisfied. But it is always at the expense of my own well-being. It leads to stress, but still I have to be productive”.

BM8 is trying to manage his perceived stress level through sports and other social activities such as playing cards.

As for BM9, she seems to be always in a hurry; she likes to achieve more in a short period of time. She is in conflict with her RM2 as discussed. This conflict is causing her stress. Her triplet of five-year-old is increasing her perceived stress level. She is trying to segment between work and home in order to give more time to her family. She is able to handle work to home interruptions by controlling phone calls after work hours as discussed. She swims on daily basis before she comes to work. This activity seems to be providing her with more energy and to be reducing her perception of stress.

“I manage my stress very properly. I come early in the morning. I open the branch at 7:15. Then, I go to the gym and swim for like 40 minutes to one hour. Then I come very refreshed to the branch. I might also walk outside the bank during the day to reduce stress or else I will be sick from work”.

BM10, who is a new BM, seems to be under stress since she wants to prove to her leader that she deserves her new position; she is also doing her best to meet her family's expectations. Overall, her stress level appears to be manageable since she is working at a small branch as discussed. Doing sports and spending some time with her children seem to be also helping her.

"I smoke. Smoking lets me feel a little bit better. I also enjoy my time with family during weekends. I also have some rest at home or I go to the sea or to the mountain. I walk from time to time too, but it is rare. I exercise with my children by riding bicycles. I don't feel that I am under a lot of stress. I might talk to my husband about work's problems sometimes".

With respect to region three, RM3 seems to be suffering from the stress of meeting the budget and from the way HOR treats him. He and his followers have worked under the leadership of Mr. BJ, who used to support them and protect them from the top management's criticism due to his closeness to the chairman and to the owners of the bank as discussed. Now, that Mr. BJ has left, the role of the HOR is becoming more important since all banks' transactions have to pass through him.

The followers of RM3 do not appear to be under high stress levels since they are on good terms with the new RM and are not working at big branches. Their region covers south of Lebanon, where the workload is much less than those in regions one and two that cover the capital, Beirut, and since the number of customers is lower in the former.

BM11 does not seem to be suffering from a lot of stress since her branch is small; it closes its doors at 2 p.m.

"I am never too stressed. I never left work because I have a lot of stress. I stay at work. I go out to the sea after work. I have not felt that I am in need to leave work".

She is also trying to handle stress through resting at home or doing some social activities since her children have grown up and two of them are currently living outside Lebanon. She seems to be having a calm life.

The case of BM12 is similar to that of BM11 since he is also living in a village. His workload does not seem to be high. He is managing his branch well without too much stress. He reduces his perceived stress level through socializing and planting a garden that he has in front of his house. His life seems to be simple. Eventually, living in a village is much less stressful than living in the capital.

BM13 feels stressful because she has to work on several tasks simultaneously. This is the nature of her job; she has adapted to it with time. She tries to reduce stress through socialization and walking. She used to take some sedatives because of her high work and family responsibilities, but now her stress level is much less since her children have grown up; they are now studying at reputable universities in the States. She feels proud of them and thinks highly of this achievement.

“I socialize and I used to walk. I smoke too. I don’t smoke much. I have to go back to walking. I have a bicycle but I don’t have time to ride it. I don’t take any medication. I was obliged to take some medications during a certain period of time but now I don’t take any”.

BM14, who has newly moved to a new branch in a village in the mountains, does not feel a lot of work stress since his branch is also small; it closes its doors at 2 p.m. He is frustrated at the top management; he seems to be on bad terms with HOR as discussed. He is not satisfied with his salary too.

BM15 is working in a ‘B branch’ in a hectic area. His level of stress seems to be manageable although he said that the stress of work has led him to visit a cardiologist, who urged him to decrease his workload. He plays football; this sports activity is allowing him to be in better shape as he said. Similar to all managers, he seems to be mainly worried about meeting the budget. Refer to Appendix D – Quote W for further clarification of BM15’s perspective.

#### **4.5.1.2 Followers' perceived motivation levels**

Overall, the leaders' and their followers' perceptions of their motivational levels seem to be high. They all seem to be working hard to meet the budget and to fight the fierce competition with other banks and the internal competition within the XYZ bank, among different divisions/departments and regions/branches. The presence of strong leaders does have a positive effect on the followers' motivation too. The followers in the CCP division seem to be extremely motivated due to the presence of a capable and caring CCP DL. These followers are intrinsically motivated and most of them are willing to go beyond the call of duty. Accordingly, many employees would like to move to the CCP division in order to work under the leadership of the successful CCP DL. CC DepH is highly motivated. He feels that being at work is like being at home. He is looking forward to a promotion since he said that he gets promoted every 3 to 4 years; he was promoted in 2012 as the researcher knew from the HR manager. CPM DepH is equally motivated although she has huge family responsibilities. She is ready "to sacrifice more for the job." She does not believe that she has hit the glass ceiling. She is capable and willing. She is a highly conscientious manager. She has also been recently promoted. As for R&A DepH, she said that she had "invested a lot of effort in the bank and that now she needs to give more time to her family". She thinks that she has reached the end of her career. In this respect, she is right, given the nature of her job. She is doing what is exactly required of her. She is not willing to exhibit organizational citizenship behaviours (OCBs). As for CO DepH, she is totally involved in her job. She does not have much to do outside the work context. She also has reached the end of her career. She is doing her best at work in order to raise her salary; thus, securing a decent retirement. As for BC DepH, he is still working to prove himself. He is at the middle of his career. He wants to achieve more. This fact was clear throughout the interview. He is willing to do all what CCP DL demands from him, even if the latter requests some activities outside the work's boundaries that enhance the bank's image as a socially responsible organization. BC DepH is going well beyond the call of duty and is highly motivated. The motivation of all the employees in the CCP division

has positively reflected on the division's budget meeting and on the general image of the division as one of the best and most productive divisions in the bank. Eventually, many of the bank's employees envy those who are working in the CCP division.

With respect to the EDC/CP division, the levels of the leader's and his followers' perceived motivation are low due to the perceived weak leader's style and to their excessive workloads. Many of them are thinking of leaving their jobs as discussed. EDC/CP DL does not seem intrinsically motivated. He is still working very hard to deliver his division's multiple projects on time in order to just meet the budget and not to lose his job, which is very important to him. EDC/CP DL cannot afford losing his job due to his high financial obligations and to lack of banking job opportunities in Lebanon. Hence, his motivation is mostly extrinsic; thus, making the job not enjoyable to him. This fact has negative reflections on his followers' perceived motivation levels. COP DepH's case is similar to that of EDC/CP DL. He is also old and has a long tenure at the bank. He cannot find another job that can provide him with the same financial benefits as those of the XYZ bank. He is doing what is required of him in order to survive in his job until he retires shortly. EDC/CP DL and COP DepH seem to have reached a stage where motivation is not discretionary since they are the ones in charge of the division's performance. The researcher can conclude that with seniority, delivery is what counts to the managers whose motivation is not questionable; they need to deliver whether they like their jobs or not.

UOTS DepH seems to be the most motivated manager among the division's managers, although she is not satisfied with EDC/CP DL's management style. She has the top management's support; HOR believes in her abilities to deliver. This fact is making her feel better; thus, more motivated than the other managers. APFM DepH is totally demotivated. She and her team seem to have reached the burnout stage; they are taking sedatives in order to calm down and deliver. She was extremely frustrated during the interview. She has been at the XYZ bank for many years, and although she is now demotivated, she is still



doing her best to deliver the required projects on time since she has ethical values that make her obliged to reciprocate and serve the institution that has been providing her with financial security. Though her leader's and the top management's behaviours have had negative consequences on her perceived motivation's level, she is still delivering under tremendous stress.

The case of APFM DepH is somehow similar to that of OS DepH, but the latter seems to be playing some organizational politics by being close to EDC/CP DL and HOR, who was friendly with him at first, and then became tough as he said. This has led OS DepH to be demotivated too, but given the workload he has, similar to all managers in this division, he is putting more effort and staying late at work.

CAC DepH is the youngest among all interviewed managers. Her leader appears to be demotivating her, but she is still delivering since job opportunities in the Lebanese banking industry are scarce. Briefly, the followers in the EDC/CP division are demotivated, but are still performing, though not happy in their jobs. The researcher cannot say how things will look like if there was another division's leader. Only time will show.

As for the BMs in the three regions, they do not seem to be suffering from the same problems as those of the EDC/CP division. Also, they are not as happy as DepHs in the CCP division. They are working hard to meet their budgets. They seem to have adapted to the natures of their jobs. BM1, BM9 and BM14 represent the exceptions in this regard.

BM1 said that she is demotivated. She is working as a BM in order to have the branch manager's title on her CV. She is dissatisfied with her salary. She is managing two branches, but thinks that she is not being paid equitably. As for BM9, she is also dissatisfied with her salary, but what bothers her the most is that her RM2 is not capable; this demotivates her since she wants to move up the organizational hierarchy, but she is afraid that the bank's politics might hinder her career's progress. BM14 is dissatisfied with his salary too. He does not like his current job since the bank's top management relocated him to a

new branch where he had to start from zero; this relocation seems to be like a demotion to him and has largely affected his bonus.

With respect to the other BMs, they did not seem to be demotivated. There is competition among regions and among branches. This competition was deliberately created by the RMs since it keeps the BMs on their toes, and more motivated in order to get recognition from top management and earn high bonuses. Overall, BMs self-motivate; RMs seem to be playing a minor role in increasing BMs' extrinsic motivation. This might be due to the fact that RMs and BMs do not interact on daily basis as it is the case for DLs and DepHs.

#### **4.5.1.3 Followers' turnover intention**

The turnover intention appears to a critical outcome of the perceived weak leader's style, which negatively influenced his followers' well-being, only in the EDC/CP division, where the leader and the followers seem to be thinking about leaving their jobs. The reasons are obvious in the sections where the researcher analyzed the relationships among the EDC/CP division's managers and between EDC/CP DL/followers and the top management. The presence of a perceived weak EDC/CP DL has mainly led his followers to think of leaving their jobs since they are suffering at work and consequently at home mainly due to their excessive work demands impinged on them by top management and accepted by their leaders as discussed. It is surprising that the leader has asked one of his followers to find him a job in Canada since he cannot tolerate working at the bank anymore as discussed.

In what follows, the researcher analyses the followers' turnover intentions. COP DepH is not willing to change his job. This is due to several factors. The first reason is that he is close to the division's leader, and second, work/home balance does not seem an issue for this manager whose wife is a household and is taking care of the family's responsibilities, albeit not happily as the manager communicated to the researcher. In addition to these two main reasons, there are four other reasons that can be synthesized from the interview: his long tenureship at the bank, his high salary that is beyond this

market, his age that does not allow him to move to another bank, and finally the lack of banking job opportunities in the Lebanese market. UOTS DepH, who does not have family responsibilities since she is not married and who is enjoying HOR's support that is making her role stronger than that of EDC/CP DL as the majority of the employees in the division feel, did not reflect a turnover intention during the interview. She was promoted to be the Retail Business Support and Project Management DepH after the EDC/CP division's restructuring. APFM DepH said that she wanted to move from the XYZ bank to another bank but her scarf was an obstacle; thus, she has to stay although she negatively perceives the role of her leader who is negatively influencing her work and home life. She is now the Retail Quality Assurance DepH. OS DepH repeated several times during the interview that he is searching for a job that can allow him to better balance between his work and home life; a balance that seems to be unreachable in the presence of the current division's leader. He said: "My priority now is to leave the work given that I am not happy." He added:

"Our market is small. If I were living in KSA or in Dubai, things would have been different; I can send my CV and find a new job easily. In Lebanon, we don't have this option. You only have five alpha banks. There are only 4 positions similar to my position all over Lebanon. You don't have a lot of opportunities. Some people accept to go to a small bank for a higher position but I don't".

OS DepH is now the Card Business Operations DepH.

Similarly, CAC DepH reiterated that she will leave her job since her leader is not helping her to develop her career. She does not have the obsession to work/home balance since she is engaged and does not have any home responsibilities.

"Not all people are ambitious. I reached a dead end at work. I don't know where I am going to reach. At XYZ bank, I don't have a clear career path. I am searching for a job elsewhere".

However, CAC DepH is still in her position. One of the reasons that all these followers did not leave their jobs, although they seem to be having a miserable life at work that is negatively reflecting on their home life, is the lack of banking job opportunities in Lebanon, especially during the last two years where the GDP growth rate has been less than 2%. Another reason is that the division was restructured, albeit without a change of the division's leader; accordingly, the followers were given buffed titles.

#### **4.5.1.4 Follower's job performance/OCB and career path**

All leaders and the majority of followers are performing the best they can. CCP DL and his followers seem to be performing extremely well as a team; this teamwork has led to the success of the whole CCP division as the researcher shall discuss. CPM DepH is achieving more than the target as she said. She is getting three times her salary as a bonus: being responsible of the marketing department has allowed her to increase sales; thus, earning higher bonuses based on her performance. As for R&A DepH, she is not really concerned about the bonus as discussed. It is okay for her to just achieve the target or a little bit more. She is not willing to do more than what is required. The third female, CO DepH, is doing her best to minimize mistakes that are likely to happen at the bank's operational level. She is staying late at work until 7 p.m., and always comes early before 8 a.m. She is exhibiting OCBs since her career is her life. As for CC DepH, he is acting similar to CCP DL. He is always available. He replaces CCP DL when the latter is not available. His close relationship with the leader has led him to exercise more OCBs that, he thinks, are especially needed from new employees in order to get promoted. He is performing very well. This fact has led to his recent promotion that he was expecting as he said during the interview. Also, BC DepH is doing his best to get promoted. He considered CCP DL to be his mentor; there is a very high level of trust between BC DepH and CCP DL as discussed. His recent promotion is due to his high performance at the booking centre. Overall, the presence of CCP DL has positively reflected on the whole division's performance. Some of CCP DL's behaviours are transformational since he

believes in developing his followers and that he will not remain in his position forever. All his followers are performing beyond what they expected from themselves since the leader seems to have inspired and motivated them.

With respect to the CCP division's employees' career development, the researcher recently met the XYZ bank's HR manager, who updated him with the new titles of the leaders and followers he interviewed. CCP DL has been promoted to the Head of Business Development (HBD). His responsibilities have incrementally increased since he has shown successful acts of leadership; his division is considered the most successful in the bank. CCP DL seems to have been developing his followers to move along the managerial ladder. His right hand, the CC DepH, has also been promoted. He is now the Acting CCP Division Head for one year then he will become officially the CCP DL if he proves himself capable of such a position. BC DepH has also been promoted. He is now the Consumer Credit Insurance (CCI) DepH. As for the three females, they are still occupying the same positions.

The majority of followers in the EDC/CP division is self-motivated and responsible, is concerned about their careers, and has good work values. Their good performance is not due to the presence of the leader as it is the case in the CCP division. EDC/CP DL is perceived to be demotivating and does not encourage them to perform better. They are working on many projects; they cannot nag or stop working and say that the leader is demotivating them. They are aware that they have to deliver irrespective of all the division's problems for the sake of the division's survival. They feel highly responsible of the division's performance even though they do not enjoy their jobs. They all seem to exhibit OCBs; they stay late at work for the sole purpose of meeting the division's budget. There was a recent restructuring in the division that has led to a change of the followers' titles and to clear job descriptions that were not available at the time of the interviews. The researcher thinks that this restructuring will have limited positive effect on the followers since the leader was not changed.

In the three bank's regions, the leaders are motivating their followers by creating competition between the branches as most of them have said. In Region One, there is one branch that was rated as "A Branch", which is managed by BM5, who was promoted to become an Area Manager, given her expertise and high performance. Also, BM1, who is managing a "C Branch," was promoted to be an area manager. In order to rectify her salary, and since she is managing two branches, BM1 was given this promotion. The three remaining BM's, BM3's and BM4's branches are rated as "B Branches". Only BM4 was promoted to be an Area Manager since she is well connected to the owners of the bank. In Region Two, the competition is fierce especially between BM6, who is managing a "B Branch" and BM9, who is managing an "A Branch." Both BM6 and BM9 want their branches to be ranked "number one"; consequently, allowing them to be granted the award of the "Most Valuable Person" (MVP) in the bank. Both BM6 and BM9 were promoted to be area managers. Also, BM8, who is managing a "B Branch," was promoted due to his long tenure at the XYZ bank. The other two managers, BM7, who is managing a "B Branch," and BM10, who is managing a "C Branch", do not seem to performing very well; eventually, they are still BMs.

In Region Three, there are no "A Branches." Two branches are rated C and they are managed by BM11 and BM14. Both of these branches are located in rural or industrial areas and operate until 2 p.m. BM14 became a Relief Branch Manager (RBM) since his work load is low; an RBM's job is to fill the position of an absent BM.

The three other branches in Region Three are rated "B." Only one of the three managers, BM15, was promoted to become an Area Manager since he has been successful in managing his new branch. In conclusion, the competition among the bank's divisions seems to have an effect on the BMs' performance; BMs are working quite hard to secure their region's ranking as number one among regions. Hence, the main aim of RMs' pushing or sometimes motivating their followers to perform is to keep the competition fierce among branches and divisions; consequently, leading to higher bank's performance.

#### **4.5.1.5 Follower's current overall attitude towards work and family**

The followers' general attitudes towards their work and their families seem to have changed due to several factors, mainly their careers' paths and their children's ages. The five male leaders' first priority seems to be their jobs since their children have grown up. They also have a high lifestyle that they need to maintain by keeping their high incomes.

The attitudes of the followers in the CCP division towards their work and families differ between males and females. Similar to the leaders, the two males' priority is work. CPM DepH is dual-centric: her work and home lives are of equal importance.

"I cannot say that my work is a priority or that my home is a priority. I have to mix between the two. There are some things at work that are a priority and there are things at home that are a priority. Maybe at the end of the day, I find that my work is a priority and not my children. Also, if I have a free day, I do the best I can for them. We may go to the beach and enjoy our time. I would have preferred to stay home, sleep and have some rest for a day. My priority is my children here. I always sacrifice. I don't have time for myself. My time is for work or for my kids but not for me".

As for R&A DepH, her family is now a priority since she perceives that she has sacrificed a lot to the bank. She reiterated this many times during the interview. Eventually, she is home-centred. She does not prefer to have a Blackberry in order not to be interrupted while sitting with her family. She also seems not to be too concerned about her career or about the bonus.

"I don't have a Blackberry and I don't like to be reachable everywhere. I would lose my privacy. This is not acceptable. I care for my family. My family is priority. So, I have to give them their rights. I had already spent three fourth of my time at work. After 5, I close the door. No more work. [She stressed this in her interview]... I am at a point in my life where career is not anymore my first priority. Bonus is not that important to me.

This does not affect my performance at all; otherwise, the chairman could have replaced me. I am not letting this influence my productivity because I like and enjoy what I am doing. What is important to me is that people in the bank look at me and see that I am performing well, that I am a good element of this bank”.

In the EDC/CP division, all males' first priority is work. It is the same case for females since they are all single. There was no exception in this division. All employees in this division are fighting to survive the turbulent mess that their division is going through. EDC/CP DL is getting paid a very high salary; he is trying to justify that he deserves his salary. Hence, he stays at work until 10 p.m. on average. The same case applies to COP DepH, who does not leave work before 7 p.m., and who comes to work at 7 a.m. As for the third male, OS DepH, his career is the priority now. He seems to be less concerned about work and more concerned about his family since his efforts are not appreciated by the bank. As for the three females, they are all single. They are still trying to do better at work and to move up on the managerial ladder since they do not have any family responsibilities.

All male branch managers' (BM2, BM6, BM7, BM8, BM12, BM 14, and BM15) main priority is work, similar to the other male departmental heads, especially since they are the main breadwinners at home even if their wives work. Although BM1 still has small kids, her priority seems to be her career. She is trying to prove herself since she has moved from a division to the branch for her division was closed. For BM3, she is single and has nothing to do in life other than work as she said. She is 59 years old and is very close to retiring. Thus, she is trying to do her best at work before retirement. For BM4, the story is similar. She is divorced and has two grown up daughters that she is responsible of; thus, leading her to focus more on her work and career. BM5 is single and also does not have much to do outside work. Her work represents her life. BM9 is dual-centric. She loves her job; she is highly job involved, but has a triplet of five years old that she needs to take care of since her husband works outside Lebanon, as discussed. BM10's case is similar to BM9; she has



two small children and was pregnant during the interview. BM11's first priority is work since her children have grown up; two of them are living abroad and only one is still living at home. The same case applies to BM13, whose two children are continuing their education in the United States. Since BM13 has been recently promoted to be a BM, this makes her more work-oriented than family-oriented.

#### **4.5.1.6 Follower's perceived accommodation of home demands**

The five leaders' effects on the followers' work outcomes were discussed in the above sections. The followers' perceived accommodation of home demands is impacted by three main factors: the perceived informal relationships between the leader and the followers, the perceived degree of leader's flexibility, and the follower's attitude towards their work's and home's lives.

With respect to the non-work outcomes, CCP DL seems to be the leader who is mostly concerned about his followers' home outcomes, although he keeps an eye on meeting the budget. All his followers have stated that he cares about their personal lives and their well-beings. At the same time, they have said that he wants them to be productive; happy workers are not always more productive than less happy ones. Thus, CCP DL tries to balance between being people-oriented and task-oriented. Eventually, he is a perfect leader in comparison with those who exist at the bank as all his followers have reiterated. Although he is flexible with his followers, he said that followers' delivery at work is his main priority above their homes' lives. Maybe, he said this in order for the interviewer not to report to the administration that he cares too much about his followers and that he is not quite concerned about his work. He supported CPM DepH and R&A DepH with respect to their demand for shortening the long work schedule; however, he did not go with his support till the end in order not to be criticized by the top management that may say that he is trying to differentiate between his employees and other divisions' employees. At the very least, he tried; he showed that he is close to his followers and that there is good communication and a high level of trust between him and his followers. Also, he found a solution to the parking issue that seems to have frustrated the

employees. There is a kind of informal relationship between the CCP DL and his followers. He makes sure to organize dinners from time to time; he also accepts invitations from his followers as the researcher discussed. He makes sure to have breakfast or lunch with his followers on Saturdays since the workload then is usually less than that on weekdays.

“I do meet with my followers (head of departments) on daily basis and we go out for lunch or dinner at least once during a month. We do have breakfast and lunch together on Saturdays, which are less stressful than weekdays and where I am not obliged to wear a suit; most of us dress informally”.

The leader is also ready to listen to his followers' non-work problems and to provide them with advice. Usually, he does not ask about his followers' home problems unless he feels that there is something wrong going on. He waits for his followers to tell him if they want to. He is very flexible. He allows his followers to leave work during lunch breaks to go shopping, or to leave work early if they have family occasions or problems. For instance, CPM DepH referred to how her leader behaved with her during the motor show; he showed an informal flexibility since he allowed his follower to leave work before official working hours in order to take care of her children. Also, BC DepH said that he usually goes home to have lunch with his family during lunch break. All three female followers feel at ease to leave work at any time they have the need to do so. Still, R&A DepH is feeling stressed and frustrated by the long work schedule. She refuses to stay one minute after 5 p.m. unless it is extremely urgent, since she is home-centred as discussed. CC DepH does not have any problem in balancing his work and home lives. He is managing his home life very well; his work/home balance is plausible since he is a very close friend to the leader. This closeness has given him informal flexibility in managing his work and home lives.

EDC/CP DL does not communicate at all with his followers as to their non-work life since he is always under time pressure for the discussed reasons. He does not take care of his people at work. Accordingly, we cannot expect him to take

care of his followers' home's lives. There is a very formal relationship between him and his followers. He said that unless it is extremely urgent, he does not allow his employees to leave work. This fact was raised by APFM DepH, who seemed to be highly frustrated since she had asked him once to leave work to attend the funeral of a friends' dad and he refused, although other division heads, especially CCP DL, allow their followers to leave work whenever there is a valid reason.

Many BMs such as BM1, BM5 and BM15 talked very positively about CCP DL. They consider him a real leader that they can depend on both at work and at home. BM1 and BM15 referred to how fast he makes decisions at work. BM5 highlighted how he has helped her deal with home related issues, even mundane ones, such as fixing a TV.

The RMs are not in daily contact with their followers. The lack of daily interactions between the RM and his BMs has led the RM not to be aware of their daily work/home lives. Although BM4 referred to a specific incident, that is the sickness of BM4's daughter, and how the leader cared about the manager and her daughter, BMs seem to be handling their home's lives with minimal support from their RMs; eventually, most of the BMs depend on their extended families', maids', and nurses' support at home. Also, their social networks allow them to afford all what they need through simple phone calls to some merchants or technicians with whom they have built trust. Overall, the role of the RMs seems to be restricted to the management of their followers' non-work critical incidents that may lead to major disruptions at work. RM1 and RM3 have given their BMs some flexibility to leave their branches to handle family issues or invite their clients to lunch. They also seem to have informal relationships with their followers. They intermittently go out with them for lunch and/or dinners. The BMs in these two regions do not usually have to call their RMs if they want to leave their branches during the day, although they have to according to the XYZ's policies and procedures. Some of the followers, such as BM3, do abide by these policies and procedures in order to avoid any problem or misunderstanding with RM1.

RM2 is not quite supportive of all of his followers' non-work demands. He likes his followers to contact him if they want to leave their branches during the day. Some of them, such as BM9, do not always call him since they do not pay a lot of respect to him or because they are too close to him such as it is the case with BM6, BM7 and BM8. Given that RM2 is not too sociable, it takes him sometimes to trust people. Since he was a BM, he was a colleague to BM6, BM7, and BM8, who have long tenures at the bank. Their long tenureship has led RM2 to trust these three BMs and to support them at work and outside work if they asked. As for BM9, she is new to the bank. She has a negative attitude toward her RM2 as discussed. There is no chemistry between the two; it seems that the relationship will deteriorate with time since there is no good communication and no trust between them. This fact will affect BM9 at home but not largely at work since both RM2 and BM9 have the same goal, which is meeting the budget. They will not allow their personal issues to interfere in order to keep a good image in front of top managers; thus, be able to survive and grow at the XYZ bank. BM10 is still new. She was promoted by RM2, who is still testing how right his decision is. She knows how to deal with RM2. She seems to be reading her system well, but has not proven that she can handle the branch and perform well yet. Until now, RM2 does not seem to have trusted her; he is still treating her formally. Hence, RM2's support of his BM10's non-work demands is not there yet.

#### **4.5.2 Group level outcome: Perceived level of teamwork**

The level of teamwork among the followers and between the leaders and the followers in the divisions/regions emerged as one of the main themes. Based on what the researcher has presented, it is clear that the perceived level of teamwork oscillates from division to another and from one region to another.

CCP DL's employees seem to be working as a cohesive team. The role of the leader is very essential in creating this team spirit. As per CCP DL's words:

“It is human nature to like your team to be the first among all other teams. There is no competition from within. We are in competition with

other banks. We are service providers for other teams inside the bank. We are a service provider for the regional and branch managers. They ask for our products; they are the clients; they are not competitors. There is a fierce competition with other banks”.

When the researcher asked CCP DL about the loyalty of his employees, he said:

“I never asked them to be loyal to me. They have to feel that any improvement in the team will be reflected on the whole team. Any contribution is counted. When they feel that they are part of this department’s chain, there will be no problem with respect to loyalty.”

Due to this team’s spirit, gossip does not seem to be widespread in the CCP division. From BC DepH’s perspective, CCP DL is equitable and listens to different people’s perspectives with respect to any conflict that might arise among his followers as discussed.

The teamwork value that is nurtured by CCP DL is reflected all throughout the division. This fact appears when CPM DepH explained how she nurtures teamwork in her department.

“The best thing is to work as a team. I always repeat teamwork, teamwork and teamwork. It is very important to run the work as a team leader. I don’t behave in an authoritarian way; I believe that every opinion counts. First, I don’t know everything. Plus, I like that my followers take the initiative and depend on themselves. I don’t wait for them to say that if they commit a mistake, I will fix it. Sometimes, if they don’t know how to do something, they refer to me to do it. I prefer to coach them and give them the guidelines on how to do things rather than doing the tasks instead of them... They enjoy the work; they will do it at the end of the day. I told them what to do, but let them do what they sense. This is my work style... I like to work with them as one family, one team”.

The above quote reflects the team spirit in the CCP division. The friendly and supportive CCP division's climate was created and has been nurtured by the leader, who seems to really care about having a healthy environment in his division where every employee enjoys his work to the best possible. The leader's values are shared among almost all the employees with some minor exceptions, as the leader said. The employees, who do not share these values, feel that they are not being treated equitably. From the leader's perspective, these employees are not performing well and that is why they are not being highly rewarded. Usually, CCP DL meets with them and advises them to improve their performance or to move to another division. He tries his best to keep a strong team; accordingly, leading to synergy in his division. This synergy is reflected in CPM DepH's statement about reaching the budget that will be discussed herein.

“I feel that it is not that CCP DL has the budget. We all want to reach the budget. I want to reach the budget for him to get to the budget too”.

The perceived level of teamwork in the EDC/CP division is low as you can expect from the whole detailed analysis. EDC/CP DL knows that he does not have a coherent team, because he allowed HOR to interfere in his division's management. He told the researcher that he lost the loyalty of his employees and the team spirit in his division due to this interference. He referred to the case of UOTS DepH, who became closer to HOR than to him.

“I lost one of my best employees. I brought her to the bank. She is a smart banker. She started working with me at another bank. At XYZ bank, I left her a space to work with HOR. I like my employees who are hard workers to shine. I opened for her the door to communicate directly with HOR, but I lost my authority over her”.

This quote closely reflects the situation at the EDC/CP division. It seems that there is a “fear from each other” division's culture. There seems to be a lot of backstabbing. APFM DepH told the interviewer that she has suffered a lot from the arrogance of UOTS DepH and the “Machiavellianism” of OS DepH, whom

she used to invite with his wife to her home; she put an end to her non-work relationship with the latter because he deceived her at work. She referred to the conflicts that she has with UOTS DepH, who is always supported by EDC/CP DL. From AFFM DepH's perspective, EDC/CP DL is afraid of UOTS DepH, who is HOR's spy in the division.

“No one is a role model here. Even UOTS DepH is not the right model although her leadership skills are more than others; she is not always honest and sincere; she manipulates others in order to get out of the problems we have. She does not reflect the values I have. I don't mean non-work values. I only mean the work values. Leaders should have values... My employees always come to me and say: why we don't have EDC/CP DL's approval of our requests although they are valid, while UOTS DepH's requests are always approved. Why do we always serve them all, but no one supports us”.

From this excerpt, we can notice the low level of teamwork in this division that was created by the “moody, inconsistent and weak” EDC/CP DL's style as APFM DepH described it.

With respect to the regions, teamwork is needed within the branch more than among the branches. Every BM aims to reach the branch's target; this purpose requires a sense of ownership by all branch's employees; consequently, teamwork seems to be the norm in the branches. Sometimes conflict might arise among branches of the same region or different regions because of a client, who moved his account from one branch to another. Such conflict happened, for example, between BM5 of Region One and BM8 of Region Two. RM1 and RM2 interfered to solve the conflict; they listened to both managers and identified where each one of them was right and wrong. It was not a big problem as BM5 said. The researcher still thinks that these conflicts should be handled through clearer bank's policies and procedures since they sometimes arise among employees of the same branch.

The RMs are creating competition among their respective BMs. Every regional manager wants his BMs to meet their targets in order for him to meet the budget assigned to him by the HOR. Also, RMs compete among each other for the sake of being nominated as the MVP, as it is the case for BMs.

#### **4.5.3 Organizational outcome: Meeting the budget**

At the organizational level of analysis, meeting the budget appears to be the main concern for all leaders and their followers. The leaders' approaches to meet the budget are idiosyncratic as the researcher discussed in section 4.4 on the leaders' styles from the perspectives of their respective followers. Meeting the budget is affected by different individual-level and group-level variables. At the individual level, the antecedents are: the leaders and their respective followers' perceived multitasking behaviours, the leaders' tactics to handle monochrons, the followers' perceived job performance, and, indirectly, the followers' perceived motivation at work. At the group level of analysis, the perceived level of teamwork has the main impact on the budget's meeting. Last but not least, meeting the budget has main implications on the employees' perceived stress levels in all divisions/departments and regions/branches as the researcher discussed.

Meeting the budget seems to be the main concern of CCP DL even if he uses a humanistic approach in dealing with his followers. In the CCP Division, "response time" and "delivery" are two common words that were reiterated during the interviews with the leader and his followers, except for R&A DepH, whose job is not directly related to the budget's meeting.

To minimize the pain of not reaching the budget, the leader comes to work every Saturday and stays in touch with his Sunday's team as discussed. Consequently, CCP DL is available 24/7 to attend to the division's requests. He is aware of the CCP division's criteria to meet the budget. "Response time" remains the main criterion. During the interview, he kept repeating that he is flexible with his followers and with his employees in general as long as his



flexibility is not abused; thus, does not affect the response time to internal customers, i.e., branches and other divisions, and to external clients.

“I know the volume of my work. I know that the response time is extremely important in the division. If there is a complaint from the branches or the clients that the employees are not responding on time, it means that there is something wrong. As long as there is nothing wrong with respect to meeting the budget, there is no problem in being flexible with the employees. Any wrong signal, I analyze it. I depend on the internal reports that are being prepared to us by now. The HR does not send enough reports. Any report that shows, for example, that these two persons have too many excuses, too much flexibility, we deal with it directly. If these excuses become a rule not an exception, I directly deal with the issue”.

Even the most caring CCP DL assigned an employee to report to him when employees come and leave work; this leader's action is due to some employees' abuse of the leader's informal flexibility. He is flexible as long as reaching the target is not negatively affected by his informal flexibility. There is a sense of ownership in the CCP division where almost every employee feels that the realization of the division's budget is his/her primary target. The researcher asked CCP DL's close friend, CC DepH, about the importance of meeting the budget to CCP DL, he said:

“CCP DL likes productivity. Sometimes, we have special offers like an emergent dealership, car loans and so on; we have a very large volume of transactions to handle; he expects that volume to be dealt with promptly; if you have to stay till 8 p.m., till 9 p.m. or even till 10 p.m. to finish your work, it does not matter. This work's volume has to be dealt with and all of us, even the non-managerial employees, do. I try to spread among my employees this policy that is also the leader's policy: when you finish your work as required, you will not face any problem. But please don't leave things pending because it is the worst thing”.

CCP DL wheedles his followers. Whenever there is a loaded project, the leader seems to expect from his employees to stay late at work without nagging. This employees' behaviour shows the leader that his followers appreciate his friendly way in dealing with them.

CCP DL allows his followers to participate in the budget's setting and realization; however, before its implementation, the budget should be approved by the chairman and the HOR, who usually increase the division's target as BC DepH said.

As for EDC/CP DL, delivering the division's multiple projects is his primary concern. The employees' well-being is of marginal importance to him as discussed; EDC/CP DL does not know many of the employees who are working in his division since he is obsessed with the division's financial figures.

A dialogue between the researcher and EDC/CP DL has reflected the effect of the budget meeting on the followers' perceived motivation and performance that, in their turn, affect the meeting of the budget (See Appendix D – Quote X). The high budget and the multiple projects assigned by the GM and the HOR negatively affect the employees' perceived motivation since they are considered to be far beyond the abilities of the employees to handle. All the followers are obliged to multitask given the nature of their jobs and irrespective of their polychronic preferences. It is noticeable that although the level of teamwork in the EDC/CP division is low, they are still delivering just to survive the division' mess and keep their positions. Hence, the nature of the job and the excessive need to deliver are the main factors that dominate the managers' behaviours at the EDC/CP division. The unhealthy environment in the EDC/CP division does not seem to affect the performance of the employees, but it is highly affecting their well-beings at work and at home. This situation is likely to continue for the short or moderate time. But in the long run, the employees will reach the burnout stage, and their performance will incrementally deteriorate. This conclusion is just a speculation. The researcher cannot confirm it unless he re-examines the context through a longitudinal study that is beyond the scope of this dissertation.

The three regions are also expected to achieve their budgets similar to the two above divisions. The three RMs and their respective BMs are highly concerned about the budget's meeting. RM1 relates meeting the budget to teamwork at the branch level that seems to be more important than teamwork at the division level, although both count eventually. He emphasized on meeting the budget based on which he and his followers are being evaluated. He said that he is providing his BMs with all the tools and the human capital that they need to succeed.

“Meeting the budget reflects our overall performance based on which we are evaluated. If you have a problem in the operations system at the branch, it means there is a problem in the Operational Officer (OO). If there is a problem in the branch's services, this is the responsibility of the branch manager since he has to train his employees on how to deliver the best service to the clients. It is not the responsibility of the OO. If there is a problem in the budget, here the responsibility is generalized. If I want to succeed, I need to have a good team. If my team is not able to function well together, I won't be able to reach the results that I want. The budget is the responsibility of the team not the responsibility of the branch manager alone... The core of a branch manager's job is to lead their teams”.

All BMs should multitask and to work/home integrate in order to better serve the customers as discussed. All the BMs that the researcher has interviewed seem to be performing very well. Seven of them were promoted to be area managers, a new position that has been recently added to the XYZ bank's hierarchy. BMs' home lives seem to become of concern to the RMs when BMs' non-work lives have a negative effect on the budget's meeting. As per RM2's words:

“BMs need to be productive. But in order to get the best out of them, we need to let them feel comfortable. In order to get quality in numbers and to get to the budget, you have to look at your followers as people but you cannot let them be comfortable all the time. My nature is that I like my

employees to be very productive not normal employees. I want people, who want to be number one, to work with me. I always tell my employees that we have to be the number one region in the bank. If we have the will, we can be number one. Sometimes, I compare my region to other regions. I tell them look at what other regions are doing. BMs don't compare themselves to each other in the same region. They are worried about what other BMs in other regions are doing. They are highly interested in helping their region to become number one. I ignite the competition between them. Some people work better when they compete. They compete but they don't harm each others. Sometimes we stretch the budget and we know that the manager cannot achieve it. If the person achieves a given target, we will reward him even if he does not meet the budget".

Competition among divisions seems to be a motivational factor that RMs make use of in order to achieve more than the target assigned to their regions. RM2 is aware that sometimes the budget is not feasible for some branches; consequently, he tries to help when he is convinced that the BM did his/her best to achieve the goal. RM2 seems to be highly production-oriented since he wants his region to be ranked as number one. Region Two is achieving the highest target among the bank's regions due to the existence of highly qualified and productive BMs, not because of the leader's existence. Region Two's BMs' successful management styles are relatively neutralizing the leader's role.

The situation in Region Three is not different than that of Regions One and Two where the role of the HOR supersedes that of the RM. RM3 has referred to how Mr. BJ used to easily achieve the region's budget due to the top management's flexibility in approving his requests as discussed. He is concerned about the budget's meeting since the exceptions that were granted to Mr. BJ do not exist anymore. Now, the HOR is the one who is assigning the budget for the region, whereas Mr. BJ used to set the region's budget with the chairman directly. RM3 said that the HOR is professional but is a dictator, for whom, customers and employees are just numbers. This fact was also reflected by the followers,

especially the male BM12, BM14 and BM15. BM15 repeated several times the importance of achieving the budget and of being very well prepared while discussing its achievement's or lack of achievement's process with the HOR. BM14 said that the HOR "understands numbers and will hold you accountable to these numbers". This same statement was reiterated by BM12. The female BM11 and BM13 referred to the flexibility that they have had when Mr. BJ was the RM. They tend to agree with RM3 that now it is harder for them to achieve their targets due to the restrictions from the HOR that were minimal at Mr. BJ's time.

Overall, all the XYZ bank's leaders and their followers have to achieve the budget as assigned by the top management. This top management is not concerned with the leaders'/managers' plans to achieve the target; they just care about the final financial figures. DLs are playing an important role in the achievement of the budget, whereas RMs are just monitoring each BM's achievement of his/her target. Some RMs choose to be more involved in the BM's job; this gives their roles a higher importance. These RMs visit the branches and/or send their assistants to monitor the work process at the branches. However, RMs cannot afford to be in daily contact with every BM; consequently, RMs remotely manage their followers. This fact might have affect RMs' influence on the perceived motivation and productivity of their BMs.

In this chapter, the researcher dealt with the followers' subjective perceptions of leadership styles and their impact on the followers' work and non-work outcomes. This is intrinsic to the open-ended semi-structured nature of the interviews that the researcher conducted. This is the reason why a leadership model or framework has not been used. Arguably the stated constructivist/interpretivist approach would support this.

In the next chapter, the author articulates the study's theoretical contribution by locating the above findings into the reviewed literature on the leader/follower interactions' effect on the followers' work and non-work outcomes.



**CHAPTER 5**  
**DISCUSSION AND CONTRIBUTIONS**





## **5 DISCUSSION AND CONTRIBUTIONS**

### **5.1 Introduction**

In this chapter, the findings of the exploratory study done within a unique context “A Lebanese XYZ Bank” is discussed, taking into consideration the fact that most of the existing literature has been written within the western contexts. The main contributions of this thesis to the leadership, boundary and fit theories are presented herein.

First of all, this dissertation extends Boundary Theory in that it explores an individual’s polychronic attitude, including degree of interruptions from work to home and vice versa; compartmentalization of different work and home tasks and activities (e.g., Bluedorn, 2002; Hall, 1959, 1983); and, the effect on the said individual’s work/home integration/segmentation preference. The latter was implicitly suggested by Hecht and Allen (2009) and Smith (2001, p. 780). Findings show that the nature of the leaders’ and followers’ respective jobs imposes the level and degree of multitasking of both the leaders and the followers, irrespective of the individual’s level of preference to multitask. Moreover, it shows how these multitasking behaviours have a perceived positive outcome on the organization’s performance. Furthermore, this study explains how the multitasking behaviours have a negative impact on the monochronic followers’ perceived stress levels, irrespective of the latter’s preferences and their respective leaders’ preferences to multitask. These findings and conclusions augment the boundary management literature in that it is one of the few studies that have looked into the antecedents of an individual’s boundary management style, and in that it shows, similar to König and Waller’s study (2010), that the nature of the job, and not the leader’s and/or the follower’s preferences, is the most relevant factor which directly affects the followers’ work’s outcomes.

Second and more importantly, there are quite few studies that have focused on specific leaders’ behaviours and their effects on the followers’ non-work outcomes, mainly work family conflict (WFC) (e.g., Harrison et al., 2007;

Heinen, 2009; Youngcourt et al., 2008). These studies did not look at how leaders affect their followers' management of their work and home boundaries; the management of these boundaries precedes the consequences of work/family or family/work conflict or enrichment. There are fewer studies that have looked at the leader/follower interactions through a supplementary fit perspective and along specific dimensions such as their preferences (e.g., Lindsay, 2008) or their personalities (e.g., Zhang et al., 2012) or through a complementary and supplementary fit along personality dimensions and their effects on followers' attitudes (e.g., Saltz, 2004). These studies have focused on the leader/follower fit effect on the followers' work outcomes. There are no studies that have focused on the leader/follower interactions and their direct effects on followers' work/home boundaries management and their indirect effects on the follower's general work and non-work outcomes as suggested by Heinen (2009) at the organizational, group and individual levels as per Figure 4-1 presented in Chapter Four. This thesis integrates these lines of research and responds to Michel and Hargis' (2008) recent call for scholars to scrutinize the contextual factors that facilitate the employee's micro-role movements (work/home) by examining the leader's role as one of the mechanisms that affects these movements. Most of the recent studies (e.g., Kossek et al., 2012) have overlooked the role of the leaders in affecting the followers' abilities in better managing the balance between work's and home's duties. Few studies have focused on the supervisors' effect on their subordinates (e.g., Hammer et al., 2009). This dissertation could be considered as the first study that has looked into the leader's/follower's congruence in work/home segmentation/integration/alternation preferences, and the follower's perspective of his/her leader's styles and their effects on the followers' work and non-work outcomes.

Third, the Lebanese context of this dissertation has specific implications on the leadership and work/family literature. The literature on leadership in Lebanon would be broadly enriched since this thesis is the first that tackles the Lebanese leaders' styles through a qualitative exploratory study rather than borrowing theories from the west and testing them in a Lebanese context; there

are few previous empirical quantitative studies on Lebanese leaders' styles (e.g., Neal et al., 2005; Oueini, 2005; Yahchouchi, 2009). This study responded to Yahchouchi's call to study "the Lebanese management style [which] is still relatively unstudied" (p. 128). The study's findings have shown that paternalistic leadership model, which was assumed to be prevalent in the Middle East region (e.g., Pasa et al., 2001; Pellegrini & Scandura, 2006; Scandura et al., 1999), does not totally reflect the Lebanese leadership model that was found to be a mixture of different extant leadership models and approaches: trait approach, production-oriented/authoritarian vs. people-oriented/benevolent behavioural approach, Leader Member Exchange (LMX) theory and transactional vs. Transformational approach.

Also, the work/family literature was amended through the exploration of the informal organizational support, which is exemplified by the Lebanese leaders, and its implications on their followers' perceptions of their work/home balance; a practice that is ignored in the work/family and leadership literature.

## **5.2 Summary of research findings**

The main purpose of this dissertation is to answer the following research question:

***How do Lebanese leaders affect the work/home boundaries' management of their followers?***

The author has reviewed in-depth the literature pertaining to the three theories under study: Boundary/Border, Leadership and Fit theories. This literature review provided him with an overview of the major issues that were studied, mainly in the west. There were very few studies on the leadership concept that is implemented within the Lebanese culture and contexts; there were no studies on how leaders affect their followers' work and non-work life. The results of this exploratory qualitative study allowed the researcher to construe a holistic idea of the complex dynamic interactions between the Lebanese leaders and their respective followers at a Lebanese family-owned bank. Although it was very hard and a real challenge to collect data from Lebanon

similar to those collected by Scandura et al. (1999), whose “experience suggests that collecting data from the Middle East is a huge challenge” (p. 237), the researcher was lucky to have open access to two divisions’ and three regions’ middle level managers at the XYZ bank, which is a large business of around 1400 employees, and is growing up. The researcher attentively listened to the leaders’ and followers’ experiences based on their perspectives with a minimal interference on his side. This fact has allowed him to discover some unique aspects of the relationships that have developed between the leader and the follower at work and at home. Each division and each region provided him with a different perception of the leader/follower relationship and the role of the leader in facilitating the follower’s work/home balance. His learning curve incrementally increased from one interview to another and from one division/region to another. There were some commonalities among regions, but the two divisions largely differed for they were led by two different types of leaders, who implement contradictory styles, as the author has presented in Chapter Four. The Lebanese and the bank’s cultures have their implications on the followers’ perceptions of the leadership concept and practice in general, and of the leader’s role in their work and non-work life in specific.

The study’s findings have allowed the researcher to develop an integrative model (Refer to Figure 4-1 in Chapter Four) that depicts the perceptions of interactions between the leader and the follower from a fit perspective and along different dimensions and from different perspectives. This exploratory research provided Lebanese-specific contextual factors derived from the XYZ bank. The author was able to look through the followers’ perspectives into what is of interest to the Lebanese followers in their daily interactions with their leaders at work or at life in general.

### **5.3 Leader/Follower fit from the leader’s and the follower’s perspectives**

The presented developed model in Chapter Four brings together the whole experiences and perceptions of interactions of the Lebanese leaders and their respective followers through a fit perspective, and the consequences of these

experiences and interactions not only on the followers' lives at the bank but also at home. It has offered new insights into the studied theories. New understanding of the relationships and the interactions between the leader and the follower through a fit lens have emerged from the findings, which, in turn, have largely contributed to the acquisition of knowledge, especially in the work/home management and polychronicity, leadership and fit fields. The author presents herein his contribution to each of these fields in details.

### **5.3.1 Contribution to boundary theory**

#### **5.3.1.1 Polychronicity as an antecedent to Boundary Strength at Work (BSW) and Boundary Strength at Home (BSH)**

As the author has discussed in his literature review in Chapter Two, an individual's polychronic attitude is a potential antecedent variable to his/her boundary strength at work (BSW) and boundary strength at home (BSH), and consequently to his/her boundary management style along an array of a continuum that has integration and segmentation at its two extremes. An empirical contribution of this dissertation is that it lends support to the author's assumption that an individual's polychronic attitude affects his/her work/home segmentation/integration preference.

Interest in polychronicity has recently increased; authors (e.g., Kantrowitz, Grelle, & Beaty, 2012; König & Waller, 2010; Poposki & Oswald, 2010) have considered polychronicity to be an attitude and multitasking to be a behaviour. This difference was adopted in this study; the author asked the participants about both their preferences to do many tasks simultaneously and their actual behaviours. Seventeen managers preferred to monotask; eleven preferred to multitask; and, two preferred to alternate between monotasking and multitasking. These preferences were found to be in alignment with the managers' integration/segmentation preferences. This conclusion supports the author's assumption and other studies' (e.g., Hecht & Allen, 2009; Smith, 2001) implications that there is a relation between an individual's preference to multitask/monotask and his/her preference to integrate/segment between his/her work and home lives.

In customer service, being able to multitask and to work/home integrate was found to be a must and not a discretionary behaviour. Bankers are thus expected to do many tasks/projects at the same time or in parallel, and to do some bank related work while at home. Their perceptions of how to allocate their work and home time on different tasks/projects has been found to be a primary factor that reflects the banker's preference to multitask, i.e. polychronicity. The bankers' actual multitasking behaviours correspond to the bank's bottom line results, mainly its budget.

All leaders/managers do multitask and integrate/alternate between their work and home lives due to the nature of their jobs. They are generally aware of their preferences to integrate/segment between their work and home lives; however, they are not really that aware of their attitudes/preferences to multitask, which they have later acquired. This fact examined König and Waller's (2010) argument that individuals, working in an environment that is full of interruptions, and that requires a high degree of multitasking, may "develop a preference for multitasking, thus increasing their levels of polychronicity" (p. 181) in order to better perform. Accordingly, the majority of the interviewed Lebanese bank's leaders/managers seem to have developed their polychronic attitudes due to the excessive need to multitask in the banking industry that requires them to achieve high financial goals.

Overall, this study enriches the literature pertaining to both polychronicity/multitasking and boundary theories. In order to really understand the importance of polychronicity and multitasking, scholars need to look at these preferences and behaviours and their effects within a specific context, for polychronicity is not static as was described by Bluedorn (2002) to be "a trait or at least traitlike" (p. 80). This study confirms König and Waller's (2010) argument that polychronicity is not stable and differs with the situation, and that it can be developed with time. They based their arguments on two assumptions: "The first assumption is that the work environment differ in the required amount of multitasking, and the second assumption is that being driven or required to work in a multitasking way leads to developing a

preference for multitasking (i.e., polychronicity)” (p. 181). The first assumption is confirmed in this study conducted on the Lebanese banking sector that is found to require a high level of multitasking. The second assumption has also been substantiated since the monochrons have been also found to be able to multitask, although their willingness to do so is less than that of the polychrons.

Although polychronicity and multitasking have been found to be important for the budget’s achievement and the perceived level of followers’ stress, other aspects were found to be of higher importance, mainly the perception of the leader’s style by the followers and its direct effect on the followers’ work/home boundaries management. In the following section the author discusses the leaders/followers fit along their preferences to segment/integrate/alternate work and home, and its effects on the followers’ outcomes.

#### **5.3.1.2 Role of the leader in the followers’ work and home boundaries’ management**

Attaining harmony between work and home is an issue that has received much attention both in the academic and practical worlds. Many books, articles in academic journals and business magazines (e.g., Beaugard & Henry, 2009; Friedman, 2008; Heinen, 2009; Kossek et al., 2012; Kreiner et al., 2009) have been written around this issue; they highlighted the need to study more deeply the role of the leaders and managers, who “generally tend more to employees’ non-work needs than they did when Kanter [1977] wrote her landmark work” (Kreiner et al., 2009, p. 704). Few studies focused on the role of supervisors in their followers’ non-work life (Cf. Hammer et al., 2009). This dissertation essentially contributes to the boundary management theory through its exploration of the leader’s role in his follower’s work and home’s boundaries’ management and the consequences of this management on the follower’s work and non-work outcomes. Accordingly, one can infer that this dissertation helps provide “actionable knowledge” on how to reach work/home balance.

In this study, the author focuses on the role of the leader in the followers’ integration/segmentation/alternation preferences and their boundary

management styles' enactment through a fit lens. It was surmised from interviews' data that two leaders prefer to integrate aspects of their work with that of home, while two others prefer to keep the work and home domains separate; the fifth leader prefers to alternate: he prefers to integrate some aspects of the two domains and to separate others. The fifth leader also seemed to enact his boundary management styles based on his preference since he is leading a smaller region than the others. However, all the other four leaders integrate work and home, given the demands of their jobs. Although EDC/CP DL and RM3 prefer to segment work from home, they have to integrate them since they have to stay late at work, and have to respond to the bank's employees and customers' calls while at home; a fact that takes from their families' and private time. Fourteen followers prefer to integrate, and they do. Ten followers prefer to segment, but they have to integrate between work and home since they have to, given the nature of their jobs. One follower prefers to alternate, and he does.

This study fills an important gap in the literature, which has mostly adopted a "variable-level approach" that linked some identified general dependent variables such as work family conflict and/or work family enrichment and other independent variables such as the preferences to integrate/segment work and home domains (e.g., Chen et al., 2009; Rothbard et al., 2005). This study helps to synthesize the different streams of research on how employees enact their boundary management styles (i.e., integrating/segmenting/alternating) (e.g., Ashforth et al., 2000; Clark, 2000; Kossek & Lautsch, 2012; Kreiner et al., 2009; Nippert-Eng, 1996a). The Lebanese leader's role that was kept in the distal background when studying the followers' work/home segmenting/integrating/alternating preferences and behaviours was deeply examined through a fit lens. Kreiner et al. (2009) found that the incongruence between the leader and the followers in segmentation/integration preferences has important implications on the followers' boundary management enactment. Some leaders were found to respect the followers' preferences while others "expected the priests working for them to do things that violated the priest's work-home boundary preferences" (p. 712). The authors did not interpret this



finding; they just reported it as one of the types of work/home (in) congruence. What are the reasons behind the violations of the leaders of their respective followers' preferences? How do these violations occur? Are they intense and frequent? This study has provided answers to these intriguing questions. Eventually, the study's findings have shown that some leaders do their best to respect their followers' preferences; however, the demands of their jobs oblige them to sometimes violate these preferences through phone calls after official working hours, but not frequently. Leaders do not seem to have a complete control of the organizations' resources. The bank's context seems to play a role again. No study is considered complete and comprehensive unless it took into consideration the indigenous and contextual factors that come into play (Li, 2012).

To the author's knowledge, Heinen's (2009) study is the only one that focused on the relationship of specific transformational leadership behaviours and the followers' non-work outcomes in a US context. She concentrated on the informal organizational support as provided by the leaders, and the importance of the organizational climate that has been tackled in more details by Kossek and Lautsch (2012). The latter examined the work-family organizational climate that they categorized into: standardized and customized. Heinen (2009) hypothesized that the organizational climate is a mediator of the relationship between the leader's influence and the followers' non-work outcomes. She found that different transformational leadership behaviours have unique effects on the followers' perceptions of the work/family climate and work interference with family (WIF). Her model "suggests that perceptions of work-family climate mediate the effect that high performance expectations and considerate leader behaviours have on work interfering with family conflict (i.e., these leader behaviours shape employee perceptions of the work-family climate and this climate negatively relates to individuals' experiences of work interfering with family conflict)" (p. 29). Also, it illustrates that "high performance expectations (i.e., a dimension of transformational leadership) show a negative nonlinear relationship with employee perceptions of a family-supportive work-family climate, while intellectual stimulation and individualized support (i.e., two other

dimensions of transformational leadership) have a positive relationship with perceptions of work-family climate” (p. 32). Heinen provided some explanations of the results of her study; however, she did not focus on the nature of the job as a key factor that moderates the relationships between the leaders’ behaviours and the followers’ non-work outcomes.

This study fills this gap; it shows how the interactions between the leader/follower fit/misfit and the nature of the job lead both the leader and the follower to adapt to the nature of the job. Specifically, the studied context, the XYZ bank, appears to have a strong system that leads both the leader and the followers to behave in alignment with the system’s requirements rather than in being compatible with their preferences. This fact has led to an increase in the perceived stress levels of some of the followers; such an increase may lead to an increase in work/family conflict (e.g., Stoeva, Chiu, & Greenhaus, 2002). Some of the followers explained how the lack of respect of some leaders for their work/home segmentation preferences has increased their perceived stress levels. Others seem to have adapted to the nature of their jobs, which was facilitated by the presence of a supportive leader. This adaptation seems to have led to a complementary fit between the followers’ needs and the supplies provided by their environment.

This in-depth qualitative study has also shown that the organizational climate’s general role is much important than some of the leaders’ roles in managing their followers’ non-work outcomes. The XYZ bank does not seem to give leeway to the leaders to manage their followers’ non-work life. The XYZ bank’s climate seems to be more standardized than customized (Cf. Kossek & Lautsch, 2012). XYZ bank has somehow a rigid system where general policies and procedures are similarly applied to all employees in all regions and divisions. Some leaders, such as CCP DL, have nurtured a subculture that provides more support to their followers in their management of their work/home boundaries by providing them with perceived informal flexibility; however, this leader’s perceived flexibility was greeted with some scepticism from the upper management that did not approve the leader’s request, based

on his followers' suggestion, to shorten the work schedule of one hour, though he is convinced that it will reflect positively on his followers' well-being. Other leaders, such as EDC/CP DL, have created more tension in their division due to what may be perceived as weak leadership style. For example, this is reflected in EDC/CP DL's acceptance to work on multiple projects simultaneously, although he does not have enough staff to deliver the projects on time. This leader's behaviour has led to several negative repercussions on the followers' well-being.

To conclude, similar to polychronicity where the adaptation to the working environment seems to be a highly needed skill that has to be honed by managers in order to survive and grow at the bank, preferences to segment/integrate between work and home do not seem to be stable; employees seem to be willing to accept their works' and leaders' violations of their boundaries' preferences; a fact that has not been highlighted in any study so far. This qualitative study allowed the author to go deeply into the processes of how leaders and their followers are willing to accommodate their work's demands. Leaders' actions seem to have a partial effect on how followers manage their work and home boundaries due the organizational context's constraints. Benevolent people-oriented leaders' actions are partially customized to take into consideration the followers' preferences in managing their work and home boundaries; thus, enhancing the followers' ability to work/home balance. However, authoritarian production-oriented leaders' acts are standardized and do not respect these followers' preferences; thus, reducing the followers' ability to work/home balance.

Briefly, this dissertation added new insights into the boundary theory and work/home balance arenas through its exploration of specific leadership acts' effect on the followers' work/home boundaries' management, taking into consideration the contextual factors that might enhance or impede the leaders' roles.

To have a holistic view of the interactions between the leader and the followers at the workplace, the author examined how followers perceive their leaders'

styles. This focus has led him to identify some of the factors that shape the leader/follower relationship. A key factor that affects the follower's perspectives of their leaders seemed to be the XYZ bank's climate; it shapes the relationship between the leader and the followers. Followers were also found to have a differential perspective of their respective leader's style, through their interactions at work and at home. Few quantitative studies looked at the interactions between the leader and the follower based on LMX theory; they showed these interactions' effect on the followers' non-work outcomes (e.g., Harrison et al., 2007). This study enriches the scant literature in this respect by examining the Lebanese leader's style from their respective followers' perspectives of their roles in their work and home life.

### **5.3.2 Contribution to leadership field**

#### **5.3.2.1 Leader/Follower interactions through a fit lens**

This dissertation contributes to the leadership field and work/home literature simultaneously. It is the first study that explores the Lebanese leader's actions' differential implications on the followers' work and non-work outcomes. Through the exploration of the different dimensions that are of interest to the Lebanese followers in their interactions and fit with their leaders as per the recommendation of Saltz (2004), the researcher was able to identify some key factors that affect the follower's work and non-work outcomes as recommended by Heinen (2009).

Saltz (2004) recommended researchers to go more into the factors that are of interest to followers when studying the relationship between leaders and their followers. Heinen (2009) suggested studying the effects of these factors on both the work and non-work outcomes of the followers. Several factors were found and discussed with respect to their implications on the followers' work/home boundaries' management in Chapter Four: Perceived level of trust and communication, delegation of authority, informal relationships with the followers, leader/follower mutually accepted forms of informal flexibility, and followers' turnover intention, motivation at work, and job performance/OCB. In

their turn, these factors were found to affect some individual, group and organizational level work and non-work outcomes: Follower's perceived work/home balance, level of stress and career path, level of teamwork and organizational performance.

The communication between the CCP DL, RM1, RM2 and RM3 and their respective followers seems to be open and without fear in general; there are some exceptions to this fact as discussed in Chapter Four. It became apparent that there exist some conflicts between RM1 and BM1 and BM4, and between RM2 and BM9; however, these conflicts do not mean that the leaders do not show some benevolent behaviours such as asking the followers about their families. Asking about followers' families is considered to be the norm in the Lebanese culture irrespective of the leader's style. This finding is in alignment with findings of the few studies on the Middle East region leadership (e.g., Kabasakal & Bodur, 1998; Pasa et al., 2001; Pellegrini & Scandura, 2006, 2008); these studies found that leaders participate in their followers' social occasions and intervene when they find their followers to be in need of support, such as paying their children tuition fees.

The main problem in communication is between EDC/CP DL and his followers. Since EDC/CP DL has an overload of responsibilities, he does not have enough time to communicate with his followers; this fact has several negative repercussions on the well-being of the followers both at work and at home. These problems have not been resolved by EDC/CP DL, who is aware of them but is unable to do any corrections due to the negative role of the XYZ bank's top management. What makes things worse in this division is the fact that EDC/CP DL is being abused by HOR, who deceitfully – as perceived by the followers – ask EDC/CP DL and his followers to better communicate and to meet with each other before they meet with him. Also, there are some BMs who do not communicate with their respective leaders as others do, but are still delivering, and have direct communications with the HOBN and the HOR, in addition to their formal communications with their RMs. Although there are a lot of problems in the EDC/CP division, among which is the perceived bad

communication style of its authoritarian leader, the followers still have to adapt to the leader's style due to several factors, including the followers' values, loyalty to the bank and the lack of job opportunities in Lebanon.

The perceived level of communication between the leaders and the followers also reflects the degree of trust between them. Based on LMX theory, the perceived level of trust depends on the quality of the relationship between the leader and his respective followers; if a follower is part of the leader's in-group, this signals a seemingly high level of trust between the leader and the follower. Although it is counterintuitive, EDC/CP DL's followers do not feel comfortable with their leader, and their work conditions are un-healthy; however, they still spend long hours working in their offices. The author found that all employees in the EDC/CP division, whether they are in the leader's in-group or out-group, are still willing to engage in positive extra-role behaviours due to the highly demanding nature of their jobs and not due to the trust level, as discussed in Chapter Four.

The manager's delegation ability, which "is considered essential to reduce overload for the manager" (Pellegrini & Scandura, 2006, p. 269), and the sharing in decision making with their paternalistic leaders, were found not to be essential for Turkish followers, who seem to prefer to be told what they have to do and cannot tolerate the ambiguity of being empowered to do a challenging job (Ibid). The five interviewed Lebanese leaders seem to be willing to delegate and to let their employees share in decision making, although the last say is up to them. The reasons behind the leaders' perceived delegation of some of their authority to their followers are different; for instance, CCP DL seems to delegate not only to reduce his workload, but also because he seems to believe in participative management. While EDC/CP DL seems to be obliged to delegate since he has a lot of projects to be delivered, and because he prefers to work on few projects and know about the details of each project. CCP DL, who exercises more benevolent leadership than EDC/CP DL, seems to have more trust in his followers, who do not seem to have negative affectivity as it is

the case with the followers of EDC/CP DL, mainly those that do not belong to his in-group.

Some of the followers, as in the CCP division, are happy that CCP DL delegates them with some of his tasks; however, other followers, like in the EDC/CP division, think that their leaders, who seem to divide them into in-groups and out-groups similar to the followers' categorization in LMX that was found to be an antecedent of paternalistic leadership, which is also considered a "relational leadership approach" (Pellegrini & Scandura, 2006), delegate not because they trust them, but because they are obliged to do so given the latter's excessive workload. This finding is atypical based on the author's literature review that generally states that the more leaders trust their followers the more they delegate some of their tasks to them. With respect to the BMs, their responsibilities are limited, based on policies and procedures that are set by the HOBN and the HOR, and which the RMs and the BMs have to abide by them. The RMs seem to have allowed some of their followers to surpass them and directly contact the HOBN and the HOR regarding some specific requests that need the top management's approval; however, RM1 and RM2 would still like to be aware of their followers' communication with the top management and do not like their followers to bypass them. Respecting the hierarchy seems to be essential for some of the leaders. Indeed, the interference of HOR in the details and the core of the EDC/CP DL's work might have led the leaders to demand their followers' respect of their roles and their positions.

With respect to the perceived informal relationships between the leaders and their followers, the researcher discussed, within the paternalistic leadership literature framework, the possibility of the leader to attend the ceremonies of the followers and present condolences, offer to pay the tuition fees of a follower's children from his income or from the bank's budget, and invite them for dinners or lunches (e.g., Pasa et al., 2001; Pellegrini & Scandura, 2006). These perceived informal relationships were found to be prevalent among most of the managers, except between EDC/CP DL and his followers and between RM1 and RM2 and some of their respective followers as discussed in Chapter

Four. CCP/DL, RM1 and RM3 seem to be more flexible with their followers than it is the case with EDC/CP DL and RM2, who were found to have a more directive leadership style and differentiate among their followers. These seemingly informal relationships between some of the leaders and their respective followers and the perceived informal flexibility with respect to the work schedule granted by these leaders seem to have helped the followers to better accommodate their perception of non-work demands and thereafter to reduce their perceived stress levels.

Also, this study's findings show the effects of Lebanese leadership on the followers' perceived motivation that affects their career path. Followers of CCP DL, who is mostly benevolent, were found to be highly motivated. They enjoy their work and most of them are still willing to invest more effort at their work except for R&A DepH, who is home-centric and not willing to give more than what is required based on her job description. However, followers of EDC/CP DL do not enjoy their work since the leader's style does not fit with their needs. The reasons behind their motivation are personal and extrinsic. All the leader's followers were found willing to exert more effort since they have a sense of ownership or their values impose on them to do what is required, even though this is being done at their own health's expense. Most of the employees in this division were found to live on sedatives. This fact reflects the bad consequences of the presence of a weak leader combined with the presence of an authoritarian HOR, who is only concerned about production and bank's welfare. The role of the leader seems to be neutralized due to HOR's interference, or maybe it is making the situation worse in this case as the author has already discussed, given the nature of the followers' jobs and the XYZ bank's values. Similarly for the branch managers, who as they said are not in need of motivation from the RMs whose roles are minimal in their jobs, are self-motivated and seem to look for more motivation from the HOR and the top management in general. They seem to consider the RMs, who were also BMs, to be colleagues. Sometimes, the BMs say that they are not in need of the RMs' advice and support since their age allows them to handle their problems and to self-motivate whenever they fail.



Furthermore, the author found that benevolent leadership generally leads to better followers' performance and more willingness to exhibit OCBs for work-centric and dual-centric employees. However, in the case of the home-centric R&A DepH, it leads to task performance and to forced OCB, which should be discretionary by definition. R&A DepH is staying longer at work not because she likes to do so, but in order to meet her department's budget that would consequently not only grant her a bonus but to also please top management. As for EDC/CP DL, who is more authoritarian than benevolent, the employees are still performing more than what is expected from them not because of his transformational actions but because of the job's demands that require them to deliver multiple projects simultaneously or in parallel. It seems that managers at this high level are responsible and cannot say: this is not part of our job and we cannot do it. For them to survive the fierce competition in the banking sector and the pressure from top management, they have to perform and to even go beyond the call of duty, although they are not happy at work and not satisfied with their leaders' styles. This has led some of them to think about leaving their jobs. However, they did not as the author knew from the HR manager. Contextual factors seem to have played a big role in the study's findings. The employees' work performance overall seem high; they are all willing to do more than what is in their job descriptions except for a few females, who are home-centric and consider their families and not their work to be their priority. The question is now: are followers doing OCBs happily or are they obliged to do it because of the nature of their jobs? Most of the followers in the CCP Division are doing it willingly, though it is leading to some stress and is taking from family time; however, the recognition of the CCP DL of their efforts and the financial return they are getting seem to be making up for the pain. As for the EDC/CP division managers, all of them seem to be obliged to do more than what they can since the leader has willingly accepted the top management assignment of a heavy workload that cannot be handled by the existing staff of his division. As for, the BMs, most of them are doing well but there are some, who are highly motivated, such as BM6, and who always want to be number one. Some managers, who were newly promoted such as BM10, seem to be

motivated, but not performing yet as expected maybe, in the case of BM10 because of her family's demands. All BMs have to invest all efforts in order to meet their regions' budgets and in order to get a high bonus as a result. Hence, performance and the exhibition of more OCBs seem to be needed in order to reach the target, irrespective of the type of the leader they have. What makes a difference is how happy and satisfied they are at work, given their leaders' style. All BMs seem to have adapted to their situations and are trying to manage. The promotion of eight of them to become area managers means that the bank is recognizing their efforts, especially for some managers such as BM1, who feels that she is unfairly treated since she is managing two branches and getting a very low salary. Overall, the presence of benevolent and transformational leaders such as CCP DL, to whose division many would like to move from other divisions, add value to the XYZ Bank. From the followers' perspectives, CCP DL can be considered a role model, although he has another authoritarian face that is mainly concerned about meeting the budget. As for EDC/CP leader, he is perceived as not adding any value; but to the contrary, his presence seems to demotivate his followers, who are still performing since they do not have a choice. The BMs seem to know what is needed of them based on the bank's policies and procedures. The RMs monitor their performance and may sometimes recognize their efforts, based on how much they have realized of the budget. Some of them are like RM1, who show a real example of benevolent leadership when he supported one of the BMs whose child was sick; however, he separates professional life from human relationships. Though he provides his followers with help, work should continue normally no matter what happens. It is evident that senior leaders in the banking sector in Lebanon are intrinsically part of the banking system and its culture. Key people in general management roles are of critical importance given that their followers recognize their positional decision making authority. This provides a legitimization of their role in determining the organizational strategy.

### **5.3.3 Lebanese context implications**

This dissertation explores some of the Lebanese cultural and organizational factors, as well as job and individual level factors that have an impact on the Lebanese leadership, which is not well understood and studied (Yahchouchi, 2009), and on the Lebanese managers' work/home balance. In this respect, the first contribution of this study is that the concept of Lebanese leadership is more deeply examined. As a result, it was found that paternalistic leadership is prevalent in the Middle East region (e.g., Pellegrini & Scandura, 2006, 2008), and that it is not the only leadership model that is applicable to Lebanon. A mix of different extant leadership models is found to be prevalent in the Lebanese organizations. The second contribution is that informal organizational support that is represented by the leader's actions, albeit constrained by the bank's rigid system and standardized climate in this study, seems to make up for the formal organizational support that is shown in the organization's family-friendly programs.

Countable studies have focused on the nature and meaning of leadership in the Middle East; the first study was conducted by Scandura and her colleagues in 1999. They used a "classic leadership approach", that is, the Ohio State model with its two dimensions: Initiating structure and consideration. They compared two samples: the first sample was collected from Jordan and KSA, whereas the second was collected from the USA; the results were contradictory. Followers from Jordan and KSA were found to appreciate more a decisive capable senior leader, who is task-oriented, and who can make decisions, while those from the States thought that more participative, caring and considerate leaders are more effective; thus, leading to more job satisfaction. However, Scandura et al.'s (1999) study stated that more qualitative research is needed in order to deeply understand the enigmatic Arab leaders' style. Since 1999, no qualitative study on leadership styles in different regions of the Middle East, especially Lebanon, has been conducted. As such, this thesis around Lebanese leaders enriches the literature on this area.

There are few quantitative studies that have recently studied leadership in Lebanon (e.g., Neal & Finlay, 2008; Oueini, 2005; Yahchouchi, 2009). The inconsistent results among these studies on Lebanese leaders' styles suggest that there are some contextual factors that have to be examined in order to better capture the dynamics of the relationship between the Lebanese leaders and their followers. Ansari, Ahmad and Aafaqi (2004) suggested that the core of the relationship between the leader and the follower lies in the fit between the leader's style and that of his/her followers and not between the leader's style and the geographic location. The quality of this relationship depends on the followers' and the work's context. In this dissertation, the author examines the fit of the leader's style to the followers' needs to reach a work/home balance from the perspective of the followers. This is the first study that has taken such an initiative. The findings show that there is no one typical extant leadership style or theory that can be totally applicable to the Lebanese leaders. Although paternalistic leadership was found to be prevalent in the Middle East (e.g., Pellegrini & Scandura, 2006), paternalism is not found to be totally applicable to the Lebanese leaders in the specific XYZ Bank's setting. Leaders are found to exhibit different leadership styles. Yahchouchi (2009) assumed that paternalistic leadership is "more compatible with the transformational pattern of behaviour that is generally the result of the national culture, religion, and the family ownership of firms" (p. 130). This dissertation's findings show that leaders, who have benevolent characteristics, tend to be transformational, while those whose description fits the authoritarian leaders' profiles are more transactional. Transactional leaders "motivate individuals primarily through contingent reward exchanges and active management by exception" (Ibid, p. 131). On the other hand, transformational leaders are "charismatic, inspirational, intellectually stimulating, and individually considerate" (Ibid).

CCP DL was found to be mostly benevolent/people-oriented and transformational towards his followers as all of them agree, but still has another authoritarian face that is reflected in his concern about employees' productivity, since he has a huge budget assigned by the top managers to be met. CCP

DL's approach reflects more the benevolent face than the authoritarian face since he cares about his followers' well-being and their work and non-work outcomes. He seems to believe that a leader cannot reach his goal, i.e., meeting the budget, without having a high level of trust and good communication with his followers. However, EDC/CP DL is more transactional and authoritarian/production-oriented in dealing with his follower. He also seems to divide his followers into in-group and out-group as per LMX theory. The perceived level of trust and communication between him and the out-group is almost non-existent. As for the RMs, they do not seem to be exhibiting leadership; their roles are neutralized by the XYZ bank's bureaucratic system that is governed by strict policies and procedures. Kerr and Jermier (1978) have referred to the substitutes for and neutralizers of relationship-oriented and task-oriented leadership (Cf. summary in p. 378) that "make it effectively impossible for relationships and/or task-oriented leadership to make a difference" (p. 395). They referred to some individual's (i.e., experience/training, professionalism and indifference to rewards), job's (i.e., highly structured task, provides its own feedback, intrinsically satisfying), and organization's characteristics (i.e., explicit formalized goals, rigid rules and procedures, and cohesive work groups). Guay (2011) added a cultural neutralizer; he found that "the impact of the [US] economy on leaders and followers is acting as a neutralizer of leadership and thus suppressing the relationship between transformational leadership and task performance" (p. 171). The latter partially applies to Lebanese leadership where Lebanese bad economy is neutralizing some of the Lebanese roles since some leaders' followers are dissatisfied with their leaders' styles, but they are still in their positions and are productive due to the lack of opportunities in Lebanon. Also, some of the organization's characteristics listed by Kerr and Jermier (1978) seem to operate at the XYZ bank, which has policies and procedures that are highly inflexible, and dominate and lead the system and the employees. Also, the goal, i.e., to meet the budget, is formalized and assigned by the top managers who do not allow the leaders and their followers a lot of leeway in discussing the budget's feasibility. At the job level, the BM's job, which is

routine-laden, seems to be highly and more structured than that of the departments' heads, who usually work on different projects. At the individual level, the majority of the followers are professional, and have high tenureship in the banking industry; however, extrinsic motivation is still important for some of them; especially for the male managers, who still consider themselves to be their families' breadwinners. These characteristics seem to be playing a major role in substituting and/or neutralizing the RMs' role that does not seem quintessential to most of the followers.

Briefly, this dissertation contributes to the exploration of the exercise of Lebanese leadership at the dual level, and its effect on the followers' work and home domains. As such, it is one of the few studies that has been conducted outside the western context, where the leadership practice is restricted to the work domain and the leader's interference in his/her follower's home life might be considered as a violation of his/her privacy. The Lebanese context added new insights to the work/home and leadership literature where leadership practice is expected to go beyond the work boundary to the home boundary, at least from the Lebanese followers' perspectives.

### **5.3 Conclusion**

In this chapter, the author discusses the theoretical and empirical contributions of his exploratory study. This study is novel in that it looks through different lenses at Lebanese followers' perceptions of how their leaders manage the former's work and non-work life; the effects of their daily interactions with their leaders on the perceived level of communication and trust between them; and, the leader's delegation of authority to their followers, decision making style, informality with the followers, and flexibility in the work schedule. Moreover, it allowed the author to see how the leader's style affects the followers' turnover intention, their perceived levels of motivation, their performance and exhibition of positive extra role behaviours; it also shows how these characteristics affect the followers' career path (Refer to Figure 4-1 in Chapter Four). This study has also differentially examined the effects of the work outcomes on the followers' non-work outcomes. More specifically, the findings have shown that the

informal relationships between the leader and the follower and the leader's informal flexibility have positive effects on the followers' perceived accommodation of their homes' demands. In addition, the author was able to determine the role of the organizational climate and the organizational politics in the interactions between the leaders and the followers. He has also identified the followers' attitude towards their work and homes; he found that only one follower of the twenty five is home-centric, two are dual-centric and all others are work-centric. This conclusion is plausible, given that most managers have children above ten years old and are self-dependent; in addition, the competition among banks is fierce and the job opportunities in the Lebanese banking industry are scarce. Again, the importance of this unique context and the Lebanese indigenous factors seem to have played a major role in shaping the results of this study. This fact highlights the importance of conducting further exploratory studies outside the western countries in order to have more practical relevant findings that are evidence-based.

Since the extant literature on the three studied theories is not well integrated and not indigenously-based as discussed, this study's contributions offers new insights into this literature as presented in the Table 5-1:

**Table 5-1: Summary of Study's Contributions**

Conclusions from Previous Studies	Conclusions from this Study
<p><b>Boundary Theory</b></p> <ul style="list-style-type: none"> <li>- Need to study the antecedents of BSW and BSH and BMS.</li> <li>- Current steam of research at individual and organizational levels. Need of studies at the dyad/group level (i.e. leader/follower).</li> <li>- Need to explore the role of the leader in his follower's BMS and their enactment.</li> </ul>	<p><b>Extension of Boundary Theory</b></p> <ul style="list-style-type: none"> <li>- BMS Antecedents: Support to the proposition that polychronicity is an antecedent to an individual's BMS.</li> <li>- Leadership Practice Impact on Follower's Work/Home Boundaries' Management: Different leaders' behaviors effect on the followers' BMS examined through a supplementary leader/follower fit perspective as perceived by the leaders and their followers.</li> <li>- Contextual Factors: Nature of the job affecting leader's role in his follower's work/home boundary management as perceived by the leaders and their followers at the individual, dyad/group and organizational levels.</li> </ul>

<p><b>Leadership Theory</b></p> <ul style="list-style-type: none"> <li>- Need to explore leader/follower interactions along dimensions of interest to them.</li> <li>- Need to study the leader's effect on the follower's work and home life.</li> </ul>	<p><b>Development of Leadership Theory</b></p> <ul style="list-style-type: none"> <li>- Leader's role in both follower's work and non-work outcomes examined through a complementary leader/follower perceived fit.</li> <li>- Leader/follower work and non-work outcomes at the individual, dyad/group and organizational levels: follower's work/home perceived balance, follower's career path, follower's perceived stress level, perceived Level of teamwork, and meeting the budget.</li> </ul>
<p><b>Lebanese Context</b></p> <ul style="list-style-type: none"> <li>- Need to indigenously explore the leadership concept.</li> <li>- Need to explore indigenous factors in the leader/follower interactions.</li> </ul>	<p><b>Context Implications: Extension of Lebanese Leadership and Amendment of Work/Home Literature</b></p> <ul style="list-style-type: none"> <li>- Better understanding of the Lebanese leadership that is a mix of different western models and is not totally restricted to paternalistic leadership.</li> <li>- Indigenous Lebanese factors in the Leader/Follower interactions: Authority/Decision making, communication, trust, informal flexibility, availability at work...</li> <li>- Role of the leader extends normally to the follower's work boundaries in contrast to western contexts.</li> </ul>





**CHAPTER 6**  
**CONCLUSIONS**



## 6 CONCLUSIONS

### 6.1 Introduction

The primary purpose of this study is to explore the role of the leader in his followers' work and home boundaries' management. The author's semi-structured interviews with five leaders and twenty five of their respective followers at the Lebanese XYZ Bank have offered him new insights into boundary, leadership and fit theories, which have been widely studied in the west, but which have not been *synthesized* and integrated as he has done in his *indigenous* Lebanese-based study.

There are three main contributions to knowledge pertaining to the three aforementioned theories. First of all, this dissertation extends the boundary theory through the exploration of one of the antecedents of an individual's work/home integration/segmentation/alternation preferences and perceived behaviours. This antecedent is an individual's polychronic attitude that was conceptualized as being different from the multitasking behaviour (König & Waller, 2010). The first theoretical contribution is to the boundary theory. This is the first study that has explored the effect of the leader's actions on the followers' management of their work and home boundaries within a specific Lebanese context. The effect of this context on the leader's role in his follower's management of his/her work/home boundaries' management is also explored. Both empirical and theoretical contributions shall help in facilitating the follower's life; thus, leading to better work/home balance.

The second theoretical contribution of this dissertation is represented in the development of the leadership field in relation to a leader/follower fit lens. This study is the first that looked into the effect of the leader's actions through a leader/follower fit lens on the follower's work and non-work outcomes at the individual, group and organizational levels. The third contribution is reflected in the effect of the Lebanese context on both the leadership and work/home literature. This dissertation helps to better clarify the Lebanese employees' understanding of the leadership concept and practice that is found to be

different than the paternalistic leadership style that is found to be prevalent in the Arab World. Also, the role of the leader is found to normally extend beyond the work boundary to the home boundary.

With respect to the practical contributions that are detailed herein, the author presents the different implications of the study to managers, who are in need of solutions that are evidence-based and not those based on intuition, which dominates the decisions of most Lebanese managers. Then the limitations of this study and a brief on the added value of the PhD journey and its contribution to the author's personal development are presented. The chapter concludes with an identification of the different areas for future research.

## **6.2 Research purpose and overview of the study**

The overarching purpose of this thesis is to better understand the effect of the (mis)fit and interactions between the leader and the follower on the followers' work and home boundaries' management.

The author followed the steps of a top-bottom inductive strategy (Shepherd & Sutcliffe, 2011) that combines between the deductive approach and bottom-up theorizing similar to "theory building from cases" that was proposed by other scholars (e.g., Eisenhardt & Graebner, 2007; Yin, 2003, 2004); he took a holistic then a reductionist representation of the literature on the three studied theories. The literature review showed that there is a need to study the mechanisms through which leaders fit with their followers along leaders'/followers' preferences to integrate/segment their work and home domains, and how this fit or lack of it affects the followers' work/home boundaries' management. The findings of the pilot study, semi-structured interviews with one leader and five of his followers, indicate that the leaders' and followers' dimensions reflect differential and more intriguing concerns other than the ones that are usually highlighted in the management literature.

The author came to the conclusion that there is a gap and a need to further develop the studied theories based on the research question that was derived from the problematization of the existing literature:

***How do Lebanese leaders affect the work/home boundaries' management of their followers?***

Consequently, the inquiry is more abductive than inductive in that it is “sustained by doubt” (Shepherd & Sutcliffe, 2011, p. 370) as to how an individual reaches work/home balance. The researcher adopted a relativist and constructivist ontology and a Socratic epistemology where “instrumental reasoning (or the applying of general principles) had to be subsumed by practical reasoning (phronesis), or common sense/prudence” (Kakabadse et al., 2011, p. 69) in order to better inform Lebanese leaders of practical courses of actions as to how to manage their followers’ work and non-work lives. The qualitative methodology is interpretivist, based on grounded theorizing similar to phenomenology but more systematic in that there are some specific steps to be followed in the data collection and interpretation. In the main study, the author conducted 24 semi-structured interviews with four leaders and twenty of their respective followers. The data is rich in quantity and quality. Broadly speaking, this study has explored the impact of the leaders’ interactions with their followers, not only in the work setting but also outside, within the context of the home environment, on the followers’ non-work outcomes.

Accordingly, the main purpose of the study shifted from focusing on one type of fit/misfit between the leader and the follower to a comprehensive one that studied the interactions between the leader and the follower through a fit lens. From the data analysis, the author has been able to identify two critical dimensions along which the leader and the follower might or might not fit: the supplementary fit between the leader and the follower along their preferences to segment/integrate between work and home; and, the complementary needs-supplies follower’s perceived fit between the leader’s style and the followers’ needs. The author also examines the results of these two types of fit on the followers’ work and non-work outcomes, knowing that there is a real paucity of research that investigates the fit between the leader and the follower along these dimensions and their consequences. Leaders’ and followers’ preferences for multitasking and segmenting/integrating between work and home, and

followers' perspectives of what is considered a fit or relevant leadership style pertaining to their needs to work/home balance have been found to vary.

### **6.3 Implications for theory: Study's contributions**

Given the exploratory nature of this study in a specific context, some themes, which revolve around the leader's actions' effect on his follower's work/home life, emerged from the interviews. Listening openly to the leaders' and followers' perspectives rather than just focusing on the author's initial interview questions, has led to several theoretical contributions in the work/family and leadership literature respectively. The importance of the Lebanese context implications is presented at the end.

First, boundary theory is reinforced through the exploration of the antecedents of the work and home boundaries' management. The leaders' and the followers' preferences to multitask/monotask and to integrate/segment between their work and home lives were examined. These preferences were found to vary. The nature of the job is found to be the main factor that has affected these preferences. Moreover, individual's preference to multitask is found to affect his/her preference to integrate between his/her work's and home's domains. Multitasking and integration are found to be the norm in the highly competitive Lebanese banking industry where the delighting of the customers is the preliminary factor that determines banks' survival and growth. This became apparent when interviews' data indicated that all the leaders/managers have to respond to the customers' and bank employees' calls after official working hours. Irrespective of their preferences, the leaders and the followers have to multitask and to generally integrate, or at the very least, alternate between their work and home lives since they are working in the service industry.

Second, this dissertation augmented knowledge on the boundary theory through the exploration of the leader's different actions' implications on the followers' management of their work/home boundaries per se, and not on the remote consequences (i.e., work family conflict or enrichment). The leadership

practice is found to facilitate/impede the followers' work/home boundaries' management, and consequently his/her work/home balance, based on the leader's style. Recent studies have focused on the supervisors' family supportive behaviours (Hammer et al., 2009). Other studies have focused on the specific leaders' behaviours impact on the followers' work/family conflict (Heinen, 2009). Analysis of this dissertation's data indicates that the follower's enactment of his/her boundary management style can vary with the leader's style. Some of the leaders do their best to respect their followers' preferences, but they have to violate these preferences due the job's requirements. A benevolent/people-oriented leader is more willing to understand and respect his/her followers' needs to segment between work's and home's domains than an authoritarian/production-oriented leader. Based on the data of interviews with senior managers and their followers, the researcher did not find any manager who has failed in developing his/her work/home management skill throughout their long careers in the banking industry. Leaders cannot but multitask and integrate their work and home lives. However, not all of the interviewees, especially female followers, are willing to change their work/home segmentation preferences to work/home integration. Adaptability to the job's nature rather than managing according to their preferences has been found to be a critical factor to the success of the leaders and the followers in their careers. Eventually, if these managers have not been able to successfully handle their jobs' and/or families' multiple demands, they might not have had reached their current top positions.

Third, the fit between the leader and the follower along different dimensions of literature has been augmented through the identification of specific types of leader/follower fit that have not been studied yet. The author was able to study, through a leader/follower fit lens, a largely ignored leader's role in the non-work outcomes of their followers. Except for Heinen (2009), there is no study that has explicitly focused on the role of the leader in the follower's home life, albeit not from a fit perspective. This dissertation is the first study that has looked into the congruence between the leader and the follower along the dimension of



work/home integration/segmentation, and its effect on the follower's work and non-work outcomes. Also, leaders' styles were examined from the perspectives of their respective followers, after each was interviewed about how s/he handles the work and non-work lives of their followers. The followers highlighted several work and non-work aspects that concern them in their leaders' styles. The followers' open discussion of the factors affecting their work and non-work outcomes in their daily interactions with their leaders allowed the researcher to construct an idea of the sociomaterial practices of the Lebanese leader, or leadership in action and practice. They discussed concepts such as communication, trust, delegation, decision making style and informal flexibility among others.

The author can conclude that researchers cannot really understand the leadership process through a simple quantitative analysis that focuses on studying the relationships between two variables. The leadership process and leader actions cannot always be reflected in a linear causal relationship. A qualitative in-depth approach provides a richer understanding of the leadership process and practice. To practically know how leaders operate, scholars need to look into how followers perceive the multiple dimensions that shape their relationship with the leaders, with a special focus on other stakeholders in the system; stakeholders who may shape the general framework of this relationship. The leaders and the followers interact within this framework, and they have to abide by its constraints especially with respect to resources and their allocation. We cannot just attribute the success or failure of the leader to the leader himself/herself. The system may be much stronger than the leader's will and ability.

Last but not least, this exploratory study offers a comprehensive and holistic overview of the lives of the leaders and their followers in a non-western culture and context. Leaders and followers do not live in a social vacuum; consequently, the indigenous Lebanese factors and the banking contextual factors were also examined. This examination has led the author to better

understand the different stakeholders and elements of the banking system that affect the interactions between the leader and the follower. The role of the bank's climate and culture emerged as a key element in determining the policies and procedures that should be abided by at all levels. The bank's system is very strong. No-one is irreplaceable, no matter how much value s/he does add to the bank. Organizational politics play a role. The leaders and their followers have to adapt to the bank's system's informal and formal norms, relations and systems. Survival and growth tend to be for the fittest not the strongest or the smartest. Data analysis suggests that the leaders' and the followers' preferences should be flexible to fit with the general system's and the specific job's requirements. The author was able to identify the leaders' and followers' attitudes towards their jobs and homes. Most of them are found to be more work-centric than home-centric; their first priority is to the bank's productivity. There exists an exception when it came to gender: a female respondent with young children believes that much had been 'given up' to the bank, and that career is taking time more than what was necessary. This also implied reaching a career ceiling, but it has become necessary for her to refocus on family needs. However, the majority of the leaders and the followers are still willing to invest more time and effort in their work.

Broadly, the study enriches the scant literature on leadership in the Middle East and in Lebanon in specific. This dissertation indicates that the Lebanese usually mix the concept of leadership with that of management; a fact that is not well studied (Yahchouchi, 2009). It suggests that Lebanese leaders reflect a mix of different traits, behaviours and approaches simultaneously. Some of them are found to be more benevolent/people-oriented and transformational than others; this is made apparent by the leaders' taking care of their followers' non-work lives concurrently with their work-lives, without neglecting the followers' and the bank's productivity, mainly in meeting the budget. Others have focused on the followers' performance more than on their well-being; as such, they exhibited more transactional and production-oriented/authoritarian paternalistic leadership.

The Lebanese leader is nested in a hierarchy that is internally respected. Lebanese followers have been generally found to admire those who can make the final decisions and whom they consider to be 'real leaders'. They want leaders who can facilitate or even influence their lives by giving a direct response to their inquiries. This fact is clearly reflected in the high level of appreciation and admiration of CCP DL, who is available 24/7 mainly through his Blackberry that has been offered to him by the bank; hence, giving the RMs and DLs accessibility to the bank's system. Followers want leaders who can satisfy their needs that emerge from the nature of their jobs that require them to respond quickly, and who have the inclination to give shrewd assessment of what is required in each situation. Followers are found to be grateful to those leaders who know what they are doing, who are able to assess the capacity of their division/region, who recognize the followers' efforts, and on top of that, who can defend and fight in behalf of their followers in front of top management personnel, mainly the HOR and the HOBN. Some leaders have failed to meet these criteria and are negatively looked at by their followers, who consider them incompetent and not even able to lead as they would have themselves done if they had been in their positions. The leader's role is sometimes being substituted or neutralized by some factors that are related to the bank's context. This finding is especially relevant for leaders who are perceived by their followers to have weak personality and not to exercise real leadership characteristics. It is essential to always look at how the contextual factors might shape the whole leadership process. The effect of the leaders' actions on the followers' non-work outcomes is highly important, but the role of the organizational context is of equal importance if scholars like to have a more realistic and practical view of what is really going on in the business world; this fact is not as simple as some of the researchers may think.

#### **6.4 Implications for practice**

This study has important cross-cultural implications for leaders, their followers, and their organizations as a whole. Leaders need to take into consideration the polychronic/multitasking attitudes/behaviours of their followers, especially since

these attitudes and behaviours are essential in service industries. According to the gathered data, some branch managers have mentioned that one of the reasons for their promotion is their ability to handle different customers and tasks simultaneously. As such, the HR managers should assist in developing the right psychometric tools to reliably and validly evaluate the potential candidates' abilities to tackle several tasks/projects simultaneously, and/or to respond to several customers at the same time or in parallel. Employees should be guided to choose an appropriate career that fits with their polychronic attitudes and abilities to develop multitasking behaviours. For instance, working at a branch requires an employee to be highly able to multitask. If s/he is not willing and/or capable to adapt, s/he has to be advised to choose a job in administration where there is a lesser need for multitasking behaviours. Adaptability to multitask is a key competency that has to be assessed by HR during recruitment and selection processes.

The study also reflects that the Lebanese followers seem to welcome their leaders' clear interest in or even intervention in family matters, which might have an impact on work. Few of the followers welcome these interventions with scepticism, unlike western employees. Leaders should therefore be aware of their followers' work/home boundary management styles; hence, their preferences to integrate/ segment/alternate between their work and home domains. For instance, leaders should be aware that some of their followers feel frustrated if they communicate with them after official working hours. Accordingly, there should be a clear communication between leaders and their followers with respect to the latter work and home boundaries' management. This awareness could potentially assist in alleviating followers' work home conflict; thus, enhancing harmony between and the quality of work and home lives. Consequently, leaders should learn to respect their followers' preferences to segment/integrate/alternate between their work and home domains as much as they can since the nature of the job imposes on them to sometimes violate their followers' preferences; a fact that cannot be ignored by scholars and practitioners, or else they will be just shooting in the air.

Lebanese leaders have to be aware of their followers' perspectives with respect to their leadership styles and actions. They need to examine more deeply the dimensions along which they fit or misfit with their followers' needs and preferences, and not take things at face value. Being highly productive and investing high effort and time in their jobs are not the main factors that followers look to in their interactions with their leaders. Leaders need to equip themselves with certain skills that their followers highly regard. They have to demonstrate to their followers that they are decision makers, and that they are able to fight for their followers' rights, and not only focus on increasing their firms' productivity; and, that they are equally concerned about their followers' well-being. Being there for followers and responding to their work's and home's needs are the leadership actions that add value to the followers and which will, in turn, be positively reflected on the latter's work/home balance.

Accordingly, it can be surmised from the data that leaders have to be educated and trained to become 'total leaders' who are able to improve both work and home lives of their respective followers and not only their own work and home lives as per Friedman (2008). It is posited that followers would then more likely respond favourably by being more committed to their organizations, and feel more satisfied in their jobs. Followers' well-being should be of high concern to Lebanese leaders, who seem to be ignoring this critical factor. For example, many Lebanese followers take sedatives. This is alarming for both the Lebanese leaders and the organization's top management that does not seem interested in employees' well-being.

Overall, leaders have to be aware of their followers' perspectives regarding their leadership actions and their added value in the organization. The total success of the leaders is not only dependent on their meeting of their division's or region's budget but is equally dependent on how they handle their followers' work and non-work lives. As per the interviews, some leaders think that they are giving their best to their firms; they are spending most of their time at work in order to justify their salaries, but their followers still do not appreciate their presence since they are not positively influencing nor motivating them, but, in

many times, the leaders are demotivating them since the former are not defending or protecting them from the criticism of the top management. The top management should not abuse the weakness of some of the organization's middle-level leaders; they have to make their best efforts to ameliorate the image of the leader in front of his followers or to replace/demote the leader if they see that he/she does not fit as a head of a given division or region. People at the top should also think about formulating family friendly policies and programs. They have also to give some leeway to the leaders and not only to the HR manager with respect to informal work flexibility that was found to be highly needed by female managers with young children, and who are suffering from a high level of stress given their work and loads not related to work. Leaders' ability to make decisions with respect to their followers' leaving the job during official working hours without consulting the HR department shall reflect positively on the followers' stress levels, motivation, and consequently their performance.

### **6.5 Study's limitations**

Similar to other studies, this study has some limitations. These limitations are worth noting since they give some guidance to Lebanese researchers on how to approach the Lebanese organizations while working on their field studies. Some limitations that have been encountered while conducting the field study are presented here: The author needed more than seven months to get the XYZ bank's approval to conduct the interviews, even though he had explained in details to the chairman the need and the purpose of his study. It took too much time to convince the XYZ bank's top managers of the benefits of the study for the bank. It seems that Lebanese leaders are still not aware of the importance of conducting academic studies and their implications on practice. The scholar was able to convince the bank's leaders of how his study shall reflect positively on the XYZ bank's bottom line. Hence, he finally got the bank's approval to conduct 30 semi-structured interviews with 30 managers, as he discussed in the previous chapters. However, the bank's HR department chose the managers with whom he could conduct his interviews. The HR manager

limited the author's ability to influence the selection of the sample. For instance, he was not allowed to interview one of the regional managers in Ashrafieh (Beirut Second Region), who has some problems with HOR. This sample's restriction limited the author's ability to know more about some leaders' perceptions, which might be different than those of the interviewed ones with respect to the bank's culture and interests and their styles of leadership that might be different based on religion.

Also, the HR manager did not allow the author to ask questions about the bank's financial performance. She explicitly communicated to the author that he needs to limit his questions to the themes he had submitted to her, and therefore the related questions. This fact has impeded the collection of hard data that could have better supported the study's findings about the bank's budget meeting and the employees' productivity.

Furthermore, few managers were not open enough in their discussions; a possible explanation to this managers' reluctance is their fear that the researcher might report what they say to their leaders or the top managers. This reflects the bad repercussions of the authoritarian leaders' management approaches on their followers. In addition to this, HOR refused to meet the author since he did not like that some leaders have talked openly about his authoritarian leadership style that has placed the leaders and their followers in a crippling zone from which they are not able to move, given the lack of work opportunities in Lebanon.

Last but not least, the study's results cannot be generalized to other countries and industries since the data was indigenously collected from a unique Lebanese context. The data was very rich; it took the author more than one year and a half to analyze. He was overloaded with the data provided by the participants; consequently, it led him to develop a highly complicated model that was reduced based on his PhD committee's recommendations. The aim of this study is consistent with the author's interpretivist constructivist approach as he explained in Chapter Three.

Overall, with all these limitations, the PhD journey was very fruitful and highly rewarding. The researcher's learning curve has incrementally increased, and has honed his interviewing skills. Throughout the interviews, the author was able to go beneath the surface and discover the hidden large part of the iceberg, i.e., the participants' lives at work and at home, as noticed from the study's results.

## **6.6 Areas for future research**

This study opens the door for several studies to be conducted within the Lebanese context and cross-culturally. Indeed, books can be written about the three theories forming the basic pillars of this study. The polychronicity dimension, which was recently properly defined, differentiating it from the multitasking concept, needs to be examined in more details in order to build its nomological network; thus, studying it as a concept that is not "old wine in new bottles" as some authors have claimed. Future studies might look at how people's polychronic tendencies and work/home integration/segmentation preferences change with the nature of the work and with their career progress. Scholars are advised to conduct longitudinal studies where they can examine how people develop their multitasking and work/home boundary management skills.

Also, the leader/follower fit theory along different dimensions, other than preferences for home/work segmentation/integration, could be further developed. Looking through a fit lens and along different dimensions shall allow us to better understand the interactions between the leader and the follower; consequently, leading to a better understanding of the mechanisms through which the leader affects the follower.

Quantitative studies should be conducted to test the effects of the two types of fit identified in this study on the followers' work and non-work outcomes using polynomial regression approach. This shall further enrich the fit theory that was highly developed based on the results of this study.



The Lebanese leader's style is worth further investigation since the author has not been able to identify a single leadership theory or model that is totally applicable to Lebanese leaders. Scholars are invited to conduct more qualitative research in order to further explore the leadership concept in the Middle East region, and to deepen their understanding of the Lebanese leadership paradigm.

Lebanese and Arab scholars and other western scholars might collaborate on a long term project whereby they would compare the different leadership styles worldwide as House et al. (2004) partially did in their famous book. Also, and more intriguing is conducting further studies on the effects of the different leadership styles on the followers' work/home boundaries' styles and their management. Further research should focus on the differential effects of specific leaders' actions of leadership on the followers' lives at work and at home.

Last but not least, Lebanese scholars are advised to put more effort into convincing the Lebanese organizations' leaders of the benefits of the academic studies on their organizations' performance. Therefore, it is advisable to write some practical academic papers based on consultancy exercises along the same lines of this study, which has shown promising results with respect to its reflection on the bank's bottom line.

To conclude, future research could replicate this study in other cultures and other Lebanese contexts. The author is fully eager to know if researchers will get the same or similar results in other contexts and in industries other than the banking sector. These researchers need to look at how leaders behave with their employees not only at work, but how they cross the work boundaries to the home boundaries. For example, recent studies' results have shown that the way leaders manage their work and home boundaries reflects or has a contagious effect on their followers' management of the work's and home's boundaries. This area of research is worth further examination.

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## APPENDICES

### Appendix A

#### Interview Schedule

##### I. Background Information on your work and home:

Kindly allow me to ask you few questions on different aspects of your job and home lives

1. Demographics (age, gender, religion, education, marital status, number/age/gender of children (if applicable), spouse job, position, income, branch location, home Location,...)

Questions were posed as:

- a. Do you have children? Do they live at home?
- b. Do you have paid staff helping at home? How many?
- c. Where do you live in relation to the bank's branch? How far away?
- d. How many employees do you manage? How many of them report directly to you?

##### II. Work/home balance, Boundary, Polychronicity/Multitasking Questions

2. What things in your life do you find you need to work especially hard on to balance? How do you balance them?

3. Would you generally say that having to deal with family and home-related matters during the day has been a problem for you **(your followers)** with this job, in particular? Why is that?

4. Some people like to separate their work and home lives while others prefer to integrate them. How would you describe yourself **(your leader/followers)** in that regard?

5. Do any of your relatives work at the bank? If yes: do you see any of them while you are at work? Do you like the fact that you work with them? (Same questions to both leaders and followers)

6. Do any of your friends, people you met outside the workplace, now work at the bank? If yes: Do you see much of them at work? Do you like this? (Same questions to both leaders and followers)

7. Do you ever do bank's work at home? Does your family life ever enter into your work? Are there particular things you actively try to keep separate? . . .

integrate? What about your followers? What is the role of the leader in this respect?

8. While you're at work, do you often think about your home, family, and friends? Is it possible for you to take care of your work activities while thinking about other things, like your family, running errands, or a hobby? Would you say that most of your workload requires your undivided attention, or can you be thinking about one thing and doing another most of the time? (Introduce the **polychronicity concept**). How do you prefer to allocate your time? (What about your followers?)

9. Are you allowed to make personal phone calls or to send personal e-mails at work? Do you? To whom? How often? How do you feel when you have to make a personal call/send a personal e-mail at work? Why is that? How do you feel when your coworkers (**followers**) make personal calls? How does your leader feel when you make personal calls?

10a. Are you allowed to receive personal phone calls from family and friends or about personal business at work? Do you? Who calls you? How often? How do you feel when you get a personal call at work? Why is that? What do you do when this happens? Say you're talking with a coworker (**follower**) and she or he gets a call from their spouse, what do you (does your leader) do?

10b. Have you ever had a problem with a **follower** who didn't seem to be showing the right level of commitment or responsibility toward (their) work? What happened? What seemed to be the problem? How did you resolve this?

11a. Do you have frequent interruptions (a) when at home; (b) while at work? Is it a problem? Do you have tactics or strategies for dealing with that? (What do you do regarding your followers' facing similar interruptions?) What is the role of your leader in these interruptions?

11b. Some people have a problem being interrupted by family and friends at work. Either they call or drop by too frequently or at inconvenient times. Has this ever been a problem for you? Have you ever had a talk with them about being interrupted at work? Have you developed particular working techniques, ways of scheduling your workload, or sets of rules about others contacting you at work to keep thoughts about home from interfering with your work?

or

11b. Do you have friends within the bank? Outside the bank? What proportion of your friends/acquaintances come from outside the bank for a visit? Why did they come or why did you bring them? How often has this happened? Would you like to bring them more often?

And/or

12. Does the nature of your job mean that you are frequently interrupted at work? Who's usually doing the interrupting? Do you mind this? Would you say this is a problem for you? Have you developed any techniques to discourage co-workers (**leaders/followers**) from interrupting you?

13. Does your proximity to the bank building ever make a difference in the way you feel about your work or family life? Does the closeness/distance ever create a conflict? . . . with family members, leader/subordinates or yourself? How so?

14. Do the demands of work ever take away from your home life? Do the demands of home ever take away from your work life?

15. Are there certain people (both at work and at home) who either respect your work-home **boundary (I will introduce the boundary concept here)** or don't? Have there been times when others did not respect the boundary you were trying to keep? How did/do you deal with that? (Also ask about the **followers' boundaries** (are they respected by you?)). To the followers: Does your leader respect your preferences to work/home boundary manage?

16. Do your family members have certain expectations placed on them because of their relation to you? What effect does that have on your home life? Work life? Do you ever feel compelled to manage others' expectations of your family? Do you have certain expectations of your family?

17. Some people choose an occupation or job in order to accommodate the demands of a family. Has this been true for you with this particular job? Are there any special family constraints you have on your work?

18. Do you ever have people from the bank over to your house? Who? Are they good friends? When? What do you do? Do you enjoy it or do you think it's kind of a burden?

19. Do you ever get together with your coworkers (**leader/followers**) in a neutral, social place, like a restaurant, bar, or athletic field? Where do you go? When do you go? Who's there? Is this something you enjoy?

20. Are there ever any social occasions that you go to as part of your work? Is it required that you go? Do you consider these occasions and events to be 'work'? Does your family go along? Are they expected to? Do you enjoy these occasions? Are there any social occasions that you don't go to? Why?

21. Do you ever have to leave work early, go to work late, or stay home from work on account of your family or home-related business? (Specify.) How often has this happened? What sorts of circumstances were involved? How do you feel when this happens? How does your **employer/leader** feel when this happens? What about your coworkers (**leaders/followers**)? How do they feel about you coming late, leaving early, or staying home altogether because of personal business?

22. Some employers have a system in which all employees are at work during the middle of the day, but individuals have some choice about the time they start their workday. Do you prefer the traditional bank working hours of 8 to 5 or you are interested in other options if they were available? Why?

23. Could you bring your work home if you wanted to? If yes: Does your **employer/leader** expect you to bring it home? Do your coworkers (**leader/followers**) expect you to bring it home? Do you expect them to bring work home?

24. Do you, in fact, bring your work home? Do you do job tasks and home tasks at the same time when you are at home? What kinds of work tasks do you bring home? Why do you bring these particular things home and not something else? (Look for physical constraints, probability of interruption, inability to think "correctly" at home.) Where do you read/use it? Why there?

25. In addition to what you've already mentioned, do you bring home any other supplies or materials from work to use at home? If yes: Are they all over your house or do you have a separate room where you keep these materials, like a study or workroom? Both?

26. How often do you find yourself thinking about work while doing home-related things? What kinds of tasks let you do this more easily? In what situations do you find it most difficult to think about your work and still do your home activities? (**Do you allow your followers to think about home while at work?**)

27. Altogether, then, about how much time during the day/week do you spend on work activities at home? Would you say that the amount of time you spend on your job while at home is just about right, too much or too little for you? Why do you feel this way?

28. Do you have a blackberry/iPhone or any similar advanced communication device? Do you think this new tech has an effect on your life (your **followers' lives**)? How and why?

29. Are you often interrupted at home? Who's interrupting you and for what kinds of reasons? Do you mind? Have you developed any ways of handling this? (Same to leader and followers)

30. Where do you keep information on work-related matters like health insurance and other benefits, union membership, social occasions, and recreation?

31. How many calendars do you use? Where are they? What's on them? If more than one: How do they differ? (If pocket calendar, check for distributional equity between home, work, leisure.)

32. Do you keep any personal paperwork at work? What? Why?

33. Do you have a computer at home? Do you use it for work-related activities? What, specifically, do you use it for? How often? Where do you keep it? Why there? Do you like the idea of having a computer at home for your personal use?

34. Do you ever talk about your work with your family and friends? How often? With whom? What kinds of things do you talk about? What do you rarely talk about? Why don't you mention these things to them?

or

Do you talk about your family and friends at work (**with your Leader/followers**)? How often? Who do you talk to about your personal life? Is this something you enjoy doing? Do your coworkers (**Leader/followers**) seem to feel the same way?

Have you ever been uncomfortable because a coworker (**followers**) started to tell you about (their) personal life? What happened? Why did you feel this way?

35. How does your family seem to feel about the work that you do? Are they proud of what you do?

36. How do they feel about the amount of time you spend at work? If you bring your work home, how do they feel about that? Do they expect it? Has anyone in your family purposefully tried to keep you from doing your work? Who is or was it? What have they done? Why do you think they did or do this?

37. Do you ever get calls about work at home? How often? How do you feel about that? Do you ever have to go back into work as a result of a call to handle problems?

38. Do you ever have to be away overnight from your home and family on work-related business? How often? How long? How do you feel about that? Can your family go along? How do you feel about that? How do they feel about that?

39. Some people have a problem keeping work from infringing on their attention to family and nonwork interests. Is this generally a problem for you? (When is it most problematic?) Have you developed any techniques or rules to keep work from interfering with your home life? (What about your **followers**?)

40. Do you bring a lunch from home to work with you? If yes: How often? Why is that? Who makes it? Do you ever get any messages in it? Do you generally take a lunch break or do you usually work while eating? Do you eat your bag lunch at your desk or leave your workspace to eat it?

41. Are there official hours when you are expected to be at work? How strict is your employer about showing up on time and staying until the official quitting time? How are these rules enforced? What happens if you don't show up on time or if you leave early? (What about your **Leader/followers**?)

42. Are you expected to be at home at a specific time during the day? If yes:

When is that? What happens if you leave early or don't show up on time in the afternoon?

43. Do you usually take breaks during the day from your work? Why or why not? Official policy? What kind of breaks do you take? (How many; how long; where do you go; what do you do; who do you take them with?) Do your coworkers and **Leader/followers** refrain from approaching you during your breaks?

44. What if you want a break from whatever you're doing at home—can you take a break whenever you feel like it? What do you have to do if you want a break? If you are taking a break from whatever's going on at home, how do you relax—what do you do during your break? How long would this last?

45. Do you carry a briefcase or something like it between work and home? Why? What's in it? Where do you keep it at home? Why a (briefcase) or (whatever and not a briefcase)?

46. Do you ever take personal reading material to work, such as a novel or hobby-related magazine? If yes: How often? Why? Where do you read it? Does anybody seem to mind? If no: Why not? Do you think other people would mind if you did? Would you (your leader) mind if your coworkers/**followers** read these things at work?

47. Do you ever bring craft or hobby materials from home to work, either to work on or to show other workers? What are they? Why bring it there? How often do you do this?

48. Do you keep any photographs of family and friends on your desk or in your locker at work? Why or why not? What are they? Where do you keep them?

49. Do you have any photographs of your coworkers/**followers** at home? Where are they? (Displayed, in photo albums, or stored away somewhere?)

50. Do you have any souvenirs, conversation pieces, family art work or gifts from home at work? Why or why not? What? Where are they? Are there any gifts from coworkers/**followers** here?

51. Do you have any souvenirs, gifts, or promotional items from work at home? What? Where do you keep them? (Probe: pens, buttons, bumper stickers, products, mugs, T-shirts, posters.) How did you acquire these? (Purchase, gifts, awards.)

This next group of questions concerns some of the more negative ways that home and work can impinge on each other. They address the worries and anxiety that can be associated with our activities and how this might influence our participation in either realm.

52. Have you (**your followers**) ever experienced any significant work-related stress or worries? Why do you think that is? If yes: Do you find that you bring work-related stress and worries home with you? Do you think this has a significant impact on your family and your activities there? About how often would you say this happens?

53. Do you ever experience any significant home-related stress or worries? Why do you think that is? If yes: Do you find that you bring your home-related stress and worries to the workplace? Do you think this has a significant impact on your work and your **fellow workers**? About how often would you say this happens?

54. Are there ever times when you feel torn between what you think you should be doing for work and what you think you should be doing for your family? Would you say that you have had to work at balancing you work and home-related responsibilities? Are there any special arrangements or strategies that you haven't mentioned yet that enable you to accommodate both your family demands and your work demands?

55. Have you ever received medical treatment for a stress-related illness or condition? If yes: Did you ever see a counselor or therapist because of this kind



of stress? What was the source of your stress? Did it have anything to do with the demands being made on you at home and/or at work?

56. The next thing I'm going to ask may seem a bit unusual, but it's usually a lot of fun too I'm going to ask you to take a look in your wallet, purse, and pockets and tell me what you find. This may reveal some rather interesting things about who you are, what's important in your life, and the different roles you play.

Checklist:

Cash

Paychecks

Checkbook

Savings book

Business cards (specify personal or business)

Phone numbers: # of business; # of personal

Car registration

Driver's license

Car insurance card

Social Security card/numbers

Frequent flyer cards (business) (personal)

Health insurance cards

Credit cards: # of business; # of personal

Calling card (used for business, personal, or both?)

Check cashing cards

Bank employee card

Bank savings and annuities card

[Bank recreation] card

Blood donor card

Car rental card

Video rental card

Library card

Union membership card

Other leisure passes and membership cards—specify

Calendars

Keys: how many key chains? Why separated as they are?

(Specify keys on each key chain)

Receipts, returns

Stamps

Pens, pencils

Calculator (used where?)

Pocket knife (used where?)

Comb, brush

Chap Stick

Dental floss

Matches, lighter

Sunglasses/glasses/contact lens care

Medication

(Why do you carry these?)

Gum, candy

Nostalgic items—specify

Photos—kept where? Specify relationship to individual. (Ask why none of obvious possibilities.)

57. Have you found that there are certain things you can do to maintain the work boundary and the home boundary to your liking?

58. Have your attitudes about work-home balance changed over time? (From what to what?) If so, what kinds of things prompted that change?

59. What would you recommend to a brand new manager regarding balancing work and home?

**III. Leader's Style from the leader and the followers' perspectives:**

60. How do you think managers should behave with their employees both at work and at home?

61. Do you think that your employees should obey your instructions completely without any discussion or voicing of their concerns? How do your followers react in this respect?

Followers: Should you obey your leader's instructions?

62. Do you allow your employees to participate in the decision making process and thus do you prefer the traditional way of decision making where all decisions are restricted to you?

Followers: Are you allowed to....

63. During your meetings, do you allow your employees to talk about some issues not listed on your agenda?

64. During your meetings, who is going to have the last say?

65. Do you think that behaving in a commanding fashion (bossy way) is appropriate? Is it always appropriate or in special circumstances?

66. To what extent do you think disciplines' application is important for your success in managing your region?

67. Do you believe that scolding your employees when your employees do not accomplish their tasks is a successful approach? What do you think celebrating failure as some western organizations do?

68. Do you think your team should always come first? Do you feel the competition with other regional managers? Why? How do you compete?

69. What do you do if your region's branch managers do not follow your rules to get things done?

70. To what extent do you believe your employees should be concerned about the company's future and welfare?

71. Do you expect your employees to work overtime as part of their organizational citizenship behaviors if they are not going to be rewarded?

72. To what extent do you consider it important that employees show loyalty and deference to the bank, the unit and to you?

73. When an emergency occurs in the Bank, do you think you have the right to ask your branch/department managers to immediately attend to the situation even if this requires them to compromise their private life?

74. Do you think there is a similarity between taking care of your children and your subordinates?

75. Do you think it is appropriate that managers provide fatherly advice and directions to their subordinates in solving their problems?

76. To what extent do you think that you know best about what is good for your subordinates?

77. Do you take care of your employees' home lives?

78. Do you feel like helping your employees when they are in emergency?

79. Do you meet your employees' personal needs based on their requests?

80. Do you think your job description should be extended to include taking care of your followers' family members?

81. How much of your energy do you spare to take care of your subordinates' personal concerns?

82. Do you search for reasons behind your followers' failure to meet your expectations or to reach the preset goals?

83. Do you think it is important to create a family supportive family environment in the workplace? How? What are the programs and benefits you provide your employees with?

84. Do you prefer to consult your employees before making up your final decisions especially with respect to those concerning them?

85. Do you provide your employees with any kind of advice as if you are one of his/her elder family members?

86. Do you feel like having intimate relationships with your employees where you allow them to share non-work related issues with you? For example, when an employee has marital problems, the supervisor is expected to act as a mediator between the employee and his/her spouse.

87. Do you participate in your employees' special days (e.g., weddings, funerals, etc.)?

88. Do you try and to what extent to find a way for the company to help your employees whenever they need help on issues outside work (e.g., setting up home, paying for children's tuition)?

89. Do you give your employees a chance to develop themselves when they display low performance?

90. Do you think your employee's happiness and sorrow is your happiness and sorrow?

91. How do you resolve conflict when it arises between two employees?

92. Do you think it is part of your job to protect your employees from outside criticisms?

93. Are there any other issues that you've thought of during our interview that you think might be important for me to know about regarding the topics we've discussed today?

## Appendix B

### Main Study Interview Questions

#### I. Background Information on your work and home:

**Demographics:** Age, gender, education level, income, marital status, spouse job, number/age/status of children, branch location, home location, maids/drivers/nurses at home, extended family (parents, brothers), neighbors...

Description of the Job: Title, to whom you report, number of employees reporting to you..

Probing Question to test the water: How about your relationship with your followers/leader? I add this is an issue that will be discussed throughout the interview....

#### II. Work/Home Balance, Boundary Management Styles (Preference/Actual Behaviors), Polychronicity/Multitasking, Current Job demands

1. Some employers have a system in which all employees are at work during the middle of the day, but individuals have some choice about the time they start their workday. Do you prefer the traditional bank working hours of 8 to 5 or you are interested in other options if they were available? Why?
2. What things in your life do you find you need to work especially hard on to balance? How do you balance them? Probing questions: What is the role of your husband? What is the role of your parents? Leader: What is your role in your followers work/home balance? Follower: What is the role of your leader? Kindly provide me with examples.
3. Job/home Demands: How demanding is your job? Do the demands of work ever take away from your home life? Do the demands of home ever take away from your work life? Would you generally say that having to deal with family and home-related matters during the day has been a problem for you/your followers with this job in particular? Why is that? Leader: What do you do to make your followers' work/home lives easier? Follower: What does your leader do to make your life easier?
4. Some people choose an occupation or job in order to accommodate the demands of a family. Has this been true for you with this particular job? Are there any special family constraints you have on your work?
5. Do you ever have to leave work early, go to work late, or stay home from work on account of your family or home-related business? (Specify.) How often has this happened? What sorts of circumstances were involved? How do you feel when this happens? How does your

- employer/leader** feel when this happens? What about your coworkers (**leaders/followers**)? How do they feel about you coming late, leaving early, or staying home altogether because of personal business?
6. Are there official hours when you are expected to be at work? How strict is your employer about showing up on time and staying until the official quitting time? How are these rules enforced? What happens if you don't show up on time or if you leave early? (What about your **Leader/followers**?)
  7. Are you expected to be at home at a specific time during the day? If yes:
  8. When is that? What happens if you leave early or don't show up on time in the afternoon?
  9. Do you usually take breaks during the day from your work? Why or why not? Official policy? What kind of breaks do you take? (How many; how long; where do you go; what do you do; who do you take them with?) Do your coworkers and **Leader/followers** refrain from approaching you during your breaks?
  10. What if you want a break from whatever you're doing at home—can you take a break whenever you feel like it? What do you have to do if you want a break? If you are taking a break from whatever's going on at home, how do you relax—what do you do during your break? How long would this last?
  11. Do you ever do bank's work at home? What kind of work tasks do you bring home? Why do you bring these particular things home and not something else? Do you do job tasks and home tasks at the same time when you are at home (work-home multitasking)? Probing questions: Do(es) your leader/colleagues/subordinates/customers call you after official working hours? While you are at home, do you often think about your work (problems, relationship with your leader...)? Does your family enter into your work (Home-work multitasking)? Probing questions: how many times do you call your husband/children/parents/fiancée per day? While you are at work, do you often think about your home and family?

Could you bring your work home if you wanted to? If yes: Does your **employer/leader** expect you to bring it home? Do your coworkers (**leader/followers**) expect you to bring it home? Do you expect them to bring work home?

Altogether, then, about how much time during the day/week do you spend on work activities at home? Would you say that the amount of time you spend on your job while at home is just about right, too much or too little for you? Why do you feel this way?

12. Do your family members have certain expectations placed on them because of their relation to you? What effect does that have on your home life? Work life? Do you ever feel compelled to manage others' expectations of your family? Do you have certain expectations of your family?
13. Some people like to separate their work and home lives while others prefer to integrate them. How would you describe yourself (your leader/followers) in that regard? Are there particular things you actively try to keep separate? .....integrate? What about your followers?
14. Do you ever have people from the bank over to your house? Who? Are they good friends? When? What do you do? Do you enjoy it or do you think it's kind of a burden?
15. Do you ever get together with your coworkers (**leader/followers**) in a neutral, social place, like a restaurant, bar, or athletic field? Where do you go? When do you go? Who's there? Is this something you enjoy?
16. Are there ever any social occasions that you go to as part of your work? Is it required that you go? Do you consider these occasions and events to be 'work'? Does your family go along? Are they expected to? Do you enjoy these occasions? Are there any social occasions that you don't go to? Why?
17. Are there certain people (both at work and at home) who either respect your work/home segmentation/integration and boundary management preferences or don't? Have there been times when others (leader/follower/subordinates/customers) did not respect the boundary you were trying to keep? How did/do you deal with that?
18. Would you say that most of your workload requires your undivided attention, or can you be thinking about one thing and doing another most of the time? (Introduce the **polychronicity concept**). How do you prefer to allocate your time on your tasks/projects? In your current job, do you work based on your preferences? What about your leader/followers? Do(es) your leader/follower prefer to multitask? Do they multitask? Please elaborate based on the nature of your job.
19. Do you have a blackberry/iPhone or any similar advanced communication device? Do you think this new tech has an effect on your life (your **followers' lives**)? How and why?
20. Do you have frequent interruptions (a) when at home; (b) while at work? Is it a problem? Do you have tactics or strategies for dealing with that? (What do you do regarding your followers' facing similar interruptions?) What is the role of your leader in these interruptions?
21. Some people have a problem being interrupted by family and friends at work. Either they call or drop by too frequently or at inconvenient times. Has this ever been a problem for you? Have you ever had a talk with



- them about being interrupted at work? Have you developed particular working techniques, ways of scheduling your workload, or sets of rules about others contacting you at work to keep thoughts about home from interfering with your work?
- or
22. Do you have friends within the bank? Outside the bank? What proportion of your friends/acquaintances come from outside the bank for a visit? Why did they come or why did you bring them? How often has this happened? Would you like to bring them more often?
- And/or
23. Does the nature of your job mean that you are frequently interrupted at work? Who's usually doing the interrupting? Do you mind this? Would you say this is a problem for you? Have you developed any techniques to discourage co-workers (**leaders/followers**) from interrupting you?
24. Does your proximity to the bank building ever make a difference in the way you feel about your work or family life? Does the closeness/distance ever create a conflict? . . . with family members, leader/subordinates or yourself? How so?
25. Do you ever talk about your work with your family and friends? How often? With whom? What kinds of things do you talk about? What do you rarely talk about? Why don't you mention these things to them?
- or
26. Do you talk about your family and friends at work (**with your Leader/followers**)? How often? Who do you talk to about your personal life? Is this something you enjoy doing? Do your coworkers (**Leader/followers**) seem to feel the same way?
- Have you ever been uncomfortable because a coworker (**followers**) started to tell you about (their) personal life? What happened? Why did you feel this way?
27. How does your family seem to feel about the work that you do? Are they proud of what you do?
28. How do they feel about the amount of time you spend at work? If you bring your work home, how do they feel about that? Do they expect it? Has anyone in your family purposefully tried to keep you from doing your work? Who is or was it? What have they done? Why do you think they did or do this?

This next group of questions concerns some of the more negative ways that home and work can impinge on each other. They address the worries and anxiety that can be associated with our activities and how this might influence our participation in either realm.

29. Have you (**your followers**) ever experienced any significant work-related stress or worries? Why do you think that is? If yes: Do you find that you bring work-related stress and worries home with you? Do you think this has a significant impact on your family and your activities there? About how often would you say this happens?
30. Do you ever experience any significant home-related stress or worries? Why do you think that is? If yes: Do you find that you bring your home-related stress and worries to the workplace? Do you think this has a significant impact on your work and your **fellow workers**? About how often would you say this happens?
31. Are there ever times when you feel torn between what you think you should be doing for work and what you think you should be doing for your family? Would you say that you have had to work at balancing your work and home-related responsibilities? Are there any special arrangements or strategies that you haven't mentioned yet that enable you to accommodate both your family demands and your work demands?
32. Have you ever received medical treatment for a stress-related illness or condition? If yes: Did you ever see a counselor or therapist because of this kind of stress? What was the source of your stress? Did it have anything to do with the demands being made on you at home and/or at work?

### **III. Leader's Style from the leader and the followers perspectives:**

33. How do you think managers should behave with their employees both at work and at home?
34. Do you think that your employees should obey your instructions completely without any discussion or voicing of their concerns? How do your followers react in this respect?

Followers: Should you obey your leader's instructions?

35. Do you allow your employees to participate in the decision making process and thus do you prefer the traditional way of decision making where all decisions are restricted to you?

Followers: Are you allowed to....

36. During your meetings, do you allow your employees to talk about some issues not listed on your agenda?

37. During your meetings, who is going to have the last say?

38. Do you think that behaving in a commanding fashion (bossy way) is appropriate? Is it always appropriate or in special circumstances?

39. To what extent do you think disciplines' application is important for your success in managing your region?

40. Do you believe that scolding your employees when your employees do not accomplish their tasks is a successful approach? What do you think celebrating failure as some western organizations do?

41. Do you think your team should always come first? Do you feel the competition with other regional managers? Why? How do you compete?

42. What do you do if your region's branch managers do not follow your rules to get things done?

43. To what extent do you believe your employees should be concerned about the company's future and welfare?

44. Do you expect your employees to work overtime as part of their organizational citizenship behaviors if they are not going to be rewarded?

45. To what extent do you consider it important that employees show loyalty and deference to the bank, the unit and to you?

46. When an emergency occurs in the Bank, do you think you have the right to ask your branch/department managers to immediately attend to the situation even if this requires them to compromise their private life?

47. Do you think there is a similarity between taking care of your children and your subordinates?

48. Do you think it is appropriate that managers provide fatherly advice and directions to their subordinates in solving their problems?

49. To what extent do you think that you know best about what is good for your subordinates?

50. Do you take care of your employees' home lives?

51. Do you feel like helping your employees when they are in emergency?

52. Do you meet your employees' personal needs based on their requests?
53. Do you think your job description should be extended to include taking care of your followers' family members?
54. How much of your energy do you spare to take care of your subordinates' personal concerns?
55. Do you search for reasons behind your followers' failure to meet your expectations or to reach the preset goals?
56. Do you think it is important to create a family supportive family environment in the workplace? How? What are the programs and benefits you provide your employees with?
57. Do you prefer to consult your employees before making up your final decisions especially with respect to those concerning them?
58. Do you provide your employees with any kind of advice as if you are one of his/her elder family members?
58. Do you feel like having intimate relationships with your employees where you allow them to share non-work related issues with you? For example, when an employee has marital problems, the supervisor is expected to act as a mediator between the employee and his/her spouse.
59. Do you participate in your employees' special days (e.g., weddings, funerals, etc.)?
60. Do you try and to what extent to find a way for the company to help your employees whenever they need help on issues outside work (e.g., setting up home, paying for children's tuition)?
61. Do you give your employees a chance to develop themselves when they display low performance?
62. Do you think your employee's happiness and sorrow is your happiness and sorrow?
63. How do you resolve conflict when it arises between two employees?
64. Do you think it is part of your job to protect your employees from outside criticisms?
65. Are there any other issues that you've thought of during our interview that you think might be important for me to know about regarding the topics we've discussed today?

## APPENDIX C

### Example of Interviews' Analysis

Second Interview with Mrs. MAJ

Before I started the interview:

I can stay until 5:30; indeed I have four children waiting for me. If we want to continue, you might come tomorrow in the morning. We will have coffee together. (Friendly Attitude and Family Responsibilities)

Gender: Female.

Age: 44.

Tenure: I was at the ABC bank since July 1995 before they merged. Allied Bank was part of XYZ Bank. Then it becomes XYZ Bank. I am an employee at XYZ Bank since 2005. 15 years overall.

Education Level: MA economics from the USA.

Religion: Greek Orthodox/Christian/Maronite given then I get married to a Marronite

Occupation:

Head of Consumer Products Management Department within the CCP division:

I am responsible about the car loans and the merchant loans in the bank. I work on all indirect car loans not through the branches which get car loans from the bank's customers but we work indirectly with the car dealers. We bring customers from outside the bank (not current customers) to have a car loan and we deal with merchants (Khoury home, Abed Tahan, BHV, Hokayem...) if you want to get a loan for a laptop, fridge...All the work is done indirectly at the merchant's place. Our customers might buy and also others who are not our customers. So, it is both. The customers do everything at the merchant. He signs the contract, he fills the application...We have outlets. These outlets are like branches to us. They do everything at the outlets. For example, you want to buy a laptop by having a loan/paying installments. You fill an application at Khoury home. Khoury Home sends us the application. We give the approval that we send to Khoury home who calls you saying that your application was approved. You sign the loan contract and you get the installments' schedule. You take your laptop and go then you start paying at XYZ Bank branches.

Any amount of loan?

I work on small consumer loans up to \$5000 up to 3 years. There are always exceptions to the rule. When a client is trustworthy, we might have some exceptions.

Income: >\$10,000 (She laughs)

Family Size: I have four kids. All 4 children at Home (11 (girl), 8, 5 years twin)

Department Size: In my department, I have a car loan unit in order to deal with the branches with respect to car loans. I am responsible about it. 10 employees helping me directly; 5 staff who bring all the work for car loans. I report to Mr. X.

Location: Ashrafieh, Beirut

Place of living: I am living at Martakla/Hazmieh (around 20 min).

Helpful repeating the word "Okay" many times.

I am time aware. I want to finish on time given that I want to get home on time.

What are the things you find really hard to balance in your life?

I find it hard to balance between my work and my family. My husband does not live here. My husband lives abroad. I feel that all the load is on me and balancing between both. This year he did not come much. He usually comes every three months for like 4 to 5 days. During the summer, he comes for two months. He works one month out of the office and one month at the regional office. He lives in Washington DC not in Dubai for example. He lives far. There is a time difference. This leads to some problems. He comes three times per year (around one week each time).

She gets some phone calls while we were talking. She put her cell phone silent since this is going to be repetitive.

Dealing with family and home related issues was it a problem for you?

[She took a deep breath]. If it had been a real problem, I could have left my job. Not really. There is work. There are some problems at home sometimes that I face them, yeah, especially with respect to my children and their studies after they come from school. Usually, the timing is our problem. Our work schedule is long till 5. You feel that after lunch, the children come back from school and they start calling me and asking where I am. This is not only my problem. This is every mother's problem in the bank I think. If you have kids who are younger than a certain age, this causes problems but these were not serious problems; if they were, I could have left my job. I cannot put more pressure on myself than

what I already have. Also, you have also here work. You cannot be at work and your mind is at home. You have also here responsibilities at work which you have to follow; I have a very big budget that is assigned to me and that I have to achieve. I am a hard worker; I want to get my budget; it is not that the least of my concern is the budget; it is not only about the salary. I am not like this type. I am the type who is meticulous. I like to achieve what I have been set for. If I felt it has been really a problem having been here and there, I could have left my work. Thank God. The difficult period has already passed given that my children are now older.

Your children are younger now, who is helping at home?

I have two maids at home and an optimum driver. My mother told me to sit at home. I don't feel that I am a housewife. I am more into the world of retail.

Does your mom help you?

My mother is sitting with me during the day given that my husband is not here.

Does she live with you?

No. She does not live with me. She has her house. She goes in the morning and she returns back in the afternoon. She is my employee [she laughs]. When my husband is not here, she sleeps over at my home. She helps me to take care of the children especially in teaching them (in Arabic). She stays with me most of the time. She is alone given that my dad passed away like 15 years ago. She lives alone. She comes over to enjoy her time; I don't like to leave her alone. So, this accommodates both. I feel psychologically better when my mother is at home with the children than when they stay alone with the housemaids where I feel worried. My mother's help was there since two years when my husband left. Before that, I had a very good maid for 9 years. I let her go last year. Enough, 9 years are too much. You know how maids become. When I felt that I am more at ease given that the children have grown up, I had to get rid of her. The children have grown up and there is no more the pressure of having babies getting sick and have to go to doctors, vaccines... These problems are felt when a woman has babies and is working. You cannot put them aside. My husband supported me. If a child got sick, he takes them to the doctor or if someone calls us from the school to pick them up given they are sick, he helps but not really the help the help. You can say that 80% is my work and 20% he used to help me.

What does he do?

He works at the World Bank. He has a lot of pressure at work. He has to travel a lot. He is late at work till 8 or 9 given the time difference between Washington and Beirut.

With all this pressure, and you always smile!

Everything in life has its reaction. I always say that you have to always look positively at things. Whenever there is a negative thing try to overcome it with a positive thing. I tell my children when they tell me we wish that you are home that you would tell me if I am always at home, please go to work.

You have 10 employees working with you; do you talk with them about their family problems?

I have only three married male followers. All the three girls are not married. The work of our roaming staff with dealers is not tolerable by a woman. She will be exhausted when she visits dealers all day long. Dealers might insult them. When I visit big dealers, I take one of the staff members with me. I feel how hard it is for a woman to do this kind of job. They spend all day long on the road and they hear some bad expressions from the dealers. You need to tolerate. As a girl, she cannot tolerate this kind this type of work. It has to be a male because they are rigid. The dealers are very rigid.  $\frac{3}{4}$  of them are uneducated and they speak in a bad and insulting way. They may say some bad words. So, a girl cannot tolerate this kind of job. It has to be a male given that he tolerates more in this kind of job.

What about the married ones?

I don't like. I don't go to family things with my followers unless I feel that they are sometimes down; I talk to them in order to know what is going on. I ask them what is wrong with you? I never work as a boss. I don't like to be the bossy type. The best thing is to work as a team. I always repeat teamwork, teamwork and teamwork. It is very important to run the work as a team leader. I don't behave in an authoritarian way where only my opinion counts. First, I don't know everything. I am not a descendent from the sky. Plus, I like that they take the initiative and that they depend on themselves. I don't wait for them to say that if they commit a mistake, she will fix it. Sometimes, they say if I don't know how to do it, she will. I prefer that I give them the guidelines on how to do things but that they do it. Just before you came, we were in a meeting regarding the car loans given that the market is dead. I told them let's work on the services at the bank. Since we are not getting business, we have to work on improving our services. You are four in the car unit. Let's divide the dealers into 10, 10, 10, 10 highest dealers working with us. Like in private banking, you are responsible to everything to do. You cannot say that I cannot deal with this



dealer and I don't respond to his calls. You are his relation to the bank. If he wants to check about the file, you call them every morning and update them and you ask them if they have any new files. For example, we did not hear from you the last two days. This way he will always remembers that XYZ Bank is available. So, now one of the employees, she told me that you gave me this to do, what should I do? I told her pick the dealers up according to your criteria and bring them to me. I can do it but I want her to take the initiative. I told her think for example, in Lebanon we have to think like this, that you are Druze; you would better contact Druze dealers who might prefer to deal with you than with me. Let's think this way. Think and bring the list. She said okay. I can do it myself by giving each one of them 10. This way, she and the others work on it. They know how they should think. They enjoy the work; they did it at the end of the day. It is not me who did it. I told them what to do, but let them do what they sense. This is my work style. I studied abroad not here. This is how mind works. I don't like to work that I am the boss and they are the employees. I like to work with them as one family one team.

Did they ever talk with you about family problems?

Not really.

Don't they talk or you don't you like?

I do not like to interfere in family related issues with my followers. I don't like to mix things. I interfere to a certain extent. When you interfere a lot, the relationship deteriorates and it is not healthy. I like to stop it at a certain extent.  
PREFER TO SEPARATE WORK FROM HOME ISSUES

Do you talk with Mr. X about your problems?

I don't share family related issues with Mr. X. I talk to him if my son is sick for example. I might ask him to leave early when my child is sick. I might talk to him that I want to pick up my child from the school and then return back to work. Other than that no. I don't really have big problems. (SHE DOES TALK ABOUT FAMILY ISSUES INDEED)

What are the strategies that you adopted in order to deal with work/family issues?

Informal Flexibility:

Mr. X allows us to leave work if it is urgent. He never says no to us. The good thing about Mr. X is that he is smooth with the employees. You feel psychologically comfortable. If the employee does not feel well, he cannot be productive to full capacity. He cannot produce from the bottom of his heart. If I

have work, I stay until 7 and I don't leave. I stay and I finish it. I know that he expects me to stay given that he has something to finish and I stay given that he gives me back. Life is give and take. He is not rigid. He is smooth with us. You feel psychologically well. DESCRIPTION OF THE LEADER

If you leave at 7, do you come the next day at 10?

No I come at 8. During the motor show, I have reached home at 11 p.m. and I have my four kids. I told Mr. X that I cannot leave at 5 p.m. and stay till 11 p.m. at the motor show. I have to see my kids for one to two hours. He said okay then you can leave at 2 p.m., return home, finish your work then be at the motor show at 4 p.m. I returned home. I prepared lunch for my children and checked for their studies. I changed my clothes. I went to the motor show at 4 and returned back home at 11 p.m. This way I felt good given that my children are at home, they studied. I was there at the motor show but I was not worried about who will help them to study and that they have an exam. My friends and neighbors helped me. But at the same time if there was another division's head other than Mr. X, he might have told me that you cannot sorry. You cannot leave; you have to stay here till 10. He gives and takes. This makes you feel that you want to give more into your work (OCB). I am not waiting a reward for this. I spent 10 days going to the Motor Show and probably I paid from my money and I did not get back anything from the bank. Don't say that I went since I want an extra time; I didn't get any penny as overtime.

But was not this reflected on your bonus?

I don't know. Yes. Maybe. But I am not waiting for this issue to do this. I did not do this because I am waiting for this. I did it because it is his division and it is my division as well → Sense of citizenship/ownership/COMMITMENT. I feel that it is not that he has the budget. We all want to reach the budget. I want to reach the budget for him to get to the budget.

During the Motor Show, you left at 2. If you have had this option daily, would have been better for you?

Change work schedule

We demanded to leave at 4 rather than 5 and not to take the lunch hour. It did not work out. For me, this hour will make a big difference in my life. I never take a lunch. I don't eat. I am on diet. This one hour will make a big difference in me. Instead of arriving at 5:30 or 5:45 at home, I arrive at 4:30. My children would have arrived and have some rest. It is going to be better for me as if I have another new day at home. I don't have a private teacher at home.

Why your proposal did not work?

There is a labor law that you cannot do this given that the government imposes that for every 6 hours of work you need to give the employee one hour break. We told them that we sign a document stating that we don't want to take it. They were afraid that someone might sue them later for not being given the lunch hour. For me, this lunch hour distracts your workflow. They go for one hour and they return back; in order to readapt and to get back to work, it will take like one hour and a half. Some of them leave at 2. They return at 3. They restart work at 3:30 and at 4 they turn off their computers. It is meaningless.

We are not demanding to lessen the number of working hours. We told them if we have something to be done, we will stay. If there is work that should be done till 5, we will stay. But it didn't work out. Fine, you will readapt given that it didn't work.

What are the family supportive programs at the bank?

The bank is financially supportive (schooling, medical insurance..). Nothing else such as a nursery.

What about Allied?

There was a nursery at the Allied. When I delivered, there was no nursery since I was at XYZ Bank. When the Allied started, there was a nursery. It would really help the mother. But you might not feel good if the child is close given that you might want to go see him every now and then and check if they eat or not. This is motherhood. You cannot subtract this feeling.

But given that your children at home, don't you call?

Now I don't call them every hour given that they grew up but before I used to call every hour in order to check them up. When I delivered the first child, our work was until 2. When my twins were six months, our work schedule was extended till 5 (INTERNAL BANK POLICY IN 2006). I took unpaid leave when I delivered the twins. This was possible given that there were some problems at work (Rafic Hariri assassination). This gave me a chance to take an unpaid leave.

She asked: When my twins were six months years old, do you know how many were working at home?

2 nurses (one in the morning and one at night), 2 maids, my sister, my mom and I were taking care of the children at that time.

So wasn't it better that you stay home?

My mother told me that it is better for me but I feel that I cannot stay at home. I am an ambitious person. I can give a lot. I studied MA in the States. I am not a silly person. I cannot see myself sitting, drinking coffee and gossiping about people. My mother says you should have been born a man. I am ambitious. I like to make a progress in my work. I don't feel I can just stop work. I cannot.

Family Impact on Career:

Stable. It did not affect me. Getting married did not hinder my career progress. The merge of the banks led to my having fewer responsibilities. Career wise no.

My extended family was supportive. In the west, they don't have this support. Nobody takes care of the other. At 18, the child leaves home and say bye bye to his family.

Segmentation/Integration:

I don't like that my work interferes in my home life or vice versa.

I sketched the two domains on a piece of paper (Written NOTES).

Do you draw boundaries between?

How, what do you mean? (NOT QUITE AWARE OF THE BOUNDARY CONCEPT)

Not really (SHE CANNOT SEPARATE). I cannot not to talk about work at home. I get many phone calls after my work (Khoury home, car dealers). I open the door. Anytime you want, you can call me. I don't have the choice. I don't like/I cannot tell the dealer sorry I cannot answer you given that I am at home and not at work. They might call me at 9. Once, we were in a vacation, my husband told me that if you don't turn off your cell phone, I am going to leave you alone and return home. We were in the Bekaa; Rasamny Younis had an offer on Nissan. Every two minutes the phone rings, my husband asked me are we in a vacation or at work? If you have work, I will drive you to work but don't interrupt me with the phone rings. Even if I am in vacation, I feel shy not to reply.

So what did you do?

I talked to them but thereafter I talked to Rasamny Younis to resolve the problems and if it gets too complex, contact me. Keep me updated. If there is something necessary, call me.

But if you were living in the States, is this acceptable?

They always call during the weekend or during vacation and even if I am sick. My husband suffered from this. But this is how things have to be. We are in the service industry. I cannot be arrogant with the dealers. Sometimes I might be sick and they call. I tell them that I am sick today and I will let a staff member take care of you. They say sorry but they feel that this is important for them. For me the service is very important (She was emphasizing this). Special agreement will bring forth the business. What they see what are our services, they will talk to other people too. We have a very high budget with a limited number of customers.

Is this related to the Lebanese culture?

Nobody visits me at home without calling me. I tell people they cannot come if they don't call me.

So, why do you open the door for calls from the customers then? PROBING MORE AND MORE

This is my work. Work is something and home is something else. I have to give as much as I can in my work. Good service brings me business. Service is what counts in our work. If I am mean and too arrogant, they will stop working with us. They might say why should I deal with you? There are many banks in Lebanon which give loans. There is a lot of competition. NATURE OF THE JOB

EXAMPLE

I don't receive a lot of calls after 5 but I did not forbid them. Not all people call me. For example, a customer might call me given that nobody is responding in Dawra branch. Or for example, Mirna, I have a very good decent client, can I let him sign for the loan and accept his file/application without going through the whole formal process. I may tell him, yes; I guarantee this myself and I am responsible. We open till 7 in the acceptance department. We open during the weekends too given that merchants open their doors. This is also an extra service. If I don't know the customer, I call Mr. X asking him for advice. We don't want to lose the customer. If he is buying for like \$9000 and he is our customer and some of them are VIP clients (showing off). The merchants cannot convince him, even not God can, to fill out an application and then we send it to the bank for approval. This does not work out for this type of people. So, they usually call us asking if they can deliver the goods to the client even if he does not sign. I don't want the bank to lose a customer. So, I cannot tell the merchants don't call me. I tell the merchants call me if there is any problem. This is what I wanted to tell you; this does not mean that every two minutes my phone rings. I have my privacy. I have my family. But I allow them to call me. They may call me till 9 and then they will find me asleep [laughing].

So, I think that that the work boundaries are stronger?

Yes, I allow the work to interfere with home rather than home interferes with work.

Do your followers accept that you call them after 5?

Yes. My followers accept that I call them after working hours. They don't have a problem.

Do they integrate work and home? NATURE OF THE JOB

Yes. This is the nature of our work. Also, some dealers might call them at 9 given that they have some applications to fill out.

Fierce Competition

The competition is highly fierce. We try our best to provide the best service and give the approval asap in order for them to come for booking; otherwise, we will lose the customer. The dealer sends the customer's application to like 5 to 6 banks; they wait for the first and fastest response. If we wait till the second day to give the approval, another bank such as BLOM would have gave it directly while we are still checking out the application. So, the merchants do not wait. Response time is number one in our department with respect to merchants and car dealers. You reminded me to check for the approval of an application.

Do any of your relatives work at the bank?

No. I don't like that a relative work at the bank.

Any friends?

No friends at work.

Do you take work with you home?

No. I try not to take work at home, unless there is something urgent that I was not able to finish in the office. This happens rarely. I get phone calls only. I don't take work per se. If I have a presentation or a project and I did not have enough time to finish them in the office given the interruptions due to the many phone calls that I receive and that did not allow me to focus, I take it home where I can focus more. (CALLS/RARELY PAPER WORK)

What was the role of Mr. X?

I feel good in the presence of Mr. X. I know if I have a problem, he will not be not supportive. He knows that I always do my work well and I am not

delinquent. So, it is a two-way thing. Thanks God. If there was another one than Mr. X who does not micromanage and does not interfere waiting for you to commit a mistake; I would not be able to continue working. You cannot be productive if you are not treated well. You need to feel psychologically comfortable. This is how I view it. My ego will increase.

I tell my employees if you are not comfortable with me and if I did anything wrong to you, come and face me. Don't talk behind my back that I am not treating you well. I face them with all what they do wrong. If I feel that there is something wrong going on, I call them for a meeting. Sometimes, I run harsh and they say that this is not me. I told them that you see me as a good mother, as a nice girl, but don't see the other side of me. You have to put some limits to some intolerable issues. They are sometimes surprised and they may say. No this is not you. I say it is me. Let us work always as a team.

While you are at work, do you often think about family/friends?

Yeah. I think about my children not about friends or others. I think if my children are studying or not.

Do you resolve home problems while at work?

Yes. If there is a fight between my children. If one hits the other and similar problems. Also, I might tell my son what to do if the cable guy comes to get money and similar things.

Any emergency at home?

Yeah. I told you if a child is sick or if they call me from school that a child falls down, I am obliged to leave. If my child's temperature is high like 40, I am obliged to leave especially if my mother cannot help by sending someone to bring him. FLEXIBILITY OF THE LEADER

Polychronicity:

I prefer to focus on one thing at a time (MONOCHRON) but I do many things at the same time (MULTITASKER). I might have several phone calls, send an e-mail...I can do it but I don't prefer. As long as I am able to do it, I do it unless I have a presentation that needs a lot of focus, I finish it then I continue working on other things. The nature of my work does not need me to be that focused. All my work is about phone calls, checking if the file arrived, if an application was accepted. I just have to follow up (phone calls, checking if the file arrived). I don't work with numbers/financial figures and with setting the budget. I am obliged to do many things at the same time. The nature of my work obliges me

to do many things at the same time although I don't prefer. (NATURE OF THE JOB)

Difference between your actual behaviors and your preference does it lead to stress?

Stress is there if you work on one thing at a time or several things at the same time. There is always stress. I check all day long the reports to know where we stand with respect to the budget. Already you are stressed. I always want to know where I am towards the budget. I compare the figures in the report to where I should be; why the booking is less than expected for example. The nature of our job is stressful. There is a budget and we need to reach it. Stress is there. This does not cause extra stress. I don't feel that it stresses me given that I always did this. I am a dynamic person. I wake up. I do sport. I cook. And it is still 7. I sleep early and I rise up early. I wake up at 6. Even at home, I do many things at the same time. (STRESS)

Leader's polychronicity/NATURE OF THE JOB

Mr. X does several things at the same time. He might be working on something and we interrupt him asking him to check a file on the spot and he does check it directly and does not say put it here and I will check it later. This is also because of response time. In our job, "response time" is the number one issue given the competition. A customer cannot wait. We always think about what the competitors do. This is in opposite to the corporate division where the customer is obliged to get the loan from you if they submitted the file to you. In retail, there is different booking. Retail is about service and time limit. It is very fast. The dealer calls me and says if you don't give them the approval; the customer might change his mind and won't buy anymore.

XYZ Bank is strict in the approval process. This puts more stress on us.

Are you allowed to make personal phone calls?

Yes. For sure. No one forbids us.

We are allowed to make personal phone calls. It depends on each one's conscious. I don't send personal e-mails.

I usually make personal phone calls to my children at least 5 times during summer given that they are at home and 2-3 during winter after they come from school. I talk once with my mother.

Usually my kids call me and I don't call them. Sometimes, I have customers, I tell them not to call me. If I am working alone, I respond to them. It is okay.



Two days ago, my eldest daughter called me like three times in a row. I told her if you are going to call me again, I will turn off my cell phone and I will not respond to the bank's phone. I let her understand that there is nothing important and that She can wait and that I have work and I am not just enjoying (itsala). I feel irritated from my eldest daughter. When I send her to mom, I feel better

When your followers make personal calls, do you feel bad?

If they have an emergency, no I don't. You can put stress on them in everything. If they talk like every two minutes, this is not acceptable.

Mr. X never told us not to talk on the phone. This comes from the admin.

Do you come late to work?

Time Management

I am late max of 5 min. I am always before 8:05. Time for me is too important. I calculate each minute in my life and not only in the bank. My stress is from time. I teach my children to respect time. You cannot just say that I will come at 5 and you arrive at 6. If you say 5, you will have to arrive at 5. Time is very important in my life. I manage my time very well. They ask me sometimes how you are able to handle your work, you have 4 children and you do sport. I allocate time to each activity in my life. This causes me stress given that I strictly follow my schedule. I am like this always on time.

I don't oblige anyone to stay till 6 or 5:30 unless there is something urgent.

Mr. X has an open door policy. I can see him at anytime.

Visit from family at work:

None of my family comes as for a visit at work.

I feel that work is my second family. I spend a lot of time at work.

**INTERRUPTIONS**

I am okay with the interruptions. This is normal. Followers can interrupt me at any time. I see them more than I see my family. My work is my second family.

I am fine with the interruptions. I did not develop any techniques to handle them.

The distance between work and home is good. It helps me. If my home was far, I would have bought another home. Commuting takes from my time. I always

make sure that I arrive at 5:30 or max 5:45. I need to arrive at home on time in order to help my children to study. I leave home at 7:45.

Weekends:

I work every other Saturday. Given that my husband will come back during this summer for like one month and a half, I worked extra Saturdays so that I won't come to work on Saturdays while he is here. If there is something urgent, I will come to work. I don't receive phone calls on Sundays. Saturday afternoon and Sunday is spent with the children.

I have a blackberry. I bought it and not the bank. But I am not connected to the bank's email. I don't want to mix my work with my home. I don't want to receive the bank's emails like every two minutes while at home and I feel curious to check them. It is enough. I do my work at work. I do not want a Blackberry from the bank. I have one. If the bank obliges me to take a blackberry, I will do it. (SHE PREFERS TO SEPARATE BUT SHE IS ACTUALLY INTEGRATING)

I have one cell phone. I have the work's numbers on it.

She has photos for her children at work. I don't consider this as a mix between work and home. How am I mixing? It is just a photo!

It seems that she is afraid that we tell that she has her children's photos at work.

Interruptions:

If I am busy, I tell my followers let me finish what I have and then I talk to you. I did not put rules. I don't tell them you are not allowed to enter.

For how long have you been in this position?

I was a marketing manager at the Allied Business Bank. I launched the credit cards (master card and visa) and bank insurance. This is how my career started. With the Allied Bank, we started to specialize more but not like now. Now I have a specialty.

I might leave during lunch hours but I don't go home. My children arrive home at 3. It does not make sense that I go home. Sometimes, I go out during lunch hours to buy some things. For example, I go buy some gifts for my children from a place near the bank (2 mins walking distance). I don't have time after work to do this. (DOING HOME WORK DURING WORK BREAK)

Do the demands of work ever take away from your home life?

Sometimes, I return back home tired. I am not able to take them out. I tell them we will go out during the weekend. A nonworking mother may feel more energetic and thus have more activities for her children.

Priority:

Dual Centric

I cannot say that my work is a priority or that my home is a priority. I have to mix between the two. There are some things at work that they are priority and they are things at home that they are priority. I cannot say that my work is a priority. Maybe at the end of the day, I find that my work is a priority and not my children. Also, if I have a free day, I will do the best I can for them. We may go to the beach and enjoy our time. I would have preferred to stay home, sleep and have some rest for a day. The priority is my children here. I always sacrifice. I don't have time for myself. My time is for work or for my kids but not for me.

Why are you working?

This is for personal satisfaction. It is also about money. It is your income; you are getting it; it is your money. I feel myself.

Sport is very important in life. I used to do one hour of exercise at the gym at least for one hour after my children sleep. Sport gives me energy. Recently I bought a treadmill so that I don't have to go the gym. I am very happy. So, I do one sport hour on daily basis while listening to my music after I finish all my work at home; my children are in front of me while I am doing my exercise. For instance, I did 40 minutes today in the morning. I will continue the remaining 20 minutes at night. I do one full hour daily. This is what makes lively. I feel that sport is important. I reduce stress by doing sport. I overcome stress with exercise. This gives me energy. It helps me more that you can imagine. While doing sport, I put my problems aside and I listen to music.

Customers might call me while I am doing sport. I stop then I continue. It happened for some times. (CUSTOMER'S INTERRUPTIONS....WORK/HOME MUTLTITASKING)

Rarely. I don't go out and attend social occasions given that my husband is not here. I attended the bank's dinner. But for instance I was invited to the Peugeot owner's daughter wedding but I did not go. I don't go alone. If my husband were here, we go out. My husband and I are not that sociable. We are not of the type that goes out a lot. Once a week, we go to a quiet place such as Cinema. I don't have social friends for three things together: "I don't have time, I am not this type and my husband is not here". NO SOCIAL LIFE

Do you invite people from the bank home?

I might invite some colleagues from the bank once in a while rarely. I once did a huge dinner. This happens once in a year or two.

Last week, I told my followers that I will invite you home; they replied that you are too busy and it is better that we go out for dinner.

Do you invite Mr. X to your home?

I invited him last Christmas. Mr. X and his wife and I and my husband Robert went out for dinner with a couple of friends too. I know Mr. X's wife from London. The Christmas of last year (2008) I invited Bassel Karam and his wife.  
RELATIONSHIP WITH MR. X/LEADER AND HEAD OF RETAIL

I might go to weddings, funerals, parties of followers. I don't say no. Sometimes, I say sorry given that my husband is not here if I got invited from a customer.

I prefer that I go out with my children only and with Robert (Husband) not with other people. This is my style. I enjoy being with my family. I don't feel bored. We don't have a "wow" social life.

Are there any social occasions that you go to as part of your work?

Sure. It is not required to go. It is nice to go and show appreciation given that I invited you. I invited the owner's of Peugeot wife to lunch given that she invited me. She is my friend.

If I go to a lunch or a circumstance for a client, I feel this is part of work. I don't feel it is a social event.

When my husband is here, he goes with me but he feels obliged to go [she laughs] as I am obliged to go with him where I just listening to what they say.

Do you ever have to leave work early?

Sometimes, I have to leave at 4 given that I have a medical doctor appointment (I try to take it at 5 but some of them don't give me an appointment) or a birthday. I don't take the one hour lunch break which is 90% of the case; I stayed at my desk all day long. LITTLE BIT OF FLEXIBILITY

I never get to work late.

Sometimes, I take a day off to stay at home. But this happens once in a blue moon.

In which circumstances were you obliged to stay at home?

My sister faced a problem so I was obliged to stay at home. Also, sometimes one of my children has school parties (like diploma distribution) that I need to attend. But I call my followers or they call me regarding certain issues at work. I advise them to contact Mr. X.

My followers know everything about me. If I am absent from work, the work does not stop. For some people it is not the case. I am not this style. What make me different are my personality and my professionalism.

When you leave to attend social occasions, what is the reaction of Mr. X?

### ROLE OF THE LEADER

He never gave me a comment. I rarely demand from him to leave early. This occurs once every six months. This does not happen every week. I don't abuse. I know that everything has its limits. As I deal with my followers, I know that he has rules. I don't try to abuse the system. All throughout the year, I leave for two times to attend birthdays. Sometimes, I don't send them at all even if they feel sad; I convince them that we cannot go every time; your friends came but we are not able to go every time. I might send them with a friend and I bring them back with me if she wants to leave; so we cooperate in this respect. My children sometimes don't feel well. But this is my life. I cannot leave my work and stay at home. Thanks God that I did not leave my work at a point where they were still babies and where I have major problems such as sickness, vaccinations and the like. When they get older, they have other different problems than physical problems which are exhausting and that might have obliged me to leave work. My system now works out. My husband never complained. He is not a demanding person. He lived for 12 years in Canada. He never asked me to prepare lunch or dinner. He might prepare a sandwich for both of us and that's it. Some men are demanding but he is not one of them.

I leave at 5. I cannot stay after 5 even for a second. I cannot do this. If I am obliged, I stay. But I cannot stay till 6 on daily basis. I am not obliged to stay till six unless I have work. As I told you, they can call me after 5 if there is a problem. I never put a limit for my work. You can never finish your work, but I have to leave at 5.

Work Schedule:

The work schedule is not that suitable for me but hopefully they don't extend it till 6 [She laughed].

I don't accept e-mails given that they are many. At a later stage, I might accept them. At the moment, it is difficult. I am against it.

I might talk to my husband over the phone if a problem occurs at work and if he asks me why am I down or sad. I don't give and take in this respect. I don't talk to anyone else.

I don't eat. I drink juice in the office. There is no place to eat. We have a lounge in the first floor but I prefer not to mix given I don't like gossip. I might eat a sandwich. I also might bring food from home. We have a small kitchen where there is a microwave.

### Parking

We don't have a parking; this causes stress. I have my own arrangement. I pay and someone parks my car. Half of the employees are stressed out given that we don't have a parking. We have a parking like 10 min walk. During winter (from rain) and during summer (sweat), they arrive wet to work. This is the only parking. There is no other solution.

My children told me that they after they get married and they start working, we will work till 3 given that all mothers pick up their children from the bus except you. What can I do about it? My husband and I have responsibilities. I am not doing this for me; this is the last of my concern. I have four kids. We are doing all of this to get them a good life style, a good education. My husband and I are planning for their having a better life.

Regarding career, my aunt tells me that you cannot live without work; you will die. This is my nature which is dynamic. If we work till 3 or 4; this would be perfect for a mother. This will afford a balance between work and home. This one or these two hours are the problems for all mothers at the bank and not me only.

My children feel proud about my work.

Do you take a break from work during the day?

No. Rarely. I might surf the net to check for something I want. I have a facebook but I don't use it. It wastes time. I am not technology oriented.

I don't need a suitcase for my work.

I keep the souvenirs I got home. I have a XYZ Bank mug at home. My children say this is our mother's work.

When I am nervous at work and if I am tired, I yell at my children after I return home. You cannot separate especially if I am too stressed out. I try my best. Sometimes I start crying alone after my children sleep. This happens rarely.

If you are stressed at home, does that affect your work?

After my maid left I don't. She puts stress on me. She is arrogant. She treats the kids well but she does not finish her work. When my children were still babies, it was not easy.

#### DESCRIPTION/ ROLE OF THE LEADER

I don't talk about these issues (my maid) with Mr. X. Mr. X helps. Mr. X is always there. If I have had another manager to whom I cannot talk or from whom I am afraid, I might have left at one point. He gives and takes with you. I feel good when I talk to him. When I enter his office, I feel happy and I tell him some jokes and laugh with him. He is not somber. He is cheerful.

His presence facilitates the balance between my work and my family. Also, his presence is better for work. I knew that he is going on vacation next week. I told him don't leave us for too long. This is since he is sympathetic while others at the bank aren't. Also, he trusts my judgment which is good. If I tell him that this is a customer who is good, he signs given that he knows that I do my job well. He is trustworthy. He is straight and honest.

Mr. X is not the bossy type. He does not monitor you closely. He facilitates your life.

Also, in Lebanon, while coming to work I can call the grocery store or the supermarket to send me the goods I need and tell him to send them home and I will pay him later. You can talk to the concierge to bring you things. In Lebanon, you have facilities not in the UK or in the US. You have people who can help you which is good. If you know an electrician or a plumber, you might tell him to come and check electricity at home and I will pay him later. You don't have to do everything by hand. When you have people that you know, they can do your things while you are not at home. If you have good connections, this might help you. In the US, you don't have these facilities and all this help and that's why I refused to go with my husband and live in the states. It is much better for me to live in Lebanon than in the states given that I have all the help around me. I got help from family and from my connections; you can do all your work over the phone. They trust you and they go and you trust them with time.

My attitude towards managing work and home has changed as my children grew up. Now, I feel more at ease. Now I am more work oriented. Before, my family was a little bit more important than work. Five years ago, my family was

the priority. Many times, I went home crying and having this guilt feeling. Now, I feel more secure and that my life is smoother

What do you advise a new manager to do?

I advise a manager not to mix between work and home. Work is work and family is family. PREFERENCE NOT TO MIX.

But you are mixing?

I am mixing to a certain extent. As I told you, I am very service oriented. Client is the king. My good strength is that I know very well how to talk to people.

How managers should behave with their followers?

-Teamwork, participative in everything. I like them to be involved in order to feel that they are part of the team. I always like to take their opinions given they are in the market.

-We make decisions jointly.

-Mr. X never said that this is what you have to do and you have no other saying. He might say this is what we have to do and then I have to follow. If there is anything that I am not convinced about, I talk to him. Sometimes, he might tell us that later on you will know why I chose to do it like this. But he does not tell us that you have to do it; he does not have this style. (DEMOCRATIC) He just says: do it and my work experience is more than yours and time will tell you why I made such decisions.

Can you voice your concerns with Mr. X?

Mr. X listens to me. I might tell him that we cannot continue with the car loans as such. He tells me call for a meeting. I do and I tell my department's members to explain to him. GOOD LISTNER

-We might add to the agenda but not to digress from the main subject. He listens to us. No one talks about personal things during a business meeting. He indirectly says that you need to differentiate between work and home. Everybody passes through problems but you cannot always have problems. And he is right. We are not here to resolve home problems. (FOLLOWER'S PERCEPTION ABOUT THE LEADER'S OPINION WITH RESPECT TO WORK AND HOME MANAGEMENT)

Final Decision in Meetings:

Mr. X will have the last say 80% of time.



Why do you accept? (PROBING)

We already gave him what he needed but he sometimes says we cannot do it the way you suggested. In the motor show let's say, some banks have an interest rate of 2.75 or 2.99% on car loans while ours is 3.75%. I tell him give us a 3% in order to compete. He says that we cannot go down even for one cent below 3.75%. I try to convince him that we might lose for some files but we will make it for others and we will gain customers. I say that this is a motor show and we can bring customers; he says that I don't care about customers and this is it.

What are the factors that might have affected his decision and that you don't know?

There are some factors related to the top management. Maybe our cost of fund is high and we cannot lend money at an interest less than this with respect to this product and that I should not know this. We abide and we work accordingly. We trust him and we know that he wants to reach the budget and not only me. I say to myself that it doesn't make sense that he hurts himself at the end of the day. But he tells me later in private that you have some margins if you feel that there is a good customer and that you don't want to lose them; you have some flexibility but within certain limits. He emphasizes that we work on the service. Plus, our response time is much faster than others. We had credit officers sitting in our stand. Maybe other banks did not have credit officers. So, we usually responded in one hour to the customers' files while others respond in one day or in 4 hours. So we worked on other things.

Did he ever behave in a bossy way?

He never behaved in a bossy manner with me. He might get nervous sometimes as we all do. He is calm overall.

He is disciplined but not as if we are in the government or in the army. There is discipline but at the same time you feel well.

If you did not accomplish your task, what does he do?

He follows up regarding what to be accomplished. He asks where do you stand with respect to this project?

Is this because you prefer to do one thing at a time?

This is maybe because I have been busy during the day and I was not able to finish it on time. He gave me many things to finish at the same time in addition to the problem I have. He tells me about the priority. He tells to leave

everything aside and focus on this thing. I do it. LEADER'S ORGANIZATION OF PRIORITIES/MULTITASKING

What happens if you do not reach the budget?

I cannot do anything. We are not reaching the budget because I am not good at work. We have some constraints in our work regarding the interest rates or the tight approval and that's why I am not able to get the budget. The competitors (in the car loans we are outside competition) are ahead of us with respect to the IR and the commission. Mr. X says it is okay; don't worry. He tells me that I don't want bad debt. Even if you don't reach the book; I want goodwill booking. IMPORTANCE OF PRODUCTIVITY

If I don't reach the budget, I might not get three times my salary as a bonus but one salary but they won't cut my head. I can understand this but I always defend myself. I always bring him my notes and I tell Mr. X with this tight approval, we cannot reach the budget. The approval is not rigid but it is tight.

Do you put the objectives together?

We try to share but not a lot. He usually set the budget for each department. He takes my opinion. I might tell him that the budget is too high but he tells me it is okay. We will put it and then we will see and we believe.

He will evaluate me based on the budget I get. For instance, we are beyond budget with respect to the merchants loans. I wrote this in my EPR, my evaluation. Also, I explained why I did not reach the target in the car loans. I protected myself; whether he will give me a bonus or not is not important; what is important is that this is my personality and this is how I think. He treats me fairly.

He wants us to be the first division in the bank.

What is the most important thing for Mr. X?

Is to bring business for the bank. What is important for him is performance.

Is there competition between you and other divisions?

There is competition between EDC and the branch network. There is competition with other divisions within the retail. Also, there might be competition with branches. We might bring an indirect loan. This creates conflict with the branches. We might ask a branch manager to allow a customer that we brought to the bank to sign at his branch. The branch manager calls his customer but he does not with respect to the customers that we bring given that this does not add value with respect to the branch's target. We sometimes beg

them. We have a booking center in Ashrafieh but if someone is in Khaldeh and he does not want to come to Ashrafieh, he has to sign at a branch.

If you don't follow the rules, what might happen?

I am so diplomatic. I never break the rules. I always give and take with him. He does not accept that we break the rules since he is the boss. DESCRIPTION AS THE BOSS! TWO FACES

XYZ Bank Future and welfare:

It is very important for all of us. If the organization grows, you grow with it. It is different to have 50 branches than to have 10 branches. You feel yourself to be important.

Does he like that you stay after 5?

Sometimes, Mr. X suggests indirectly that we need to stay after 5. We behave as if we did not hear.

Loyalty:

Loyalty to the bank, to the division and to him are important to me. It is important to be loyal to him. I am not going to talk about him in a bad way with others. If he does anything that bothers, I go and talk to him and he listens to me; he does not have a problem. I don't feel afraid while talking to him. He is not authoritarian. I am not worried when I talk to him. I am open with him and this is what makes me feel happy and relaxed. RELATIONSHIP WITH THE LEADER

The nature of my work imposes that I go out a lot given that I have meetings outside the bank. I might have something personal to do while I am out. I always tell him about this. If I want, I could hide this. But given how loyal I am, I always go and tell him that I have something personal to do after I finish my business meeting. We have open communication with him. For instance, sometimes I have a meeting with my children's teachers at school after I have a meeting at Peugeot. I am able not to tell him but I always do. I can hide this and nobody knows but I cannot not tell him for example that I took 20 min from the bank's time. If we have another person of whom we are afraid, we will hide and not tell him. Here we have open communication with him. There is no problem.

I don't have a problem coming at night or on Sunday if there is an emergency.

He is a caring person. They always tell us "You are lucky that Mr. X is your director".

If you work with him in an ethical and professional way, he will deal with you accordingly.

If he feels that someone is upset, he provides us with advices. BENEVOLENT BEHAVIORS

Sometimes he knows something that we don't know and that he cannot tell us about it and he might tell us that it is better to do it like this which is going to be better for you.

He helps a lot. There is a woman at the bank who got sick. He took the initiative to collect money for her.

We don't have a family supportive environment in Lebanon. If he feels that you are abusing the system, he will get nervous. I can understand that you have problems but we cannot talk about these problems on daily basis. You have to accommodate between work and home. If you cannot accommodate between both, it is better for you to leave. We are not here to resolve personal problems. We have a budget we need to reach. (IMPORTANCE OF BUDGET MEETING ON TOP OF FAMILY ISSUES)

You cannot be that nice without abusing it.

CONFLICT

If a conflict happens, he listens to each one separately then he talks to both of us. There is no time for internal conflict. We spend our day in problems solving. Our work is challenging and not monotonous. The nature of my work is challenging. I cannot sit behind a desk and approve files. I cannot work as a credit officer. This is my personality. I like people. I like to talk to them.

## Appendix D

### Additional Quotes

#### Quote A

“I don’t prefer to do many things at the same time. I prefer to concentrate on one thing at a time, but I have to multitask when many things are sent to me at the same time and when all these things are urgent. I have to move back and forth between them and to work on several tasks in parallel... I don’t prefer to multitask since I go into a lot of details on any task. That’s why I have to focus in order to give my best. When you do many things at the same time, you don’t focus or you are not able to go deeply into things. You cannot go down from one level to another in the analysis of the same issue. If you work on bits and pieces, you cannot go deep at each level. You work quickly but not deeply. You finish things at the suitable time but not necessarily at the optimal level/quality. I prefer to give a certain task all what I have and not only to focus on time per se.”

#### Quote B

“I cannot but talk about work at home. I get many phone calls after my working hours (Khoury Home, car dealers). I open the door. Anytime you want, you can call me. I don’t have the choice. I don’t like it, but I cannot tell the dealer sorry I cannot answer you given that I am at home and not at work. They might call me at 9 p.m... Even if I am on vacation, I feel shy not to answer my customers’ calls. My customers always call during the weekend or during vacation and even if I am sick. My husband suffered from this. But this is how things have to be. We are in the service industry. I cannot be arrogant with the dealers... For me the service is very important [She emphasized this]. Special customers’ treatment will boost the business. When they experience our unique services, they will talk to other people too. We have a very high budget with a limited number of customers. So, customers should be treated as

kings... We open till 7 p.m. in the loans' acceptance department. We open during the weekends too given that merchants open their doors. This is also an extra service... All of this does not mean that every two minutes my phone rings. I have my privacy. I have my family. But I allow them to call me. They may call me till 9 p.m. and then they will find me asleep [laughing].”

#### Quote C

“Sure, I don't prefer to do many things at the same time. I feel that stress is always there. Normally, working on several tasks in parallel causes me stress, since I have to move from one place to another; I am also giving private lessons. I work with employees, and then I go to teach. You need to be calm even if you have problems at work so as not to let students feel that you are stressed out. It is true that I work in IT, but many things are required from me in operations and I do them. My experience helps me and I don't have a problem... Working polychronically does not necessarily mean that one will be more productive. We do large projects. When you talk about migration from one system to another, it needs time and there will be a period where there are problems that you have to resolve. Once you have another project going at the same time, this will distract you, and the first project will take longer time to be finished. You are not giving all your time to one thing. For better control, you have to focus on one project at a time. This really makes you tired, but you will reach a stage where you feel good when you are done with all of the projects and you are up to date regarding the market's needs. I prefer to do one thing at a time, but I can manage two or three projects at the same... The nature of our job requires from us to work on several projects at the same time.”

#### Quote D

“I will tell you how the CCP DL helped us. We discussed with him our request to change the work schedule from 8-5 to 8-4. We told him that

we don't usually have our lunch during the lunch break from 1:30 to 2:30, but we go out shopping and to buy some gifts since we do not have time to do it after 5. During the hour from 4 to 5, we can go shopping (groceries, gifts) instead of going during the lunch break. We don't want the lunch break that the bank obliges us to have. I don't need it since I usually eat while working or I don't eat. I don't have a problem with not eating or resting; what I am concerned about is to finish at 4. The administration said that taking a lunch break is healthy since no one can stay working from 8 to 5 without rest... The CCP DL still supports our request in this regard. He understands us. We explained to him that this is not going to affect our work's productivity. I said: you know that I leave work during the lunch break to finish some of my home tasks. If we leave at 4, our work flow won't be interrupted by the lunch break and we will continue working without a break till 4. He replied that he does not have a problem for this is not going to affect our productivity and said that he supports us. We told him that we want to discuss this issue with the HR manager. He did not object our proposal. Our conversation with the HR manager didn't lead us anywhere. So, they invited us to a meeting with the chairman to further discuss our request. The chairman referred us back to the HR manager. There was procrastination and stalling from the HR manager, who did not take the issue seriously and they were just buying time until we forget about our request. Briefly, we ended up nowhere since the CCP DL has some people above him in the bank's hierarchy. There are many managerial levels since the bank has grown. There are some constraints from the HR department and the head of retail for example. Consequently, he does not have full authority."

#### Quote E

"If he knows that there is something wrong going on at any of the employees' home, he intervenes since he cares; he follows up; he does not leave the employee alone in the face of the problem. He helps each one based on his/her case. For instance, he knew that one of the

employees was at the hospital; he visited him and he kept calling to check on him. He really cares about his people. Once I wanted to take a vacation for two days and I did not inform him ahead of time. I informed him about my request while we were entering to attend a meeting. After the meeting, I said to him that he did not reply; he answered: “when have I told you no?” Although it was a short notice since I wanted to take the vacation the second day, he did not mind. He always helps if you are in need.”

#### Quote F

“He took it upon himself to actually try to find out a practical solution to a problem: the parking; he solved it with the bank. He said to the bank’s top management: We have that space and that we have that area. It costs that much for 200 cars. He solved it. Was it his responsibility? No. But he took it upon himself as a practical solution. What are we supposed to do? If I like my people actually to keep circulating in their cars, some would come at 9 a.m., at 10 a.m. or at 11 a.m. because of a simple fact: you need to wait for a parking space. So, there was a practical solution for our world. The issue of nurseries and so on is a higher issue; it is a bank’s issue not simply a division’s issue.”

#### Quote G

“I worked on the parking issue. The parking issue is a big problem. The employees were suffering since some of their cars were towed of the Internal Security Forces. Sometimes, if an employee had an emergency and he had to park his car nearby, the bank’s security employees could help. The owners of the buildings should have parking areas in floors below the buildings, but this is not the case in Ashrafieh. I have being parking my car for the last 6 years at the same parking area and I have to pay for this since I have to stay from 8 till 5 at least.”



## Quote H

“The EDC/CP DL takes into consideration the UOTS’s decisions. He trusts her. She is capable but we are also present. He differentiates between us and her.... Once, a conflict took place between the UOTS DepH and me... I reported to the EDC/CP that the APFM DepH is treating me with superiority but he didn’t interfere. After two months, I asked him: why did not you interfere? I didn’t get a convincing reply. He doesn’t face problems. He keeps things going on or he makes wrong decisions. There is a lack of trust in employees when you accuse them that they are making the bank lose customers. The UOTS DepH’s personality is stronger than the EDC/CP DL’s personality.”

## Quote I

“The HOR usually talks a lot during the meetings. He has power and he has authority. We are wrong given that we are not doing our homework. We promise him to do many things and we fail to deliver. So, he asks us why you didn’t deliver. He communicates well. He tells you directly what he wants. He asks about our strategy. The UOTS DepH talks the most given that she is working in IT and in technical issues... Any error to the UOTS DepH, EDC/CP DL and COP DepH is considered to be one since they look at issues from an IT perspective while we look at them from a business perspective; thus, its implications on the customer...There is miscommunication. The EDC/CP DL is not being fair when he blames us for the lack of communication. They always try to put the blame on the weakest link. Managers should work on making the balance between employees.”

## Quote J

“There is trust between me and the EDC/CP DL but not high trust. For instance, I have to call him if I have to go for lunch. Also when he hears something about me, he tends to believe the other party before he hears from me... He is like that with all; maybe with 80% of his employees he is

like that. Maybe he is not like that with the other 20% of employees since they are close to him and are in daily contact with him. I don't feel that the EDC/CP DL adds value to me. His presence or absence is the same to me. There is a problem in communication... Once, a year ago, he told me that they cannot assign me as a head of department since I have good technical skills but don't have good managerial skills. Then the next year, he told me that I have good managerial skills but I don't have good technical skills. He keeps contradicting himself. Actually, I went and I took some courses about supervisory skills. Then he told me that I don't have good technical skills. I feel that he is a weak person. He is not able to make decisions in front of his management. He is a decision maker, but is afraid of what the upper management might think of him. For example, why does he not ask for a salary increase for this employee? He is afraid of top managers starting to ask such questions."

#### Quote K

"No. I don't treat them as my children. I divide the relationship between me and my subordinates into two parts: First of all, I always try to deal with them in a professional way in order for them to know that at the end of the day there are certain rules that determine the nature of my relationship with them. There is a certain performance that you are required to get from them. That's why I don't mix emotions with work. But if I feel that anyone of them is in need of help even during work, I directly interfere and try to help to get him/her out of the problem. For instance, one of my branch managers called me recently in the morning telling me that her small daughter is at the hospital and that she has an urgent case; the first action I did is that I told her to go to the hospital with her daughter and that I will let someone cover for her. In an instance, I was able to send a manager to replace her and then I started following up with her moment by moment on the situation of her daughter. Even if I follow up on such non-work issues with the workers, I don't mix these issues with work. I try to balance between the

professional and human or personal aspects of my work. I treat all my employees similarly; not only branch managers but all my employees.”

#### Quote L

“The budget is assigned to us by the HOR. Even if I agree with RM1 on a certain budget for my branch, the HOR might change our whole plan. The HOR says that he expects more from me. He did a huge leap in the branch. He does not have a problem in not having good relationships with us; he is solely concerned about the results. We have become numbers for the bank. The HOR wants numbers at the end of the day. The regional manager executes the decision of the administration. He just follows up on us. We cannot reimburse a customer even for \$1. We reached a stage where we are considered as machines at the branch. I don't have any authority. It is a totally bureaucratic process. Each paper should go to the regional manager. I cannot give a customer a certain interest rate without the approval of the regional manager and the head of branch network. The administration does not trust us. It might be due to their fear of mistakes that were committed by some branch managers.”

#### Quote M

“I talked to RM1 once about having a blackberry or access to e-mail from outside the bank. He told me to contact the HOBN. The regional manager is the mediator between us and the administration. For me, the regional manager facilitates some things for us. For example, he might give me his consent or not for a certain loan. We have to refer back to him; if we don't, the administration will sometimes refer us back to him. I think it is normal to call the HOBN without referring to RM1. It depends on the person, your relationship with the regional manager and your position too. Sometimes I send a direct e-mail to the HOBN if it is directly meant to him. You will get a final answer from the HOBN. So, when I urgently and directly want an answer, I talk to him... So, he says it is

okay or not and that's it. Issue resolved! Such issues cannot be resolved by the RM. The HOR does not interfere in everything. The HOBN is responsible of the interest rates. Once there was a conflict with respect to interest rates. They were putting pressure on RM1. They said that at his region the interest rates are very high and the cost of funds is too high. So, they told him to go ahead and decrease the interest rates. So, I had one special case where the HOBN has given a customer a high interest rate six months ago. At maturity, I told the HOBN that we have to give him 4.25%. RM1 decreased it to 4%. I told the HOBN that this customer has a deposit of \$5 million. The HOBN changed it back to 4.25%. RM1 became very angry and didn't want to sign it. Still, I am a friend to all."

#### Quote N

"We passed through two stages. The first stage is when I started working as a regional manager. I used this style: sending my assistants to the branches. Some managers, two or three of them not all of them, considered that I am interfering in their work, in the small details of their work. These assistants' visits startled BMs and their employees, and they started asking why my assistant is at their branch. After my assistants' first and second visits, I noticed the employees' negative attitudes towards the assistants' visits. So, I started telling my assistant that when he goes to a branch charged with a specific assignment on my behalf, he should directly go to the branch manager and tell him/her: "RM1 sent me since he feels that there is a shortage of employees in the branch due to the absence of a given CSR. If you need our help, we are ready to help you fill the void." It took some time at the beginning. The two or three managers adapted to the idea through two stages: the first is resistance of the interference. Then, in the second stage, they started asking us to interfere and to go to the branch since they felt that we are helping them a lot in resolving their problems."

## Quote O

“RM2 and I are at good terms at work with respect to what I want and what he wants from me. I never hesitate to call him while he is at home to ask him for something. I called the HOR once on his private cell phone. I called the HOBN 100 times and RM2 200 times on their cell phones.

I usually send my requests to RM2, who will transfer them to the HOBN. I respect hierarchy. I tell RM2 that I will send a file to him to transfer it to the HOBN. The HOBN may reply and say “dear both” when I send an email to both of them. RM2 backs up my proposals. He may say “Agree on branch manager’s proposal and recommend approval”... Many decisions are imposed on all of us, including the HOBN and the HOR. We implement although we don’t agree with the top management’s decisions. These are the decisions of the GM not those of the HOR. I personally demanded to be the spearhead. I proposed to the HOR to go and talk to the GM. I told RM2 that he is supposing that banks are granting their customers so and so interest rates; their assumptions are not right and this is good for us. I wanted the RM2 to hear that the interest rate at another bank is 4.5% while ours is 3%. So, I called this bank as a customer and I let RM2 hear. When I am convinced about something, I can convince you. The regional manager has a role since he is transferring our customers’ files to the upper management. He fights for the top management’s approval of these files, but the final decision is with the HOR and/or with the HOBN more than it is in the hands of the regional manager. The regional manager is just communicating our requests to the upper managers. He says that he will try as much as he can to raise this case or this issue. That’s why, I say that the final decision is up to the upper management; thus, in the hands of the HOBN and the HOR. The role of RM2 is intermediary.”

## Quote P

“We are working at a bank owned by a Lebanese family. Let us say that there are three persons, who are potential candidates to be regional managers, and all have the same qualifications, given the political affiliation of one of them, he will be the best candidate for the position. Since RM2 is the brother of a previous member of parliament, this gives him a push. But if you are not a good manager, they will not keep you irrespective of your political affiliation. You are working in Lebanon and not in the States. As for RM2, I cannot say that he is not knowledgeable about his work. I cannot say that he came in a parachute. He was a normal employee. He told me that my Operation Support manager taught him the banking work. He is not shy about that. I never heard this from her. He told me this. We have attended a banking training program in 2001 for 45 days from 8 a.m. to 6 p.m. and we sat for a final exam that he passed. Also, he has good educational degrees. We were not so close. He was a branch manager at another bank before it merged with the XYZ bank and I was the assistant of an XYZ branch manager at the airport. Other regional managers might come in a parachute, it happens; I cannot say no, but believe me RM2 has progressed along all the bank’s steps. He reached his position incrementally. We are 50 branch managers; the probability to get selected as a regional manager is 2%; thus, you need a push to become a regional manager. Don’t I dream to be a regional manager? If I don’t, then I am a person without ambition. But I understand very well the business game.”

## Quote R

“The HOR is the most essential element in the bank. I have to work with an administration that is capable of making a decision; it is not necessary to communicate with RM2 with respect to every decision and to get his approval on all what I want; I love to communicate with those who can make a decision very quickly. This is the criteria. Usually, I discuss things with the HOR through e-mails. Once he reached a stage

where he did not want to listen about a certain file that I had sent him as his subordinates told me. I told them that he has to listen and he listened. Eventually, he is my customer. I try to convince him of my opinion. When he got convinced, he told me to go ahead. He does not use a command and control approach. I told you he tries to enforce his opinion by all means. He listens to you but he tells you: if you are able to convince me, I will go with your opinion. Maybe some managers are not able to convince him and that's why they feel upset.”

#### Quote S

“Time for me is very important. I calculate every minute in my life and not only at the bank. My stress is because of time management. I teach my children to respect time. You cannot just say that I will come at 5 and you arrive at 6. If you say 5, you have to arrive at 5. Time is very important in my life. I manage my time very well. They ask me sometimes how you are able to handle your work and your 4 children and you also do sports. I allocate time to each activity in my life. This causes me stress since I strictly follow my schedule. I always plan. I am always on time.”

#### Quote T

“Sports gives me energy. Recently I bought a treadmill so that I don't have to go the gym. I am very happy. So, I do one sports hour on daily basis while listening to my music after I finish all my work at home; my children are in front of me while I am doing my exercise. For instance, I did 40 minutes today in the morning. I will continue the remaining 20 minutes at night... This is what makes me lively. I feel that sports is important. I reduce stress by doing sports. I overcome stress with exercise. It helps me more than you can imagine. Customers or the CCP DL might call me while I am doing sports. I stop, and then I continue. It happened for some times.”

## Quote U

“I used to go to the gym three times a week. Now, I go like every two months because of my workload. During the day, I might leave my office for 10 minutes to release stress or go and chat with someone at the bank’s branch in this building. I used to go to see a counsellor. I didn’t feel well since she used to judge me. A counsellor should not judge the patient. I told her: I came to you since our society judges people, how come you are doing it too and you are a therapist. Why did I come to you then? I didn’t like her. She did not help me to heal. I have an intimate friend to whom I talk about my problems and who gives me advice.”

## Quote V

“I go home and I don’t talk much. Yes. It wasn’t an easy thing for me. [The manager stopped talking and was thinking]. While I am at work, I enjoy it. I love it not just enjoy it. I talk to people and I open conversations with my employees or I call a customer who didn’t call me for a long time. This is contrary to my nature. I work like actors, whose nature is lovely, but take the role of the devil; they just want to finish their devilish roles that don’t fit their nature... In my private life, I am not too sociable. I am trying to change myself, my nature since I feel that it is not something right. Being sociable is an asset. Networking is an asset. I tell myself that if I had had a better social life, my situation would have been better with respect maybe to my position or other things. It is a loss for me that I wasn’t too sociable. I am trying to change. It is never too late. I will try to be more sociable.”

## Quote W

“When I am under stress, I take a break; I go out of my office and I move among employees. I play football two days (Tuesday and Friday) per week from 8:00 to 9:00 p.m. I reduce my stress by kicking the ball. I travel a lot too. I saw once a cardiologist because of stress. He told me that I have to reduce my workload..... You tell me budget. I start to



burnout. Now, it is August. We got 75% of the budget. We still need to work hard to get the budget 100%.”

#### Quote X

EDC/CP DL: “I see things different from the HOR. I believe that we have to set a target that can be achieved (not the minimum that you can reach while sleeping) especially that employees in our division are not accustomed to the idea of having a target or a budget. For now, it is much better to set a budget that I am confident that employees can reach; this will encourage them to do better. With time, we can increase the budget in order to stretch the employees’ efforts. But we cannot put high targets from the beginning; this would lead the employees to feel demotivated, knowing that they will never reach the budget.”

Research Question: Do you prepare the budget?

EDC/CP DL: “Yes. I prepare it but the HOR always asks for more. He does not accept what I propose. He always asks me for a higher budget. In compliance with the bank’s guidelines and requirements, I set the budget’s contribution, expenses and net profit not to be less than certain numbers. Still, the HOR refuses and he wants me to set a higher budget, although I have complied with the bank’s requirements. I asked him to leave me a margin to do better and to achieve higher than the target. He always says that you can get higher numbers. Although in the mid of the year, we might do some adjustments on the budget if we see that we can reach higher targets, he still wants me to increase the budget from the beginning. He tells me that you need to raise the budget as per the request of the GM: I want one million dollar more. My whole gain last year was around \$1.6 million. I set my budget to \$2.1 million for this year. This means 30% more. The HOR said that he wants \$3 millions. This means double of last year’s budget. Also, he didn’t increase my staff. To the contrary, we are working on projects that require our time, effort and resources and they are not money generating; they are

infrastructure related. So, how can we reach the number he had set? Eventually, we were obliged to accept what he set for us. Will we reach the budget? Until now, I am on budget but I am not able to reach the budget. Why? I have some good and some bad seasons... So, instead of reaching \$3 million, I will reach \$2.7 million. This is excellent in comparison to the budget of \$2.1 million that I had set. If the HOR agreed on my budget, I would have achieved \$600,000 more. Accordingly, my subordinates will feel that they have done a great achievement. They feel good that they overachieved. But since the budget was set to \$3 million, they will feel that they did their best but still didn't reach the budget. Instead of talking about bonuses and achievements with strong hearts, we have to defend ourselves in front of the HOR saying that we achieved more than what we set but less than what you assigned to us. Why should I oblige people to work on something that they cannot achieve and which demotivates them?"