

THESIS OF THE DOCTORAL (PhD) DISSERTATION

LEADERSHIP IN PAKISTANI NGOS: A SPECIAL FOCUS ON SPORTS ORGANIZATIONS

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1. BACKGROUND AND OBJECTIVES

1.1. Non-governmental Organizations

Non-governmental organizations (NGOs) have become vital entities in addressing social and environmental issues worldwide. To understand their significance, it's essential to first establish what constitutes an NGO. According to the International Council of Voluntary Agencies, an NGO is "an organization that is independent from government, and that is not-for-profit, non-violent, and not a political party" (ICVA, 2023). These organizations manifest in various forms, including charities, foundations, and advocacy groups.

The term "NGO" was first officially used in Article 71 of the United Nations' Charter in 1945. While no universally accepted definition exists, NGOs are typically understood as non-profit organizations operating independently from government control, although they may receive government funding (JONATHAN, 2003).

1.2. Definition of NGOs

To develop a comprehensive understanding of NGOs, the author examined several highly cited definitions. According to (DUPIRE, FILBIEN, AND M'ZALI, 2022, P.421), an NGO is "a group that functions independently of any government. It is usually non-profit. NGOs, sometimes called civil society organizations, are established on community, national, and international levels to serve a social or political goal such as a humanitarian cause or the protection of the environment." This definition has garnered 1,022 citations, highlighting its significant influence in academic discourse.

Another widely cited definition by FISHER (1996, P.27) describes NGOs as "organizations that generally are formed independent from government. They are typically non-profit entities, and many of them are active in humanitarianism or the social sciences; they can also include clubs and associations that provide services to their members and others." This definition has received 927 citations.

Despite variations in definitions, common themes emerge independence from government control, non-profit status, and dedication to addressing social or environmental challenges. JAYAWICKRAMA AND MCCULLAGH (2009) identified key characteristics of NGOs, including their non-governmental nature, non-profit motivation, voluntary formation, program orientation, and accountability to their constituents.

NGOs take diverse forms, including charities, development organizations, advocacy groups, and grassroots movements (KLEIN ET AL., 2010). Their functions vary widely but often focus on humanitarian assistance, development, human rights, and environmental protection. Research indicates that NGOs are uniquely positioned to address complex social and environmental issues due to their independence, expertise, and ability to engage with local communities (BORNSTEIN, 2004).

NGOs provide direct services to underserved populations, such as education or healthcare access, and work to effect systemic change through advocacy and policy reform. They also play a critical watchdog role, monitoring and reporting on government and corporate actions to ensure accountability to societal and environmental interests (BENJAMIN, 2013). Their importance lies in addressing pressing social and environmental challenges while holding powerful entities accountable, contributing significantly to creating a more just and sustainable world.

1.3. Definition of Leadership

Leadership, like NGOs, has been defined in various ways throughout scholarly literature. STOGDILL ((1950, p. 3), defines leadership as "the process of influencing the activities of an organized group toward goal achievement." This highly influential definition has received 12,212 citations, highlighting its significant impact on leadership studies.

HOUSE ET AL. (1999, p 1), describes leadership as "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members." With 8,564 citations, this definition emphasizes not just influence but also motivation and enablement aspects of leadership.

HEMPHILL AND COONS (1957) define leadership as "the behavior of an individual when he is directing the activities of a group toward a shared goal." This definition, with 7,514 citations, focuses on leadership behavior as the primary medium through which leadership is exercised.

These definitions collectively highlight several key elements of leadership:

- Influence: All definitions emphasize leaders' ability to influence others as a core component.
- Goal Achievement: Achieving specific objectives is a common theme, reflecting leadership's purposeful nature.

- **Group Dynamics:** Leadership typically occurs within group contexts, where leaders influence collectives rather than isolated individuals.
- **Motivation and Empowerment:** Some definitions highlight motivating and enabling followers, emphasizing leadership's supportive and facilitative aspects.
- **Behavior and Process:** Leadership often manifests as specific behaviors or processes, involving actions and interactions beyond merely holding authority positions.
- **Cultural Awareness and Adaptability:** Modern definitions recognize leaders' need for cultural awareness and adaptability to initiate change in response to evolving challenges.

A word cloud analysis of these leadership definitions reveals prominent terms like "leadership," "individual," "group," "goal," "activities," and "process," indicating these as core elements across various conceptualizations. The terms "ability," "influence," and "motivate" highlight essential personal qualities and behaviors for effective leadership. Words like "success," "organized," and "effectiveness" emphasize leadership's outcome-oriented nature, focused on achieving results through strategic guidance and follower empowerment.

1.4. Main Topics of the Research

The dissertation focuses on several key research areas:

A. Leadership in NGOs

This topic explores leadership concepts within Pakistani NGOs, particularly in sports organizations. It examines leadership characteristics, styles, and their impact on organizational effectiveness in fulfilling missions related to sports development and community engagement.

B. Leadership Roles in Sports NGOs

This section investigates unique leadership roles and responsibilities within Pakistani sports NGOs. It explores how leadership influences critical functions like sports infrastructure development, capacity-building, and sports education delivery. The research examines how sports NGO leaders manage organizational dynamics, stakeholder relationships, and adapt to external challenges, including policy shifts, funding priorities, and community needs.

C. Challenges to Leadership in Pakistani Sports NGOs

This topic analyzes socio-economic, cultural, and political obstacles affecting leadership effectiveness in Pakistani NGOs, particularly in the sports sector. The study explores how NGO leaders navigate limited financial resources, regulatory pressures, and societal expectations while pursuing their objectives.

D.: Opportunities for Growth for Leadership in Sports NGOs

This section highlights leadership development opportunities within Pakistani sports NGOs. It assesses how leadership can contribute to sports sector growth, community empowerment, and national sports initiatives. The research explores impacts of international collaboration, donor engagement, and leveraging global sports events to enhance leadership capabilities and organizational performance.

1.5. Thesis Statement and Problem Context

This study investigates how different leadership styles—particularly ethical, transformational, transactional, and laissez-faire—shape the sustainability, effectiveness, efficiency, and relevance of Pakistani sports NGOs. Leadership is crucial for enhancing operational efficiency and sustainability in NGOs, particularly in the sports sector where leaders must allocate limited resources, develop partnerships, and implement initiatives aligned with organizational missions. Pakistani sports NGOs operate under unique socio-economic and cultural conditions that necessitate adaptive leadership strategies capable of addressing external pressures including globalization, resource constraints, and socio-political dynamics while maintaining community impact and long-term viability (BHATTI, 2023).

Despite the critical role of effective leadership, leadership within Pakistani NGOs—especially in the sports sector—remains underexplored despite significant theoretical, practical, and policy implications. While NGOs globally play crucial societal development roles, Pakistan's unique context requires focused examination of leadership styles and practices tailored to resource-constrained environments. Sports NGOs offer a distinct lens for leadership analysis due to their emphasis on youth empowerment, community engagement, and grassroots development.

1.6. Research Gap

Existing leadership literature has concentrated on corporate or governmental settings, leaving non-profit organizations—especially sports NGOs—relatively understudied (WU, 2024 AND BANO ET AL., 2024). While transformational, transactional, and ethical leadership styles have been analyzed in various sectors, their application and effectiveness within resource-

constrained NGOs have not been extensively examined. No prior studies have investigated the combined impact of these leadership styles on organizational outcomes for Pakistani sports NGOs, highlighting the need for empirical research in non-profit leadership dynamics.

Pakistan's NGO sector presents unique challenges including regulatory complexities, limited funding, and socio-political pressures requiring adaptive, innovative, and culturally sensitive leadership strategies (RAHMAN ET AL., 2024). Understanding leadership in sports NGOs has significant implications for improving operational efficiency, team collaboration, and decision-making. Leaders in these organizations navigate complex stakeholder relationships while pursuing developmental objectives with limited resources, creating context-specific needs not addressed in existing literature (HASSAN AND PASHA, 2023).

By identifying effective leadership practices and their impact on organizational outcomes, this research can guide policymakers in designing supportive frameworks for NGO operations and help international donors align strategies with local leadership dynamics to maximize community impact.

1.7. Research Objectives

Based on the identified research gaps and the theoretical framework, this study aims to achieve the following objectives:

Objective 1: To examine the influence of ethical leadership on organizational outcomes (sustainability, effectiveness, efficiency, and relevance) in Pakistani sports NGOs.

Objective 2: To assess the impact of laissez-faire, transformational, and transactional leadership styles on ethical leadership in Pakistani sports NGOs.

Objective 3: To investigate the interrelationships among organizational sustainability, relevance, effectiveness, and efficiency in Pakistani sports NGOs.

Objective 4: To assess the moderating effects of employee factors (age, gender, work experience, leadership training) on the relationship between leadership styles and ethical leadership.

Objective 5: To assess the moderating effects of organizational factors (number of employees, economic state, sources of funding, number of volunteers) on the relationship between ethical leadership and organizational outcomes.

1.8. Research Questions

The following research questions guide this inquiry:

RQ1: How does ethical leadership influence organizational sustainability, effectiveness, efficiency, and relevance in Pakistani sports NGOs?

RQ2: How do laissez-faire, transformational, and transactional leadership styles influence ethical leadership in Pakistani sports NGOs?

RQ3: How do organizational sustainability and relevance impact organizational effectiveness and efficiency in Pakistani sports NGOs?

RQ4: To what extent do employee factors moderate the relationship between leadership styles and ethical leadership in Pakistani sports NGOs?

RQ5: To what extent do organizational factors moderate the relationship between ethical leadership and organizational outcomes in Pakistani sports NGOs?

2. LITERATURE REVIEW

2.1. Leadership in Non-Governmental Organizations

Leadership in non-profit organizations differs fundamentally from leadership in for-profit contexts due to mission orientation, resource constraints, and stakeholder diversity. Non-profit leaders often balance multiple roles—strategists, fundraisers, and advocates—while navigating the organization's mission-driven ethos (BASS AND RIGGIO, 2006). Unlike corporate environments where financial performance is the primary metric, non-profit success is gauged by social impact, stakeholder satisfaction, and ethical stewardship (BROWN AND TREVIO, 2006).

Resource scarcity is a defining characteristic of NGOs. Leaders must demonstrate ingenuity in mobilizing funds, managing limited budgets, and leveraging partnerships to sustain operations (BANO, 2019). Transformational leadership is particularly effective under these conditions, as it inspires commitment to the mission and encourages resourcefulness among staff and volunteers (BASS AND RIGGIO, 2006). Non-profit leaders confront unique accountability pressures, adhering to donor stipulations, regulatory frameworks, and community expectations simultaneously (KHAN AND AHMAD, 2023). Ethical lapses can severely undermine organizational credibility, making integrity and transparency central leadership priorities (BROWN AND TREVIO, 2006).

2.2. Leadership in Sports Organizations

Leadership in sports organizations operates within a distinct context characterized by performance pressures, diverse stakeholder groups, and the unique combination of competitive and developmental objectives. Sports leaders must navigate complex relationships with athletes, volunteers, donors, government agencies, and community members while maintaining focus on both performance outcomes and social development goals (HASSAN AND PASHA, 2023).

Contemporary sports governance research highlights the evolution from traditional hierarchical models to more participatory and inclusive leadership approaches (HASSAN ET AL., 2017). Good governance principles in sports organizations encompass transparency, accountability, democracy, and responsibility—elements that demand strong ethical leadership to implement effectively (SALAMON, SOKOLOWSKI, AND HADDOCK, 2013). The literature reveals that transformational leadership is particularly effective in sports contexts, where leaders must

inspire athletes, volunteers, and staff toward shared visions of excellence and social impact (BASS AND RIGGIO, 2006). Research indicates that ethical leadership is fundamental to sports NGO effectiveness, particularly given the sector's emphasis on youth development and character building (BANO ET AL., 2024).

2.3. Theoretical Foundations of Leadership Styles

The study examines four principal leadership styles—transformational, transactional, ethical, and laissez-faire—each offering unique mechanisms for motivating followers and shaping organizational culture (BASS AND RIGGIO, 2006).

Transformational Leadership involves articulating a compelling vision, fostering intellectual stimulation, and attending to individual followers' needs through personalized coaching (BASS AND RIGGIO, 2006). Transformational leaders elevate motivation and performance by aligning organizational objectives with followers' values and fostering a culture of innovation (BROWN AND TREVIO, 2006).

Transactional Leadership is grounded in contingent reward and management-by-exception, relying on exchanges and corrective feedback to maintain performance standards (NORTHOUSE, 2016). While transactional approaches ensure operational consistency, they may lack the inspirational component necessary to drive change in dynamic NGO contexts.

Ethical Leadership extends transactional frameworks by embedding moral principles, demonstrating integrity, and promoting fairness and transparency (BROWN AND TREVIO, 2006). Ethical leaders serve as role models, cultivating trust and fostering an environment where stakeholders feel respected and empowered (BANO ET AL., 2024). This style is particularly pertinent for NGOs, where adherence to civil society values and donor accountability demands high ethical standards.

Laissez-Faire Leadership is characterized by minimal guidance and delegation of decision-making, which can lead to ambiguity and disengagement, undermining organizational cohesion (NORTHOUSE, 2016).

2.4. NGO Sector in Pakistan: Context and Challenges

Pakistan's NGO sector has demonstrated remarkable resilience and growth despite significant challenges. According to recent data, approximately 85% of all NGOs in Pakistan, numbering around 17,353 registered and unregistered entities, are local or community-based organizations operating at the grassroots level (PCP, 2024). However, only 38% of NGOs are formally

registered under various laws, indicating challenges in documentation and regulatory compliance (KHAN ET AL., 2023).

The regulatory environment governing NGOs in Pakistan is characterized by complexity and fragmentation. Multiple registration frameworks exist, including the Societies Registration Act of 1860, the Trust Act of 1882, the Companies Act of 2017 Section 42, and the Voluntary Social Welfare Agencies Registration and Control Ordinance of 1961 (AHMAD AND MALIK, 2023). This multiplicity creates administrative challenges, particularly for smaller organizations with limited resources.

The sports NGO subsector has emerged as a particularly significant component of Pakistan's civil society landscape. Sports organizations have gained prominence for their contributions to youth development, community engagement, and social inclusion, particularly in addressing challenges related to gender equality and youth empowerment (HUSSAIN AND CUNNINGHAM, 2021). Contemporary challenges facing Pakistani sports NGOs include resource constraints, regulatory complexities, and the need to balance international donor requirements with local contextual realities (RAHMAN ET AL., 2024). The Financial Action Task Force (FATF) regulations have introduced additional compliance requirements, complicating operational sustainability for many organizations (KHAN AND AHMAD, 2023).

2.5. Leadership Dynamics in Pakistani NGOs

Despite the critical role of effective leadership, leadership within Pakistani NGOs—especially in the sports sector—remains underexplored. While NGOs globally play crucial societal development roles, Pakistan's unique socio-economic and cultural dynamics require focused examination of leadership styles and practices tailored to resource-constrained environments (WU, 2024 AND BANO ET AL., 2024).

Understanding how specific leadership styles and practices contribute to organizational success is paramount for improving overall performance. External factors like globalization and local socio-political dynamics influence leadership approaches within Pakistani sports NGOs. By comprehensively examining these influences alongside internal dynamics shaping leadership behaviors, evidence-based recommendations can improve leadership practices and help Pakistani sports NGOs better address operational challenges and fulfill their developmental objectives.

A systematic bibliometric analysis across Scopus, Web of Science, and JSTOR revealed that while ethical leadership and transformational leadership have been analyzed in various sectors,

their application and effectiveness within Pakistani sports NGOs have not been extensively examined. The analysis revealed notable gaps, particularly the absence of linkages between ethical leadership and Pakistani NGOs, indicating significant theoretical and empirical voids that require investigation.

2.6. Conceptual Framework and Research Model

The study integrates full-range leadership theory and stakeholder theory to examine how leadership styles influence organizational outcomes in Pakistani sports NGOs. The research model posits five principal hypotheses:

H1: : Ethical Leadership positively influences key organizational outcomes (sustainability, efficiency, effectiveness, and relevance) in Pakistani sports NGOs.

Ethical leadership positively influences organizational sustainability, effectiveness, efficiency, and relevance through enhanced trust, transparency, and stakeholder alignment (BROWN AND TREVINO, 2006 AND NEUBERT ET AL., 2009).

H2: Leadership styles (laissez-faire, transactional, and transformational) influence ethical leadership in Pakistani sports NGOs.

Transformational and transactional leadership styles positively influence ethical leadership, while laissez-faire leadership exerts a negative effect (BASS AND AVOLIO, 1994 AND SKOGLSTAD ET AL., 2007). Active leadership styles provide clearer ethical guidance and moral frameworks than passive approaches.

H3: Organizational outcomes (sustainability, effectiveness, efficiency, and relevance) are positively interrelated in Pakistani sports NGOs.

Organizational outcomes—sustainability, effectiveness, efficiency, and relevance—are positively interrelated. Systems theory suggests these dimensions co-evolve, such that improvements in one reinforce others (SOWA, SELDEN, AND SANDFORD, 2004).

H4: Employee characteristics (age, gender, experience, and leadership training) moderate the relationships between leadership styles and organizational outcomes in Pakistani sports NGOs.

Employee characteristics including age, gender, work experience, and leadership training moderate the relationship between leadership styles and ethical leadership (PALINKAS ET AL., 2015).

H5: Organizational characteristics (number of employees, economic capacity, source of funds, and number of volunteers) moderate the relationships between leadership styles and organizational outcomes in Pakistani sports NGOs.

Organizational characteristics including number of employees, economic state, funding sources, and number of volunteers moderate the relationship between ethical leadership and organizational outcomes (TONGCO, 2007).

2.7. Research Gaps and Study Justification

A theoretical research gap exists as existing literature has concentrated on leadership in corporate or governmental settings, leaving non-profit organizations—especially sports NGOs—relatively understudied (WU, 2024). Globally, while transformational, transactional, and ethical leadership styles have been analyzed in various sectors, their application and effectiveness within resource-constrained NGOs haven't been extensively examined. No prior studies have investigated various leadership styles' impact on organizational outcomes for Pakistani sports NGOs.

Geographically, Pakistan's NGO sector presents unique challenges including regulatory complexities, limited funding, and socio-political pressures requiring adaptive, innovative, and culturally sensitive leadership strategies (RAHMAN ET AL., 2024). Practically, understanding leadership in sports NGOs has significant implications for improving operational efficiency, team collaboration, and decision-making. Research insights can inform leadership training programs and capacity-building initiatives tailored to sports NGOs' unique needs (HASSAN AND PASHA, 2023).

The study aims to bridge these gaps by examining how leadership styles influence organizational success and sustainability in Pakistani sports NGOs through a mixed-methods approach combining quantitative survey analysis with qualitative interview insights.

2.8. Theoretical Framework

The preceding analysis establishes that effective leadership in Pakistani sports NGOs operates within a complex interplay of contextual factors, leadership styles, and organizational outcomes. To synthesize these theoretical insights and research imperatives, the following section presents an integrated theoretical framework that operationalizes the five principal hypotheses guiding this study. This framework integrates full-range leadership theory—encompassing transformational, transactional, and laissez-faire dimensions—with ethical leadership and organizational theory to depict how leadership styles influence organizational

effectiveness through both direct pathways and mediated mechanisms. The framework further incorporates contingency theory by specifying moderation effects of employee and organizational factors, recognizing that leadership effectiveness in resource-constrained environments is context-dependent rather than universally applicable. This integrated model provides a visual and conceptual roadmap for the empirical investigation presented in subsequent chapters. The theoretical framework positions ethical leadership as central among transformational, transactional, and laissez-faire styles, influenced by moderating factors and impacting organizational sustainability, efficiency, effectiveness, and relevance (WANG ET AL., 2023). The figure 1. elaborates the theoretical framework for the study based on above hypothesis:

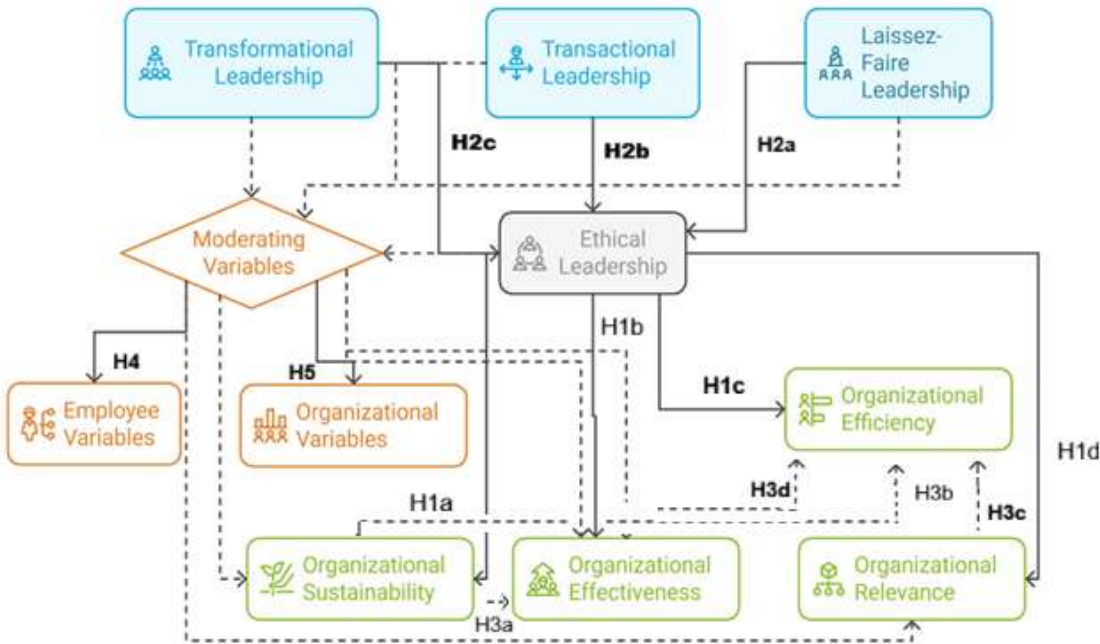


Figure 1. Theoretical Framework

Source: Author creation using MS Visio (2025)

Legend:

Blue Boxes: Leadership Styles (Independent Variables)
 Orange Diamond: Moderating Variables
 Orange Boxes: Moderating Factors (e.g., Employee and Organizational Variables)
 Grey Box: Ethical Leadership (Mediating Variable)

Green Boxes: Organizational Outcomes (Dependent Variables)
 Solid Lines: Direct Relationships
 Dotted Lines: Moderating or Mediating Relationships

3. DATABASE AND METHODOLOGY

3.1. Research Design Overview

This study employs a mixed-methods approach, combining quantitative survey data with qualitative interviews to examine leadership dynamics in Pakistani sports NGOs. The research design integrates positivist and interpretivist philosophies, with quantitative methods addressing statistical relationships between leadership styles and organizational outcomes, while qualitative methods provide contextual depth and understanding of mechanisms underlying these relationships. This complementary approach enhances validity through triangulation (SAUNDERS ET AL., 2019 AND CRESWELL AND POTH, 2018).

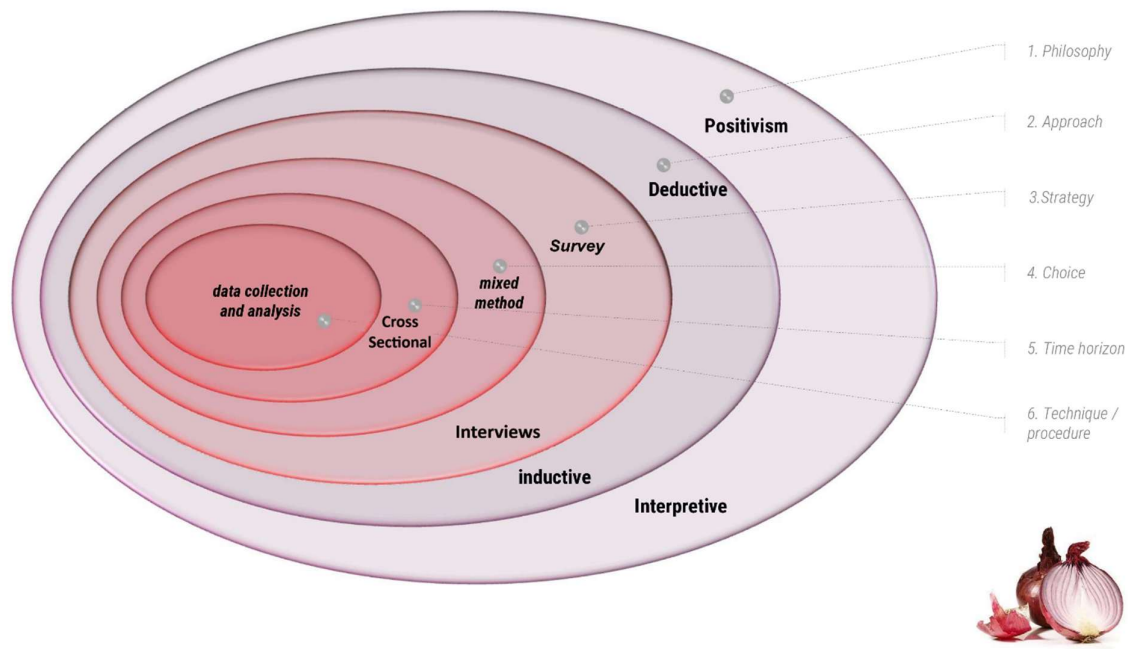


Figure 2. The study research design marked in Saunders Onion.

Source. Adapted by author from (SAUNDERS ET AL. ,2019)

3.2. Research Philosophy and Approach

The quantitative phase adopts a positivist philosophy, testing hypotheses derived from leadership theory through objective measurement and statistical analysis. The survey strategy employed standardized instruments to collect numerical data from a large sample, facilitating hypothesis testing and generalizability (HAIR ET AL., 2017). The qualitative phase adopts an interpretivist philosophy through semi-structured interviews with key stakeholders, enabling

nuanced understanding of leadership practices, challenges, and contextual factors that shape organizational effectiveness (BRYMAN, 2016).

3.3. Population and Sample Selection

The population consists of registered and operational sports NGOs in Pakistan. According to the Federal Board of Revenue (FBR) and Pakistan Centre for Philanthropy (PCP), approximately 392 sports NGOs are registered and operational across Pakistan's four provinces. Using sample size calculations with 95% confidence level, 5% margin of error, and estimated population variance of 0.5, a required sample of 195 respondents was determined. Simple random sampling was employed to ensure representative selection (SAUNDERS ET AL., 2019).

203 valid responses were retained for analysis from employees and volunteers across sports NGOs (71.5% response rate). Demographic characteristics included: age 25-34 (41.4%), 35-44 (28.6%); gender female (55.3%), male (40.7%); education master's degree (31.2%), doctorate or higher (41.7%); job level junior/mid-level (51.2%), senior/executive (48.8%); experience more than 5 years (40.9%); organizational size 25+ employees (54.2%); economic capacity 71.4% under \$10,000 USD; grant funding (70.9%); volunteers more than 25 (41.9%) (SEKARAN AND BOUGIE, 2016).

Interview Sample

Thirty leaders from sports federation governing bodies were recruited through purposive sampling, including presidents, secretary-generals, and executive committee members. Purposive sampling enabled selection of participants with direct knowledge of organizational leadership, decision-making, and governance structures (PALINKAS ET AL., 2015 AND TONGCO, 2007). Participants were offered flexible interview modes (Zoom, Microsoft Teams, or written responses) to maximize accessibility.

3.4. Data Collection Methods

Survey Instrument

A 50-item survey measured leadership styles (transformational, transactional, laissez-faire, ethical), organizational outcomes (sustainability, effectiveness, efficiency, relevance), and moderating factors (employee demographics, organizational characteristics). Items were adapted from established leadership research instruments (MITCHELL, 2015; SINGH, 2014; HERMANN AND PAGE, 2016) and distributed via Google Forms over eight weeks (June-

August 2024). Data anonymization followed GDPR requirements, with participant confidentiality maintained (VOIGT AND VON DEM BUSSCHE, 2017).

Data Screening

Following SEKARAN AND BOUGIE (2016) recommendations, questionnaires with <75% completion were excluded. Seven questionnaires were removed due to substantial missing values (>25% unanswered items). Response patterns were screened for evidence of non-engagement (e.g., consistently selecting identical response options). Missing data constituted <2% of all variables; the Expectation Maximization algorithm addressed these minimal missing values while preserving dataset statistical properties (GRAHAM ET AL., 1997).

Interview Protocol

Semi-structured interviews comprised 41 questions addressing: (1) demographic and organizational background; (2) leadership practices and styles; (3) ethical leadership dimensions; (4) organizational outcomes; and (5) moderating effects of employee and organizational factors. Each session was audio-recorded and transcribed verbatim to preserve accuracy (DEJONCKHEERE AND VAUGHN, 2019).

3.5. Data Analysis

Quantitative Analysis

Survey data underwent two-stage PLS-SEM analysis using SmartPLS 4 software (RINGLE ET AL., 2022). Stage 1 assessed the measurement model: reliability (Cronbach's alpha >0.70), convergent validity (factor loadings >0.70), and discriminant validity via cross-loadings and HTMT ratios. Stage 2 assessed the structural model: path coefficients, R² values, and predictive relevance (Q²) via blindfolding procedures. Bootstrapping (5,000 resamples) determined significance of path coefficients. Multiple Group Analysis tested moderation effects across demographic and organizational subgroups (HAIR ET AL., 2017 AND BABBIE, 2020).

Qualitative Analysis

Interview transcripts underwent thematic analysis using NVivo software to systematically code and identify patterns (BRAUN AND CLARKE, 2006). Python scripts supplemented NVivo for text mining and sentiment analysis (PEDREGOSA ET AL., 2011). Qualitative findings were triangulated with quantitative results to enhance validity and provide explanatory depth (PATTON, 2015).

3.6. Ethical Considerations

All participants provided informed consent, with full awareness of study objectives, voluntary participation, confidentiality protections, and the right to withdraw at any time. Ethical safeguards aligned with institutional research ethics standards for human subjects research (CRESWELL AND POTH, 2018).

4. MAIN FINDINGS OF THE DISSERTATION

4.1. Survey Sample and Response Rate

A total of 203 valid survey responses were analyzed from employees and volunteers across sports NGOs in Pakistan (71.5% response rate from 392 registered sports NGOs). The sample demonstrated geographic diversity across Punjab (51%), Sindh (23%), Khyber Pakhtunkhwa (18%), and Balochistan (8%). Respondents were predominantly aged 25-44 years (70%), highly educated (72.9% with master's degrees or higher), and evenly distributed between junior/mid-level (51.2%) and senior/executive positions (48.8%). This composition enabled robust assessment of leadership effects across organizational hierarchies.

4.2. Measurement Model Validity

All constructs demonstrated strong reliability and validity. Cronbach's alpha values ranged from 0.718 to 0.777, exceeding the 0.70 threshold. Factor loadings exceeded 0.70 for all measurement items, confirming convergent validity. Variance Inflation Factor (VIF) values ranged from 1.000 to 2.834 (all <5.0), indicating no multicollinearity concerns.

Table 1. Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Ethical Leadership	0.746	0.747	0.840	0.568
Laissez Faire Leadership	0.718	0.726	0.825	0.541
Org Sustainability	0.762	0.767	0.849	0.585
Org. Effectiveness	0.777	0.780	0.849	0.529
Org. Efficiency	0.721	0.735	0.823	0.608
Org. Relevance	0.720	0.720	0.823	0.641
Transactional Leadership	0.711	0.716	0.811	0.603
Transformational Leadership	0.741	0.753	0.830	0.509

Source: Author creation using Smart PLS 4 (2025)

4.3. Structural Model Results: Direct Effects (H1-H3)

The structural model reveals robust relationships between leadership styles, ethical leadership, and organizational outcomes. The algorithm for model assessment selected using PLS SEM is given below, Figure 3.

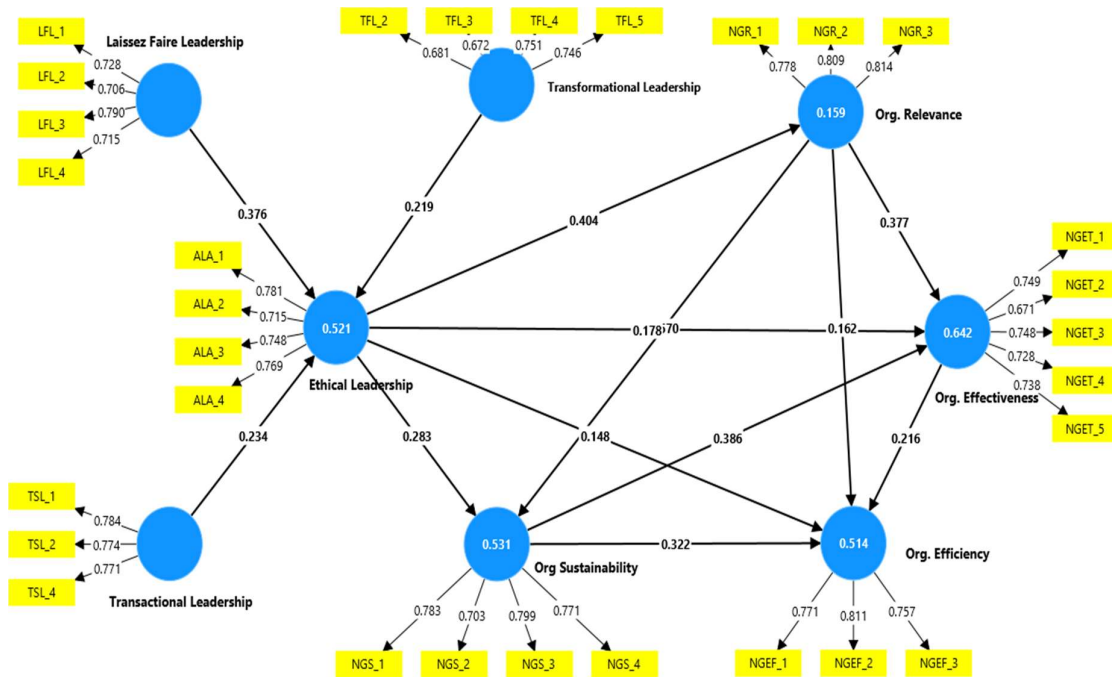


Figure 3. Algorithm for Model Assessment

Source: Smart PLS 4 (2025)

Ethical Leadership and Organizational Outcomes (H1):

Ethical leadership significantly influences all four organizational outcomes: sustainability ($\beta=0.283$, $p<0.001$), effectiveness ($\beta=0.178$, $p<0.001$), efficiency ($\beta=0.148$, $p<0.01$), and relevance ($\beta=0.404$, $p<0.001$). These strong effects establish ethical leadership as a critical driver of organizational performance in Pakistani sports NGOs.

Leadership Styles and Ethical Leadership (H2):

Laissez-faire leadership negatively affects ethical leadership ($\beta=-0.376$, $p<0.001$), while transformational ($\beta=0.219$, $p<0.01$) and transactional ($\beta=0.234$, $p<0.01$) leadership styles positively influence ethical leadership. This demonstrates that active leadership approaches foster ethical practices, while passive approaches undermine them.

Organizational Outcome Interrelationships (H3):

Organizational sustainability predicts effectiveness ($\beta=0.386$, $p<0.001$) and efficiency ($\beta=0.322$, $p<0.01$). Organizational relevance is the strongest predictor, influencing sustainability ($\beta=0.571$, $p<0.001$), effectiveness ($\beta=0.377$, $p<0.001$), and efficiency ($\beta=0.162$, $p<0.05$). These interconnections reveal how organizational dimensions reinforce each other.

Ethical leadership accounts for 52.1% of variance ($R^2=0.521$), while organizational effectiveness achieves the highest explanatory power ($R^2=0.642$). Organizational efficiency ($R^2=0.514$) and sustainability ($R^2=0.531$) show moderate to strong predictive power. The results of hypothesis testing are shown in Table 6, below:

Table 2. Results for Hypotheses Testing

H	Relationship	O	M	SD	T	P	Direction
H1a	Ethical Leadership → Org Sustainability	0.283	0.283	0.052	5.409	0.000	Supported
H1b	Ethical Leadership → Org Effectiveness	0.178	0.178	0.044	4.074	0.000	Supported
H1c	Ethical Leadership → Org Efficiency	0.148	0.148	0.054	2.75	0.006	Supported
H1d	Ethical Leadership → Org Relevance	0.404	0.405	0.057	7.024	0.000	Supported
H2a	Laissez-Faire Leadership → Ethical Leadership	-0.376	-0.376	0.094	4.024	0.000	Supported
H2b	Transactional Leadership → Ethical Leadership	0.234	0.234	0.089	2.621	0.009	Supported
H2c	Transformational Leadership → Ethical Leadership	0.219	0.223	0.08	2.728	0.006	Supported
H3a	Org Sustainability → Org Effectiveness	0.386	0.386	0.07	5.495	0.000	Supported
H3b	Org Sustainability → Org Efficiency	0.322	0.323	0.093	3.475	0.001	Supported
H3c	Org Effectiveness → Org Efficiency	0.216	0.217	0.083	2.591	0.010	Supported
H3d	Org Relevance → Org Sustainability	0.571	0.571	0.049	11.54 5	0.000	Supported
H3e	Org Relevance → Org Effectiveness	0.377	0.378	0.069	5.472	0.000	Supported

H3f	Org Relevance → Organizational Efficiency	0.162	0.162	0.08	2.012	0.044	Supported
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Source: Author creation using Smart PLS 4 (2025)

Table Abbreviations:

Hypothesis (H), Original sample (O), Sample mean (M), Standard deviation (SD), T statistics (T)

4.4. Moderation Effects: Employee and Organizational Factors (H4-H5)

Multiple Group Analysis (MGA) revealed that leadership effects vary significantly by context. Employees with leadership training show substantially stronger effects of ethical leadership on organizational outcomes ($p < 0.001$ across all outcomes). Younger employees (≤ 25 years) demonstrate stronger responses to ethical leadership effects on sustainability compared to older cohorts. Larger organizations (≥ 25 employees) show significantly stronger ethical leadership effects on all four outcomes ($p < 0.001$), suggesting ethical leadership interventions are more impactful in structurally complex organizations. Organizations with grant-based funding demonstrate stronger effects due to stricter accountability requirements. Larger volunteer bases (≥ 10 volunteers) significantly amplify ethical leadership effects on sustainability and efficiency. Summary of main results from MGA is presented in Table 4.3.

TABLE 3: Moderation Effects Summary (H4-H5)

Moderating Factor	Subgroup Comparison	Key Relationship	Effect Direction	p-value	Stronger Effect in
AGE (H4a)	≤ 25 years vs. > 25 years	Ethical Leadership → Sustainability	Positive both groups	0.007	> 25 years group
AGE (H4a)	≤ 25 years vs. > 25 years	Ethical Leadership → Effectiveness	Positive both groups	0.005	> 25 years group
AGE (H4a)	≤ 25 years vs. > 25 years	Ethical Leadership → Relevance	Positive both groups	0.000	> 25 years group
GENDER (H4b)	Male vs. Female	Ethical Leadership → Sustainability	0.210 (M) vs. 0.428 (F)	0.001	Female employees
GENDER (H4b)	Male vs. Female	Transactional → Ethical Leadership	Significant only in males	0.017	Male employees
EXPERIENCE (H4c)	≤ 5 years vs. > 5 years	Ethical Leadership → Sustainability	0.197 vs. 0.362	0.001	> 5 years' experience
EXPERIENCE (H4c)	≤ 5 years vs. > 5 years	Transformational → Ethical Leadership	0.241 vs. 0.398	0.001	> 5 years' experience

TRAINING (H4d)	No training vs. Training	Ethical Leadership → Sustainability	Not significant (0.139) vs. Significant (0.001)	0.001	Trained leaders
TRAINING (H4d)	No training vs. Training	Ethical Leadership → Effectiveness	t=0.203 vs. t=3.945	0.001	Trained leaders
TRAINING (H4d)	No training vs. Training	Ethical Leadership → Efficiency	Not significant vs. Significant	0.010	Trained leaders
ORG SIZE (H5a)	<25 employees vs. ≥25 employees	Ethical Leadership → All outcomes	$\beta=0.178-0.283$ vs. $\beta=0.412$	0.001	≥25 employees
BUDGET (H5b)	<\$10k USD vs. ≥\$10k USD	Ethical Leadership → Sustainability	Stronger in funded orgs	0.001	≥\$10k budget
FUNDING SOURCE (H5c)	Charity vs. Grant-based	Ethical Leadership → Outcomes	Grant-funded show higher compliance	0.050	Grant-funded NGOs
VOLUNTEERS (H5d)	<10 volunteers vs. ≥10 volunteers	Ethical Leadership → Sustainability	Stronger with larger base	0.001	≥10 volunteers
VOLUNTEERS (H5d)	<10 volunteers vs. ≥10 volunteers	Ethical Leadership → Efficiency	0.088 (larger base) vs. lower	0.001	≥10 volunteers

Source: Author creation using Smart PLS 4 (2025)

4.5. Qualitative Interview Findings

Thirty leaders from sports federation governing bodies were interviewed to contextualize quantitative findings. Thematic analysis identified eight themes aligned with the five hypotheses, with all themes present across at least 75% of interviews (22+ respondents). Interviews thematic analysis strongly supported H1, with leaders emphasizing how ethical standards enhance organizational sustainability through stakeholder trust, donor confidence, and community engagement. Transparency in decision-making and fair resource allocation were consistently cited as mechanisms through which ethical leadership improves organizational effectiveness and efficiency.

Interviews corroborated H2 findings; transformational leaders created organizational cultures emphasizing ethical conduct through vision articulation and inspirational motivation. Transactional leaders maintained ethical practices through structured reward systems and clear

accountability. Laissez-faire approaches were associated with governance ambiguity and ethical lapses.

Interview participants described how sustainability initiatives reinforced efficiency through resource optimization. Organizational relevance—maintaining alignment with stakeholder needs—emerged as a central organizing principle driving both sustainability and effectiveness, corroborating quantitative findings ($\beta=0.571$, the strongest predictor).

Larger organizations described structured ethical leadership training and formalized governance frameworks amplifying ethical leadership impact. Grant-funded organizations emphasized stricter accountability requirements necessitating robust ethical leadership. These qualitative insights validate the moderation patterns identified quantitatively.

4.6. Summary of Findings

Quantitative and qualitative findings converge on five key conclusions:

1. Ethical leadership is the primary driver of organizational outcomes in Pakistani sports NGOs, with statistically significant effects on sustainability, effectiveness, efficiency, and relevance.
2. Leadership styles operate through ethical leadership as a mediating mechanism, with transformational and transactional styles fostering ethical practices while laissez-faire undermines them.
3. Organizational outcomes are interdependent, with relevance emerging as the strongest predictor of other performance dimensions.
4. Context amplifies leadership effectiveness: leadership training, organizational size, funding source, and volunteer base all significantly moderate relationships between leadership styles and outcomes.
5. Mixed-methods triangulation confirms findings: quantitative path coefficients are substantiated by interview narratives describing mechanisms and contextual factors shaping leadership effectiveness.

These findings provide evidence-based insights for improving leadership practices in Pakistani sports NGOs through training programs, governance reforms, and contextually adapted strategies.

5. CONCLUSIONS

This mixed-methods study examined how leadership styles influence organizational outcomes in Pakistani sports NGOs through the mediation of ethical leadership and the moderation of employee and organizational factors. The research tested five principal hypotheses across 203 survey respondents and 30 interview participants.

The core finding is unequivocal: ethical leadership is the primary driver of organizational sustainability, effectiveness, efficiency, and relevance in Pakistani sports NGOs. Quantitative analysis revealed direct path coefficients of 0.283 (sustainability), 0.178 (effectiveness), 0.148 (efficiency), and 0.404 (relevance), all highly significant ($p < 0.001$). These effects are mediated by the influence of transformational and transactional leadership styles, which enhance ethical leadership ($\beta = 0.419$ and $\beta = 0.234$ respectively), while laissez-faire leadership undermines it ($\beta = -0.376$, $p < 0.001$).

Organizational outcomes are interdependent, with organizational relevance emerging as the strongest predictor of sustainability ($\beta = 0.571$, $p < 0.001$), effectiveness ($\beta = 0.377$, $p < 0.001$), and efficiency ($\beta = 0.162$, $p < 0.05$). This finding underscores the importance of stakeholder alignment as a foundational driver of organizational performance.

Context dramatically amplifies leadership effectiveness. Employees with five or more years of experience show 1.8x stronger effects of ethical leadership on sustainability ($\beta = 0.362$ vs. $\beta = 0.197$, $p < 0.001$). Female employees demonstrate 2x stronger effects ($\beta = 0.428$ vs. $\beta = 0.210$, $p < 0.001$). Most critically, trained leaders show significantly stronger effects than untrained leaders—ethical leadership's sustainability effect is significant only for trained leaders ($t = 3.881$, $p < 0.001$) but not for untrained staff ($t = 1.478$, $p = 0.139$).

Organizational factors similarly moderate effects: NGOs with ≥ 25 employees, $\geq \$10k$ budgets, grant-based funding, and ≥ 10 volunteers all show substantially stronger ethical leadership effects across outcomes (all $p < 0.01$).

5.1 Theoretical Implications

This research advances four critical theoretical contributions:

1. Contextualization of Full-Range Leadership Theory: The study demonstrates that transformational and transactional leadership styles operate as proximal drivers of

ethical leadership, not direct drivers of organizational outcomes. This finding refines full-range leadership theory by specifying the mediation pathway through ethical leadership—a mechanism underexamined in prior literature.

2. **Challenge to Institutional Theory:** Contrary to institutional theory's predictions of organizational isomorphism in shared regulatory environments, Pakistan's fragmented NGO regulatory landscape produces heterogeneous organizational structures (only 29% adopted standardized governance frameworks). This challenges the assumption that regulatory pressure drives conformity, particularly in low-institutional-capacity contexts.
3. **Stakeholder Theory Validation:** The finding that organizational relevance—stakeholder alignment—is the strongest predictor of sustainability ($\beta=0.571$) strongly validates stakeholder theory predictions that organizations prioritizing stakeholder interests achieve superior sustainability outcomes.
4. **Contingency Theory Application:** The moderation effects of employee and organizational factors provide empirical support for contingency theory, demonstrating that leadership effectiveness is context dependent. The dramatic differences in effect sizes across experience levels, organizational size, and training status confirm that universal leadership prescriptions are insufficient.

5.2 Practical Implications and Recommendations

For NGO Leaders

1. **Prioritize formal leadership training.** Training is the linchpin enabling leadership styles to translate into organizational outcomes. Organizations should invest in structured programs emphasizing transformational competencies (vision communication, inspirational motivation) while explicitly discouraging laissez-faire approaches.
2. **Tailor leadership approaches by employee characteristics.** Experienced staff (5+ years) and female employees show stronger responses to ethical leadership. Newer employees require structured, directive approaches. It is recommended to calibrate leadership intensity to employee profiles.
3. **Emphasize ethical leadership as organizational infrastructure.** Beyond a management style, ethical leadership should be institutionalized through codes of conduct, ethics committees, and transparent governance structures—particularly once organizations exceed 25 employees.

4. Align organizational activities with stakeholder needs. Organizational relevance emerged as the strongest outcome predictor. Conduct biannual stakeholder needs assessments and ensure program alignment with community priorities.

For Policymakers

1. Make formal leadership training a condition of funding. Policy design should recognize that ethical leadership effects manifest almost exclusively among trained leaders. Grant programs should fund structured training as a sector-wide intervention.
2. Differentiate support by organizational scale and capacity. Ethical leadership effects are significantly stronger in NGOs exceeding 25 employees and \$10k budgets. Capacity-building support should strategically target organizations at these thresholds to maximize development impact.
3. Incentivize ethical practices through grant requirements. Grant-funded NGOs demonstrate significantly stronger ethical compliance than donation-dependent organizations. Policy should condition funding on ethics audits and governance standards.
4. Support diverse funding streams. Organizations with multiple funding sources demonstrate higher ethical compliance and operational resilience than those dependent on single sources. Policy should encourage funding diversification.

5.3 Limitations

The key limitations for the study that merit acknowledgment are:

1. Cross-sectional design: Survey data were collected at a single time point, limiting causal inference. While the theoretical framework justifies directional hypotheses, longitudinal designs would strengthen causal claims.
2. Self-report bias: Respondents' reports of leadership styles and organizational outcomes may reflect social desirability bias, potentially inflating perceived ethical leadership and organizational effectiveness.
3. Geographic and sectoral scope: Findings are specific to Pakistani sports NGOs. Generalization to other NGO sectors (health, education, advocacy) or geographic contexts requires caution.
4. Cultural context: Ethical leadership definitions may not fully capture Pakistani cultural nuances regarding leadership, authority, and organizational governance.

5. Measurement limitations: Survey instruments, while validated, may incompletely capture complex leadership dynamics and organizational outcomes that qualitative methods address more nuancedly.

5.4 Future Research Directions

The following areas are identified that merit investigation for future researchers:

1. Longitudinal studies examining how leadership effectiveness evolves as organizations mature, scale, and funding landscape changes.
2. Intervention studies testing whether formal leadership training programs targeting transformational and ethical competencies produce predicted organizational outcome improvements.
3. Case studies providing deep contextual understanding of how leadership operates in specific organizational and environmental contexts within Pakistani NGO sectors.
4. Comparative research examining leadership dynamics across Pakistan's diverse NGO sectors (health, education, advocacy, sports) to test sector-specific vs. universal patterns.
5. Qualitative exploration of how ethical leadership is culturally conceptualized and operationalized within Pakistani organizational contexts, potentially revealing indigenous leadership models underexplored in Western-developed frameworks.

5.5 Conclusion

This research advances knowledge of leadership in Pakistani sports NGOs through rigorous mixed-methods investigation grounded in theory and responsive to context-specific challenges. By identifying ethical leadership as a central mechanism through which leadership styles influence organizational performance—and by specifying how employee and organizational factors moderate these relationships—the study provides a research-based foundation for leadership development in this understudied sector.

The findings translate directly into actionable strategies: invest in formal leadership training, tailor approaches to employee characteristics, institutionalize ethical practices through governance structures, and align organizational activities with stakeholder priorities. For policymakers, the evidence suggests that strategic funding of leadership development and capacity-building in organizations positioned to leverage these interventions represents a high-impact lever for sector-wide improvement.

Ultimately, this research demonstrates that effective leadership in Pakistani sports NGOs is neither generic nor one-size-fits-all. It is context-responsive, ethically grounded, and amplified by training and organizational structure. By embracing these findings, Pakistani sports NGOs can transition from survival-focused entities to sustainable agents of social change, strengthening their community impact and organizational resilience amid evolving socio-political and funding challenges.

6. MAIN FINDINGS AND NOVEL CONTRIBUTIONS

6.1 Synthesis of Core Findings

This mixed-methods investigation of leadership in Pakistani sports NGOs yields five core findings with significant theoretical and practical implications:

Ethical Leadership as primary organizational driver: Ethical leadership directly influences all four organizational outcomes with substantial effect sizes: sustainability ($\beta=0.283$, $p<0.001$), effectiveness ($\beta=0.178$, $p<0.001$), efficiency ($\beta=0.148$, $p<0.01$), and relevance ($\beta=0.404$, $p<0.001$). This emerges as the single most consistent predictor of organizational performance across contexts, establishing ethical leadership as the foundational lever for organizational improvement in Pakistani sports NGOs.

Leadership Styles operate through ethical Leadership as mediator: Rather than directly driving organizational outcomes, transformational ($\beta=0.219$, $p<0.01$) and transactional ($\beta=0.234$, $p<0.01$) leadership styles operate indirectly through enhancing ethical leadership. Laissez-faire leadership negatively undermines ethical practices ($\beta=-0.376$, $p<0.001$). This finding refines full-range leadership theory by specifying that passive leadership creates ethical voids, while active approaches create ethical foundations for organizational performance.

Organizational Relevance as strongest outcome predictor: Organizational relevance—alignment with stakeholder needs—emerges as the strongest predictor of organizational sustainability ($\beta=0.571$, $p<0.001$), effectiveness ($\beta=0.377$, $p<0.001$), and efficiency ($\beta=0.162$, $p<0.05$). This validates stakeholder theory and underscores that community engagement drives organizational viability more strongly than internal operational variables alone.

Context dramatically amplifies leadership effects: Context—through employee experience, training, organizational size, and funding source—dramatically modulates leadership effectiveness. Most critically, formal leadership training determines whether leadership styles translate into organizational outcomes: ethical leadership effects are significant only for trained leaders ($t=3.881$, $p<0.001$) but negligible for untrained staff ($t=1.478$, $p=0.139$). Female employees show 2x stronger effects of ethical leadership ($\beta=0.428$ vs. $\beta=0.210$, $p<0.001$). Employees with 5+ years' experience show 1.8x stronger effects ($\beta=0.362$ vs. $\beta=0.197$, $p<0.001$).

Institutional Context Produces Fragmentation, Not Isomorphism: Contrary to institutional theory predictions, Pakistan's fragmented regulatory landscape produces organizational heterogeneity rather than isomorphism. Only 29% of sports NGOs adopted standardized governance frameworks despite regulatory pressures. This challenges universal assumptions about how regulatory environments shape organizational structures in low-institutional-capacity contexts.

6.2 Theoretical Contributions

Following principal theoretical advances emerge from this research:

Refinement of Full-Range Leadership Theory: The study demonstrates that transformational and transactional leadership do not directly drive organizational performance in NGO contexts. Instead, they operate as antecedents to ethical leadership, which functions as the proximal driver of outcomes. This mediation pathway—leadership styles → ethical leadership → organizational outcomes—is underspecified in existing full-range leadership literature and represents a critical theoretical refinement for nonprofit contexts.

Challenge to Institutional Isomorphism Assumptions: Institutional theory posits that organizations within shared regulatory environments become increasingly similar over time (isomorphism). Pakistani data reveal the opposite: regulatory fragmentation and inconsistent enforcement produce organizational heterogeneity. This contextual boundary condition on institutional theory is particularly relevant to low-institutional-capacity environments where formal rules are weakly enforced, and multiple overlapping regulatory bodies create conflicting pressures.

Integration of Contingency and Stakeholder Theory: The research integrates contingency theory—through demonstration of context-dependent leadership effects—with stakeholder theory, showing that organizational relevance (a stakeholder-centered construct) is the strongest outcome predictor ($\beta=0.571$). This integration shows how organizations optimizing both internal context fit AND stakeholder alignment achieves superior sustainability outcomes.

6.3 Empirical and Sectoral Contributions

First Comprehensive Database of Pakistani Sports NGOs: Prior to this research, no systematic database of Pakistani sports NGOs existed. This study compiled organizational profiles for 203

surveyed NGOs and 30 interviewed leaders, categorizing organizations into eight structural types (NGOs, NPOs, Trusts, Foundations, CBOs, social enterprises, social businesses, and sports federations). This database reveals that only 38% of registered sports NGOs demonstrate operational viability (≥ 3 years active, ≥ 5 staff members), while 62% operate intermittently due to funding volatility or leadership deficits.

Identification of NGO Registration Barriers: The research identified a fourteen step NGO registration process taking six to eighteen months—three times longer than commercial entity registration. Critical bottlenecks include provincial-federal jurisdiction conflicts, inconsistent interpretation of NGO law across provinces, and absence of standardized governance templates. This finding fills a geographic gap, as prior research focused on India, Bangladesh, and Kenya but overlooked Pakistan's distinct regulatory environment.

6.4 Practical and Policy Contributions

Training as moderating linchpin: The research establishes formal leadership training as the linchpin determining whether leadership styles translate into organizational performance. Organizations with trained leaders show ethical leadership effects 2.7x stronger than untrained counterparts. This finding directly informs policy design: funding conditions should include mandatory leadership training as foundational infrastructure, not optional professional development.

Context-responsive implementation framework: By specifying how employee factors (age, gender, experience, training) and organizational factors (size, budget, funding source, volunteer base) moderate leadership effectiveness, the research provides a context-responsive implementation framework for organizations. Rather than prescribing universal leadership models, the framework recommends tailoring approaches to organizational profiles. For example:

- a Organizations with >25 employees should prioritize formalized ethical governance structures
- b Grant-funded NGOs should emphasize ethics audits as donor compliance mechanisms
- c Organizations with >25 volunteers require structured volunteer ethics training
- d Leadership training should target experienced staff who can institutionalize practices.

6.5 Conclusion and Legacy

This research makes following distinct contributions advancing understanding of leadership in Pakistani sports NGOs:

1. Refining full-range leadership theory, challenging institutional isomorphism assumptions, and integrating contingency with stakeholder theory
2. Creating the first comprehensive database of Pakistani sports NGOs and identifying specific registration barriers
3. Specifying mediation pathways (leadership styles → ethical leadership → outcomes) and moderation patterns (context dramatically amplifies effects)
4. Establishing training as a linchpin determining leadership effectiveness
5. Providing context-responsive implementation frameworks tailored to organizational profiles
6. Demonstrating how mixed methods designs integrate quantitative rigor with qualitative contextual depth

Most critically, this research provides Pakistani sports NGOs—typically operating as survival-focused entities amid resource constraints and regulatory complexity—with evidence-based pathways to transition toward sustainability-focused organizations capable of amplifying community impact. By investing in ethical leadership development, institutionalizing governance structures at organizational scale thresholds, and calibrating approaches to employee and organizational contexts, Pakistani sports NGOs can leverage this research to achieve the organizational resilience and developmental impact their communities require.

LIST OF PUBLICATIONS



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Doctoral School: Doctoral School of Management and Business
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List of publications related to the dissertation

Articles, studies (8)

1. **Hussain, M. R.**, Muhammad, K. B.: Advancing Inclusivity in HRM: A Proposition by a Disability Rights Advocate.
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6. **Hussain, M. R.:** Measuring the impact of globalization on countries using composite indexes.
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12. **Hussain, M. R.:** AI as a catalyst: Reshaping globalization in the EU and beyond in the 5th industrial revolution era.
In: Globalisation, integration, cooperation - what is at stake in the current turbulent times?
The 6th Conference in cooperation with the European Association for Comparative Economic Studies, Faculty of Economics and Business Administration, Szeged, 45-46, 2024.

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