AN INVESTIGATION OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EMPLOYEE JOB SATISFACTION IN THE IRISH THOROUGHBRED BREEDING AND RACING INDUSTRY

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Abstract

Although numerous researchers have investigated the impact of leadership styles on employee job satisfaction, it is evident that these investigations were conducted in context of other prominent industries. With that being said there is no prior existing literature that has investigated the relationship between leadership styles and employee job satisfaction in the Irish thoroughbred breeding industry. It is apparent that further research is needed due to the substantial impact the industry has on the Irish economy. According to (Deloitte , 2017), the industry as a whole contributes a gross amount of €1.05 billion and a net amount of €914 million to the Irish economy.

This current study seeks to identify what specific leadership style/s result in the greatest correlation with employee job satisfaction in the Irish thoroughbred breeding industry. The primary objectives of this current study consist of measuring the relationships between transformational, transactional, laissez faire leadership and full-time/short-term/seasonal employee job satisfaction. It is through these measurements where the researcher hopes to conclude what leadership styles can be utilized by managers currently employed in the Irish thoroughbred breeding industry.

To accomplish these objectives a mono-quantitative, deductive approach was applied in obtaining a total of forty-two respondents of whom were current employees of the Irish thoroughbred breeding industry. The data was obtained for the purpose of evaluating the hypotheses which were related to a number of established leadership theories. The utilization of the adapted version of the MLQ (Multifactor Leadership Questionnaire) proposed by Xirasagar et al. (2005) has allowed the author to conclude that transformational leadership has the greatest effect on employee job satisfaction in the Irish thoroughbred breeding industry. However, correlations in relation to transactional and laissez faire leadership were determined to be statistically insignificant, implying that further research in the area is warranted in the interest of confirming such results. The practical implications of findings are also discussed.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Organizations today are engaged in a constantly evolving business environment of which is comprised of global markets, competitors, technology, innovation, and other elements such as political-legal, social, economic, and environmental factors. This has resulted in organizations having to adapt and evolve its operations to become not only significant but relevant in the current business environment (Franco & Matos, 2015). Avolio (2003) suggests that it is essential for organizations to understand how a leader's performance can potentially mitigate the challenges that arise from globalization. Organizations must employ managers of whom have an in-depth understanding of an evolving business environment and managers of whom can engage and motivate subordinates to attain organizational goals whilst also being satisfied with the role and place of employment itself. This puts further emphasis on leaders to adopt a specific style of leadership to provide direction, implement plans and increase a subordinates organizational commitment (Chully & Sandhya, 2014).

The conception of leadership is a widely discussed and argued topic, but there is an absence of mutual interpretation amongst theorists on what leadership style is considered competent in the current business environment (Asrar-ul-Haq & Anwar, 2018). Previous research demonstrates that not all leadership styles are competent in ensuring an improved future organizational state, further emphasising the significance of the selection. An evaluation of each leadership style within a specific context is needed to eliminate the possibility of failure (Gandolfi & Stone, 2018). Maheshwari (1980) suggests that context is of great significance when establishing a specific style. A manager may have the explicit knowledge and skills to be an effective leader in one situation however, the same knowledge and skills may be deemed ineffective in another. Further accentuating that certain styles are needed for certain situations and each manager must be aware of which style to implement to enhance the probability of the desired outcome whether that be improved employee job satisfaction or organizational commitment (Randeree & Chaudhry, 2012).

1.2 Gaps in the Literature

Scholars within leadership studies have proposed a numerous amount of leadership styles. Buchanan (2013) believes that since the beginning of the 20th century, the world of literature has progressed through different stages of leadership styles. The foundational leadership styles were established based on the concept of *"command and control"* which dominated up until the early 1980s. The 2000s experienced the next stage of leadership styles which primarily consisted of empowering and tracking subordinates (Gandolfi & Stone, 2018).

Bass & Avolio (2004) suggest that the most prominent leadership styles adopted by managers today are transformational, transactional, and laissez-faire leadership. The transformational and transactional leadership style concepts originate from the work of Downton (1973) and is today considered the most effective styles of leadership. However, there is a divide in opinion amongst scholars in relation to which of the two prominent leadership styles best influence employee job satisfaction. This existing debate has been and continues to be studied from various industry perspectives and it is considered that each industry has its own optimal leadership style therefore, it is upon the current author to determine what leadership style best enhances employee job satisfaction, organizational commitment and subordinate extra effort in the Irish thoroughbred breeding industry.

The previously mentioned Bass and Avolio (2004) have established a questionnaire of which is considered the most significant model utilized within leadership studies to date. The MLQ (Multi-Factor Leadership Questionnaire) consists of identifying the specific leadership style (transformational, transactional, laissez faire) of which the individual manager adopts, further measuring the relationship between the style itself and the subjective measures of leader effectiveness (organizational commitment, employee job satisfaction, and extra effort). The current author utilized the adapted version of the MLQ proposed by (Xirasagar, et al., 2005).

1.3 Justification for Research

Although numerous researchers have investigated the impact of leadership styles on employee job satisfaction, It is evident that these investigations were conducted in context of other prominent industries. The specified MLQ of which the current researcher adopted for this current investigation, originates from Xirasagar, et al. (2005) investigation which was conducted within the medical industry and consisted of identifying the most effective leadership style utilized by executive directors within community health centres. With that being said there is no prior existing literature that has investigated the relationship between leadership styles and employee job satisfaction in the Irish thoroughbred breeding and racing industry. It is apparent that further research is needed due to the substantial impact the industry has on the Irish economy. According to (Deloitte , 2017), the industry as a whole contributes a gross amount of €1.05 billion and a net amount of €914 million to the Irish economy. These figures are based on the direct expenditure of its participants and the correlated expenditure of its customers which circulates through the Irish economy. The Irish thoroughbred breeding industry itself contributes a total of €489 million to the Irish economy.

For the purpose of this research paper, the author will prioritize the employees of whom are employed either full-time or part-time in the Irish thoroughbred breeding industry. These employees play an integral role in achieving a functional and sustainable industry in which the Irish economy can prosper. There is a total amount of 1800 full time and 4700 part time employees within the breeding sector of the industry. The large quantity of part-time positions within the breeding industry is primarily due to the seasonal nature of the occupation – i.e. covering and foaling seasons as well as yearling preparations, breeze up preparations, mare, and foal preparations. Another substantial factor of having seasonal workers is the fact that a considerable number of breeders are *"Owner/breeders"* of whom will habitually take the full responsibility of the role needed to operate such processes (Deloitte , 2017).

It is significant to note the importance of short-term/seasonal employees in the Irish thoroughbred breeding industry. Previous literature (Arasli et al. 2020; Bass, 1985) suggests that the transactional style of leadership has the greatest effect on short-term/seasonal

employee job satisfaction. Bass (1985) argues that its problematic for a manager to adopt the transformational style of leadership in the short-term and to be effective in terms of employee job satisfaction, organizational commitment, and extra effort (Asrar-ul-Haq & Anwar, 2018). Burns (1978) suggests that the purpose of transformational leadership is to provide a desired future in which the follower can work towards achieving. This view is predominantly long-term focussed. From this perspective, transformational leadership would not be effective in the Irish thoroughbred breeding industry due to the large quantity of short-term employees.

1.4 Research Aims

Given the literature gaps regarding leadership styles, this study essentially aims to fill these gaps by identifying if transformational, transactional and/or laissez faire leadership effects employee job satisfaction in the Irish thoroughbred breeding industry. This topic has not been adequately addressed in literature to-date, with there being no research published within the thoroughbred breeding industry in the Republic of Ireland, despite the industry itself having a worldwide effect. The primary aim of this research study consists of the author gaining a comprehensive understanding of leadership as a concept. A historical perspective on leadership will allow the author to understand the evolution of each individual style and how they have come into effect in this current century.

1.5 Research Objectives

In response to the identified gaps in the literature identified in section 1.2, the following research objectives have been proposed in an attempt to identify the optimal leadership style/s in terms of enhancing both full-time/short-term/seasonal employee job satisfaction in the Irish thoroughbred breeding industry:

TABLE 1.5: RESEARCH OBJECTIVES

Research Objective 1	To investigate the impact of transformational leadership on employee job satisfaction in the Irish thoroughbred breeding industry
Research Objective 2	To investigate the impact of transactional leadership on employee job satisfaction in the Irish thoroughbred breeding industry
Research Objective 3	To investigate the impact of laissez faire leadership on employee job satisfaction in the Irish thoroughbred breeding industry
Research Objective 4	To examine if transactional leadership has a greater effect on short-term/seasonal employee job satisfaction in the Irish thoroughbred breeding industry

To achieve these research objectives the following primary research methods will be utilized.

1.6 Research Methods

Given that the research objectives consist of collecting data for the primary purpose of evaluating the objectives/hypotheses which are related to a number of established leadership theories, specifically transformational, transactional and laissez faire leadership theories, the author is encouraged based on previous literature to adopt a quantitative approach for the effective collection of such data. It has been evident throughout leadership studies that researchers have generally applied a mono quantitative method. However, there have been various leadership studies conducted in which the data has been obtained through a mixed method approach. Specifically, Franco and Matos (2015) as their study consisted of numerous

limitations questioning the validity and reliability of the mixed-method approach. Such limitations were in relation to the in-depth interviews, as the researcher only obtained a small number of samples. Thus, concluding that the findings cannot represent the population at large further suggesting that the researcher cannot verify or falsify the foundational theories of leadership of which the researcher must test.

1.7 Overview and Structure of the Research Study

Chapter 1: Introduction

This research project commences with an introduction into the selected research area with gaps in the literature on leadership styles as well as the justification for conducting research within the Irish thoroughbred breeding industry. The principal aim and structure of the study are also introduced.

Chapter 2: Literature Review

This chapter primarily consists of literature concerning leadership, specifically leadership styles and their impact on employee job satisfaction, organizational commitment, and subordinate extra effort. This chapter consists of a historical and modern clarification of the prominent leadership theories further providing the author with a comprehensive understanding of the subject area.

Chapter 3: Methodology

The methodology chapter provides an all-inclusive understanding of the research objectives for this current research study and the selected methods for the collection of the primary data. Specifics of the sample, its selection process, and a detailed review of how the primary research was conducted is provided with reference to the instruments employed.

Chapter 4: Findings

This chapter consists of the results obtained throughout the primary research. Whilst utilizing IBM SPSS Statistics Version 26 the results will display the Pearson's r data analysis which consists of measuring the relationship between the leadership styles and employee job satisfaction. This chapter also consists of additional findings which is comprised of the correlations between the leadership styles and organizational commitment and subordinate extra effort.

Chapter 5: Discussion

This chapter consists of the authors critical reflection of the current findings of this research study. This involves synthesising findings from the primary research with the secondary research, further allowing for the verification or falsification of previously proposed theories in relation to leadership styles. It is here where the aforementioned hypotheses are accepted or rejected.

Chapter 6: Conclusions and Recommendations

Finally, this chapter reflects on the conclusions of the discussion section and evaluates whether the research objectives as outlined in Chapter 1/3 have been realized. Recommendations for future researchers and managerial implications are also specified.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

(Saunders, et al., 2016) suggests that the critical review of literature is necessary in establishing a theoretical framework for further investigation into a specialized area of research. A literature review consists of contrasting and comparing the significant theories, concepts, and perceptions to ultimately enhance the readers subject knowledge. The review assists in providing a critical and factual synopsis of what research has been conducted within the topic of interest. (Hofstee , 2006) states that *"theories are not cast in stone"*, allowing the researcher to question and contradict the perceptions of findings emphasised in published literature further offering contemporary philosophies.

2.2 Content of the Literature Review

This section will be comprised of literature primarily concerning leadership, leadership styles, leadership effectiveness and employee job satisfaction. The purpose of this literature review is to critically review previous academic literature in relation to the research question which consists of investigating the relationship between leadership styles and employee job satisfaction. This literature review will be comprised of leadership styles from both a traditional and modern context, further encapsulating a historical perspective to understand what style is prominent in today's management of the organization. The final section will review literature regarding the importance of the Irish thoroughbred breeding industry and how leadership styles play an integral role in the effectiveness of leaders and the job satisfaction of employees. The literature review will conclude by identifying a need for further investigations into leadership styles in the Irish thoroughbred breeding industry.

2.3 Leadership

The philosophy of leadership itself has been eminent since the establishment of human civilization. However, the meaning has evolved with time itself and has generated further investigation since the occurrence of the industrial revolution which resulted in those perceived as inferior in society gaining power and influence, thus creating a paradigm shift to a modern theory of leadership (Asrar-ul-Haq & Anwar, 2018). The conception of leadership is a widely discussed and argued topic, but there is an absence of mutual interpretation amongst theorists on what leadership approach is considered competent in certain contexts.

Historical definitions of leadership consist of virtuous related characteristics in which leaders embody to obtain the acceptance of their followers. These characteristics consist of a leader being charismatic, intelligent, wise, and politically proficient in having influence over others (Silva, 2016). The definitions of leadership proposed by twentieth-century theorists were consistently similar in connotation. Kotter (1988) further established a fundamental perspective of leadership as he defined it as *"the process of moving a group (or groups) in some direction through mostly non-coercive means"*. This definition emphasizes the significance of a voluntary followership. Not all theorists agree with this perception as Kellerman (2014) insists that leadership can also involve the use of enforcement to maintain direction towards the attainment of specific objectives (Silva, 2016).

Bass (1990) revolutionized the general conception of leadership as his observations emphasized the significance of the followers in the leadership process. Bass suggests that leadership consists of the collaboration of two or more members of a group to ultimately structure an appropriate direction but to also enhance the motivation of the remaining members (Silva, 2016). Kellerman's perception of leadership coincides with that of Bass (1990) in acknowledging the significance of followers however, her perception further proclaims the significance of context. Kellerman (2004) suggests that leadership is continuously evolving and what constitutes as leadership today will not be the same in five or ten or twenty years. Context, whether it is from a time or cultural perspective allows for continuous investigations into leadership (Volckmann, 2012).

To further understand what constitutes being an effective leader, (Owusu-Bempah, 2014) suggests understanding follower expectations in certain contexts. What one follower in one context perceives as effective might be considered ineffective in another. For example, followers from a patriotic culture (USA & Russia) expect assertive behaviour from their leader whereas followers from a traditionally peaceful culture (Japan & Norway) expect a leader who is humble in nature and accomplishes out of the public eye. This *"follower-centric"* concept corresponds with Kellerman's (2004) interpretations of leadership however, it provides practicality to the perception (Volckmann, 2012).

2.4 Leadership versus Management

The relationship between the theory of leadership and management has been widely recognised as a long-established enigma in which numerous scholars have expressed their opinions. Some scholars believe that the concept of both leadership and management are interrelated. Other scholars take issue with this connotation as it is argued that managers do not lead, and leaders do not manage. Abraham Zaleznik (1977) suggests that a leader's function primarily consists of advocating change whereas, a manager's function consists of advocating stability and maintaining the status quo (Lunenburg, 2011). Bennis (1989) perception on leadership contradicts the views of Zaleznik (1977) as he states that;

"To survive in the twenty-first century, we are going to need a new generation of leaders—leaders, not managers. The distinction is an important one. Leaders conquer the context—the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them—while managers surrender to it" (Dirik, 2020).

It can be argued that management activities such as budgeting, planning, coordinating, assessing, and facilitating can be managed however, scholars suggest that people should be led. Personnel would find it derogatory to be *"managed"* as supressed workers instead of *"being led"* as an essential resource (Dirik, 2020). Peter Drucker (1998) was the first theorist to discover the importance of the employee in enhancing organizational processes. Drucker suggests that value creation derives from the knowledge of each individual person, further

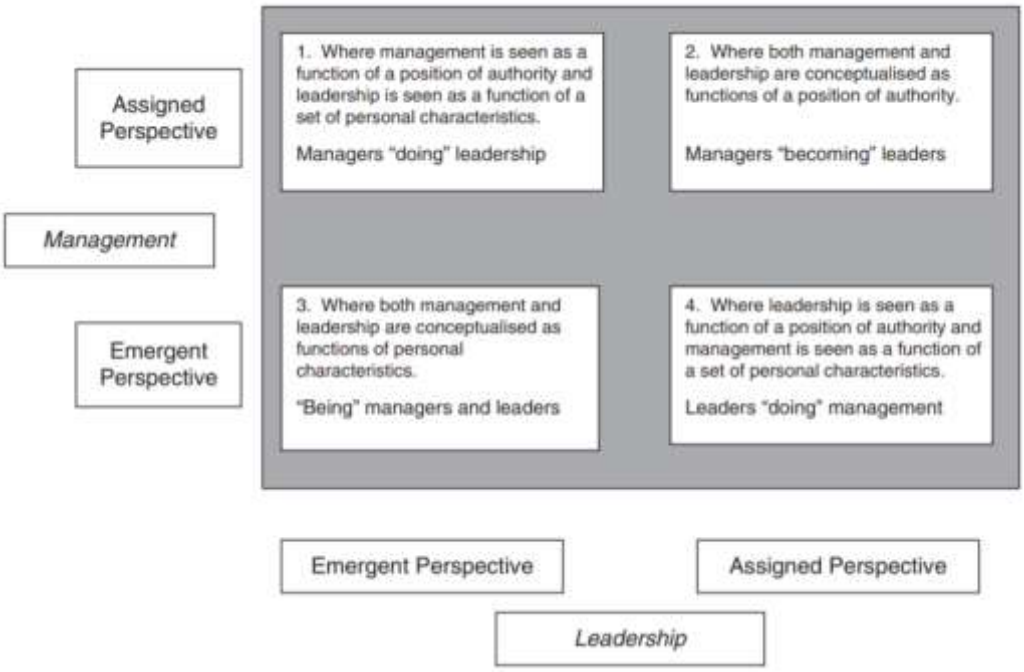
suggesting that employees should not be overlooked. His perception consists of combining leadership and management principles to enhance organizational structures. Drucker emphasizes the significance of *"knowledge workers"*. His perception of leadership coincides with the perception of Bennis (1989) as Drucker states that;

> *"One does not manage people. The task is to lead people and the goal is to make productive the specific strengths and knowledge of every individual"* (Azrad, et al., 2017).

It is important to mention that leadership should not replace management and management should not replace leadership, they should simply compliment each other in practice. Yukl (2012) suggests that scholars from both spectrums of leadership and management should compromise for the purpose of scientific inquiry. He proposes the concept *"managerial leadership"* which consists of a managerial-leader or a leader-manager whose primary objective is to empower employees to contribute to the vision of the organization (Dirik, 2020).

There is an extensive amount of literature within the area of leadership and management that fails to acknowledge the involvement of power. Numerous studies observe leaders as individuals in possession of formal assignments whilst separate studies perceive leadership in terms of possessing individual characteristics. (Edwards, et al., 2015) proposes a framework to assist in providing clarity when merging the theories of leadership and management. The theoretical framework consists of four quadrants; 1) Managers *"doing"* leadership; 2) Managers *"becoming"* leaders; 3) *"being"* leaders and managers; 4) leaders *"doing"* management".

FIGURE 2.4: LEADERSHIP VS MANAGEMENT FRAMEWORK



The first quadrant (managers *"doing"* leadership) consists of managers being assigned a position of authority within an organization. This quadrant represents the traditional view of leadership as the outcome is dependent on the individual influence of the manager. Bolden et al. (2008) suggests that leadership can be *"dispersed"* in nature further arguing against the formalization of leadership within organizational hierarchical structures. This perspective proposes that leadership can be exercised by all employees of an organization, regardless of position further influencing the direction of the organization (Edwards, et al., 2015).

The second quadrant (managers *"becoming"* leaders) consists of leaders who are in position of increased responsibility. This quadrant is generally associated with individuals in top-level positions who subsequently have the ability to manage and assign resources. Thorpe et al. (2011) identifies that the past fifty-years of leadership research has been primarily based on leaders who represent the top-level of management. The argument insinuates that if leadership is to be observed in context of influence, top-level managers possess an increased influence on goal attainment, change and direction. This argument coincides with Bedeian

and Hunt (2006), whereby they see managers as leaders who are increasingly more effective in utilizing their authoritative position to influence (Edwards, et al., 2015).

The third quadrant (*"being"* managers and leaders) consists of managers and leaders emerging based on their individual powers. The emphasis is placed on reducing uncertainty and the manager in question is challenged with just *"getting by"* (Dirik, 2020). The distinctiveness of management in this quadrant does not derive from hierarchical structures, instead it is viewed as a self-phenomenon. The implications of managers just getting by might indeed question the identity of them being a leader. Managers self-awareness and confidence is evaluated in such instances. According to (Edwards, et al., 2015), self-awareness is associated with managerial success and leadership effectiveness.

The fourth quadrant (leaders *"doing"* management) expresses the extensive interest into the successful practices utilized by organizational leaders that have been documented in biographies. These biographies emphasize the successful progressions made by each individual leader in reaching such heights (Dirik, 2020). (Kempster & Stewart, 2010) suggests that ethnographic research is an effective technique in understanding leadership and management. The auto-ethnographical approach attempts to obtain the knowledge of effective leadership through the narrative of the successful leader. This technique is the only ethnographic method utilized in obtaining leadership research.

The researcher should never assume the constructs of power. This framework provides implications for researchers to illustrate what exact construct of leadership they are specifically investigating. Bedeian and Hunt (2006) suggests that the specific clarification of what quadrant the researcher is choosing to investigate will ultimately reduce any potential confusion arising from the leadership investigation (Edwards, et al., 2015).

2.5 Leadership style and behaviour

Leadership styles consist of the attitudes and behaviours a manager must personify to be an effective leader. Maheshwari (1980) suggests that context is of great significance when

establishing a specific style. A manager may have the explicit knowledge and skills to be an effective leader in one situation however, the same knowledge and skills may be deemed ineffective in another. Further accentuating that certain styles are needed for certain situations and each manager must be aware of which style to implement to enhance the probability of the desired outcome whether that be improved employee job satisfaction or organizational commitment (Randeree & Chaudhry, 2012). According to (Huang & Huang, 2020), job satisfaction consists of an individual employee expressing a positive emotional state towards their place of work and occupation. Herzberg (1966) stresses the importance of intrinsic job satisfaction as he suggests that employees should be motivated through achievements, recognition, responsibility, and progression. Organizational commitment consists of an employee's determination to positively contribute to the organization in terms of vision, mission, and individual goals. It also consists of their willingness to remain in the organization.

Whyte (1988) argues that the application of a specific style is dependent on the specification of the task, the power available to the leader, the overall experience of the employees, the style favoured by both the leader and the employees and the amount of time given to complete the task at hand (Randeree & Chaudhry, 2012). Yukl (1994) further suggests that leadership style selection is also dependent on the stage of the organization's life cycle and the size of the organizational division.

Van Wart (2013) states that efficiency is achieved with the incorporation of specific traits, skills and behaviours that constitutes a specific leadership style. Each individual leadership style must demonstrate these aspects for scholars to differentiate between them further allowing them to isolate the concept. Molero et al. (2007) perception coincides with that of Van Wart (2013) as this scholar states that leadership styles are an assortment of behaviour patterns that need to be observed and documented (Ohemeng, et al., 2018).

Context is essential in understanding what set of behaviours and personality traits deem a specific leadership style competent. Evaluating the effectiveness of leadership styles from the reverse angle can inform a manager of what behaviours and personality traits are considered incompetent. (Hogan & Hogan, 2001) states that scholars find it extremely challenging to

agree on what leadership behaviours deem a manager competent. However, it is easy to define what behaviours are deemed incompetent as the firing or demotion of managers prove such theories. According to (Simonet, et al., 2018), dysfunctional leadership can impede the growth of an organization. Between 65% and 75% of employees state that their manager is the most objectionable element of their working life. Hogan, Hogan, and Kaiser (2011) metanalysis discovered that *"two-thirds of existing managers are insufferable and at least half will eventually be fired"*. Another study examining the relationship between employees and supervisors found that of the 7200 people who left their job, 50% did so because of an incompetent manager (Gandolfi & Stone, 2018). These statistics stress the importance of a manager's behaviour and personality traits placing further emphasis on the selection of the most appropriate leadership style to improve employee job satisfaction.

The phenomenon of leadership derailment is a concept that occurs when leaders lose sight of direction resulting in the loss of engagement by followers. The primary cause of leadership derailment is a leader's inability to demonstrate sufficient human skills (Cote, 2018). Since the 1980s psychological research into leadership derailment has indicated that effective leadership is comprised of positive personality traits rather than negative traits. Bass (1985) suggests that the charismatic leadership style is ineffective as a result of specific behaviour deficiencies and exaggerated tendencies. Hogan et al. (2011) states that the main cause of managerial failures is the significant impact of *"overriding personality defects"*. These defects result in the interference of interpersonal relationships within teams further corrupting the judgement needed for goal attainment (Simonet, et al., 2018).

2.5.1 Styles of leadership

Scholars within leadership studies have proposed a numerous amount of leadership styles. Buchanan (2013) believes that since the beginning of the 20th century, the world of literature has progressed through different stages of leadership styles. The foundational leadership styles were established based on the concept of *"command and control"* which dominated up until the early 1980s. The 2000s experienced the next stage of leadership styles which

primarily consisted of empowering and tracking subordinates (Gandolfi & Stone, 2018). The current leadership styles consist of connecting and nurturing subordinates. The modern styles of leadership primarily promote subordinate job satisfaction. The historical understanding of how leadership styles are constantly changing to suit the means of society has allowed (Gandolfi & Stone, 2018) to define leadership styles as;

"An intentional means by which a leader influences a group of people in an organization to a widely understood future state that is different from the present one".

Previous research demonstrates that not all leadership styles are competent in ensuring an improved future organizational state, further emphasising the significance of the selection. An evaluation of each leadership style within a specific context is needed to eliminate the possibility of failure (Gandolfi & Stone, 2018). The traditionally researched and debated leadership styles include autocratic, democratic, participative, directive, task-oriented, relations-oriented, transformational, transactional, charismatic, laissez-faire and servant leadership. The table below consists of the most influentially significant leadership styles debated by scholars. It consists of the traditional leadership styles established in the 20th century and the modern leadership styles that are adopted by managers in organizations today (Hassan, et al., 2016).

TABLE 2.5.1: LEADERSHIP STYLES

Leadership Style	**Characteristics**	**Introduced By**
1. Autocratic Leadership	Vindictive, little to no concern for socio-emotional importance of the team, dictating, tyrannical, independent judgment formulation	Van Vugt et al. (2004) De Cremer (2006) Foels et al. (2000)
2. Democratic Leadership	Attentive, cooperative, establishes and maintains relationships with each subordinate, dependent on the team for judgement formulation	Gastil (1994) Foels et al. (2000) Woods (2004)

3. Laissez-Faire Leadership	Shortage of involvement, avoids any responsibility, resists the discussion of the crucial concerns to the organization	Eagly et al. (2003) Bass (1997) Skogstad (2007)
4. Charismatic Leadership	Visionary, eccentric conduct, strives for change, sympathetic and responsive to the needs of subordinates, extroverted, entrepreneurial mindset	De Hoogh et al. (2005) Hunt (1999) Yukl (1999)
5. Transformational Leadership	Inspiring and motivating style of communication, cerebral stimulation, influential, empowering, high performance outcome is expected, recognition, job satisfaction	Bass (1997) Jung & Avolio (2000) Avolio et al. (1999)
6. Transactional Leadership	Clarification of subordinates' responsibilities, contingent rewards is based on performance and engagement, leader-follower exchanges	Van Eeden et al. (2008) Bass et al. (2003) Eagly et al. (2003)

2.5.2 Measures of leadership style and behaviour

There are numerous amounts of established questionnaires for organizations to evaluate a manager's ability to lead. Many questionnaires evaluate traits, skills, behaviours, and styles. The rationale for the evaluation is to identify managers strengths, weaknesses, and specific areas for improvement (Cote, 2018). Bass (1985) established the MLQ (Multifactor Leadership Questionnaire) to measure an employee's opinion of a manager's behaviour. The purpose of the questionnaire is to identify whether the manager adopts a transformational, transactional, or laissez-faire style of leadership, and to conclude if the specific style results

in improved job satisfaction, organizational commitment, or extra effort (Rowold, 2005). The LBDQ (Leadership Behaviour Questionnaire) was established by Hemphill and Coons (1957) to evaluate managers behaviours. The purpose of the questionnaire is to distinguish between leadership behaviours, specifically the task which is known as transactional leadership and the relationship which is known as transformational leadership (Cote, 2018).

The HDS (Hogan Development Survey) was established by Hogan and Hogan (1997) to evaluate leader personality traits. The purpose of the questionnaire is to evaluate a leader's dark side personality that has the potential to provoke leadership derailment. Organizations utilise the HDS to ensure that employee morale, performance and job satisfaction is not hindered by the personality of a leader (Simonet, et al., 2018). According to Chamorro-Premuzic (2017), leaders exhibit three out of eleven dark side characteristics. The investigation also discovered that 40% of the leaders that exhibited dark side traits have the potential to display toxic behaviour at the workplace, further increasing the probability of career derailment, demotion and the potential firing (Cote, 2018).

2.6 Traditional leadership styles

2.6.1 Autocratic leadership style

The autocratic leadership style derives from the classical management era and consists of managers rejecting the involvement of employees in decision making. Milgron (1991) states that this style of leadership emphasizes the detachment amongst leaders and their subordinates. It is evident in research that scholars are bias in their views of autocratic leaders, depicting these leaders as the antagonists of organizations thus, contrasting these leaders to the increasingly more effective transformational leaders (Harms, et al., 2018). Most scholars investigating the effects of autocratic leadership fail to examine the antecedent elements and circumstances that subsequently makes autocratic leadership probable.

The autocratic leader emerges in unprecedented times when strong leadership is needed to manage the unfavourable circumstances presented further minimizing the risk of failure. Barrow (1976) suggests that autocratic characteristics emerge when a group of employees are functioning inadequately or are under time pressure. Prezwoski (2004) investigated the effects of economic development on leadership styles and concluded that the autocratic style is more competent in countries experiencing poor economic development. Huang et al. (2015) discovered that autocratic leadership has a greater effect than transformational leadership on employee performance in harsh economic environments. It is evident that an autocratic leader can positively impact psychological safety during instances of conflict amongst subordinates (Harms, et al., 2018).

According to (Maner, 2017), autocratic leaders exhibit aggressive, manipulative behaviour, and dark-triad personality traits (*"Machiavellianism, narcissism, and psychopathy"*). The dark-triad personality traits derive from the previously mentioned theory proposed by Hogan et al. (2011) who's findings concluded that the *"overriding personality defects"* result in the interference of interpersonal relationships within teams, corrupting the judgement needed for goal attainment, further contributing to managerial failures (Simonet, et al., 2018). (Maner, 2017) states that autocratic leaders either perceive subordinates as allies or foes, who have the potential to support or impede their endeavours' of enhancing their social status. Autocratic leaders are willing to sacrifice the prosperity of the team if it means ensuring the preservation of their power.

An experiment conducted by (Maner & Mead, 2010) observed that autocratic leaders refused to include the top performers of the team as these subordinates were viewed as a potential threat to the leaders' power. The dominant leader would demote or control the subordinate further minimising the personal threat. One of the experiments discovered that one leader ostracised a competent team member, instead choosing to utilize an incompetent member. The experiment also found that the autocratic leader abolished the formation of alliances amongst the subordinates for the fear of causing potential threats (Maner & Mead, 2010).

Bass & Bass (2008) suggests that the autocratic style of leadership correlates with lower levels of employee job satisfaction. These scholars further identified that autocratic leaders fail to

solicit advice to their subordinates resulting in these individuals feeling less valued. (Harms, et al., 2018) suggests that subordinates are generally not satisfied with leaders who demonstrate regular dominance and aggression. Subordinates will often quit such teams with autocratic leaders, even if the team is performing of a high standard. (Jiang, et al., 2017) found that autocratic leadership positively correlates with organizational cynicism. Organizational cynicism is primarily comprised of a subordinate's negative attitude towards the organization of employment. Subordinates tend to believe that the organization lacks integrity and they generally have a tendency to display derogatory behaviours towards the organization.

2.6.2 Democratic leadership style

Mullins (1999) suggests that democratic leaders exploit the abilities and capitalize on the potential exhibited by the subordinates of a team within an organization further increasing the participation of all subordinates. Democratic leaders emphasize the importance of engaging each individual subordinate further enhancing organizational commitment. McGregor (1960) was an advocate of democratic leadership as his research revealed that this style of leadership positively correlates with increased job satisfaction, participation, organizational commitment, and performance (Puni, et al., 2014). The effectiveness of the democratic leadership style solely depends on the performance of the subordinates. Democratic leadership diminishes the need for formal controls and regulations subsequently resulting in a decreased rate of employee absenteeism and turnover.

Researchers suggest that democratic leader's express positivity in relation to job beliefs resulting in increased employee job satisfaction. According to (Chan, 2019), job satisfaction consists of a subordinate's positive responses and attitudes towards both their leader and place of work. It is a psychological state in which each subordinate fulfils all their needs within the place of work. Lee at al. (2017) suggests that democratic leaders empower by entrusting each employee with the full responsibility and accountability of a particular task or function, further contributing to the success of the organization. With increased responsibility comes greater employee job satisfaction. Democratic leadership consists of allowing employees to

participate in the decision making process further increasing organizational commitment. O'Creevy (2001) discovered that the employees who participate in the decision making process are less inclined to feel endangered by organizational change.

The theory of LI (leadership inclusiveness) provokes the debate between autocratic and democratic leaders in which high LI diminishes the perception of authority in the same way that democratic leadership eliminates power constructs (Busse & Regenberg, 2019). As mentioned before, autocratic leadership derives from the classical management era which consisted of teams that were not diverse in nature. Current organizations consist of a highly diverse workforce further emphasizing the importance of inclusiveness. Solansky (2008) proved that increased inclusiveness results in more effective decision making. However, high inclusiveness results in the decision making process being less efficient. Hoffberg & Korver (2006) investigated the proposed contradiction of *"efficiency versus inclusion"* and disclosed that teams wanting to be efficient in their decision making process ought to reduce the number of subordinates in the process itself. This finding defeats the purpose of democratic leadership further questioning its validity in maximizing the economic profit of organizations.

Pfeffer (1983) suggests that democratic leadership slows down the decision making process further proposing that the leadership style is ineffective. Autocratic leadership speeds up the decision making process however, the scholar questions the quality of the decision making (Busse & Regenberg, 2019). (Straub & Kirby, 2017) contradicts these opinions as they state that *"many minds make lighter work"*. Managers who adopt the democratic style of leadership can empower employees to participate in tasks concerning the *"bigger picture"*, which involves identifying crucial issues. This scholar concludes that democratic leaders not only improve the quality of decisions made but they also improve the state of mind of the employee resulting in job satisfaction.

2.6.3 Laissez-Faire leadership style

Laissez faire is defined as *"the absence of effective leadership".* Managers who adopt a laissez faire leadership style are detached from the decision making process and are simply not

concerned with how their followers operate on a day-to-day basis. Previous studies into the effectiveness of laissez faire leadership share a common theme, that this style of leadership negatively impacts employee job satisfaction and organizational commitment (Asrar-ul-Haq & Anwar, 2018). Avolio (2011) suggests that laissez faire leadership consists of a leader allowing their subordinates to take action primarily based on personal initiative. Here, the authoritative figure exerts little to zero effort to enhance the organizations overall performance and is satisfied in attending to their own preferences as a manager, with no connection to the interests of employees. This style of leadership has demonstrated across all research cited, a weak influence on organizational performance (Ohemeng, et al., 2018).

(Yang, 2015) argues that the previous literature on laissez faire leadership fails to investigate the positive attributes to the implementation of this leadership style. Instead, scholars are bias in their efforts to review laissez faire leadership, opting to portray this leadership style as ineffective further contrasting it to the effective transformational and transactional leadership styles. This author suggests that the existing definition and ensuing measurement of it results in a one-dimensional negative perspective of laissez faire leadership. Ryan & Tipu (2013) discovered that the lack of involvement demonstrated by leaders can establish an environment in which employees can prosper further contributing to high levels of goal attainment. However, this investigation consisted of a highly educated workforce and it can be concluded that such leadership would be deemed less effective with a non-skilled workforce. (Chaudhry & Javed, 2012) further concludes that it is extremely difficult to defend the laissez faire leadership style unless the leader's subordinates are highly skilled and well-inspired specialists.

(Breevaart & Zacher, 2019) investigated the weekly effects of transformational and laissez faire leadership on leader effectiveness through the medium of subordinate trust in the leader. It was concluded that transformational leadership resulted in a positive effect on subordinate trust in the leader whereas, laissez-faire leadership had a negative effect on subordinate trust in the leader. Turner & Barling (2012) experienced remarkably similar results within their investigation however, it also proved that managers who adopted the laissez faire leadership style subsequently decreased the subordinates trust in their leader further contributing to a negative effect on subordinate job satisfaction and well-being. The

scholars suggest that the lack of guidance exhibited by passive-avoidant leaders result in subordinates being restricted in their attempts to attain organizational goals. (Breevaart & Zacher, 2019) concludes that laissez faire leadership is in fact a form of destructive leadership in which no manager should ever adopt.

2.6.4 Charismatic leadership style

There is no universally agreed definition of charismatic leadership. However, Max Weber's original definition of charismatic leadership still inspires the numerous definitions cultivated by scholars today (Fragouli, 2018). Weber, a 19th century sociologist defines charisma as;

> *"a certain quality of an individual personality by virtue of which he is considered extraordinary and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities. These are such, as are not accessible to the ordinary person, but are regarded as of divine origin or as exemplary, and on the basis of them the individual concerned is treated as a 'leader' (Weber, 1978: 241)"*.

(Fragouli, 2018) states that there are several flaws with Weber's definition. This scholar argues that charisma is not as exceptional as Weber once thought concluding that any ordinary person can become a charismatic leader by adopting several personality traits to gain the trust of their followers. She argues that Steve Jobs, the founder of Apple progressively improved his appearance in society resulting in his followers becoming familiar with his personality at the climax of his charisma.

(Banks, et al., 2017) suggests that it is evident throughout literature that there is two reoccurring themes in regard to the definition of charismatic leadership. The first theme suggests that the definition of charismatic leadership emphasizes a potential outcome or an established antecedent. The second theme suggests that the definition consists of some extraordinary ability that cannot be quantified. Antonakis et al. (2016) states that these themes are scientifically ineffective from a research perspective. This scholar proposes a

definition solely based on the previous sixty years of definitions. Charismatic leadership is thus defined as *"values-based, symbolic, and emotion-laden leader signalling"*.

Self confidence is a critical personality trait that charismatic leaders must have to further convey a tone of conviction in regard to goal attainment. Charismatic leaders are extroverted in nature and have the ability to stimulate a follower's passion, confidence, and commitment to an organization (Vergauwe, et al., 2018). Furthermore, charismatic leaders take pleasure in challenging the status quo and taking risks. Conger (1990) agrees with a leader's ability to take risks but not at the expense of losing all sense of direction. He observed that the leader's excitement of idea generation can result in a mental barrier further contributing to the demise of the leader. A charismatic leader can easily lose the sight of direction from the implementation of these ideas. Kaiser et al. (2010) suggests that in order to mitigate such complications, a leader must prioritize goal setting, planning and attainment. It is at the operational level, where leaders with high charisma prove less efficient in contrast to leaders with low charisma. (Vergauwe, et al., 2018) agrees with this perception of charismatic leaders and further argues that these leaders although visionaries, also fail in managing the day-to-day activities which can impair perceived effectiveness.

(Vergauwe, et al., 2018) suggests on the basis of historical proceedings that scholars have interpreted how charismatic leaders have challenged the existing state of society from both a positive and negative perspective further concluding whether a protagonist or antagonist is the character centralized in the specific narrative. Waldman & Balthazard (2010) investigated the dark traits of charismatic leaders by examining the relationship between charismatic leadership and narcissism. It was concluded that charismatic leaders have narcissistic traits which include a sensitivity to constructive criticism which can impede the direction of the organization resulting in low levels of job satisfaction. The scholar also proved that charismatic leaders lack empathy and are willing to exploit interpersonal relationships to the point of compromising their reputation as a leader further causing lower levels of organizational commitment.

2.7 Modern leadership styles

The transformational and transactional leadership style concepts originate from the work of Downton (1973) and is today considered the most effective styles of leadership. However, there is a divide in opinion amongst scholars in relation to which of the two prominent leadership styles best influence employee job satisfaction. This existing debate has been and continues to be studied from various industry perspectives. Bass (1998) argues that an effective organizational leader must incorporate both transformational and transactional leadership (Asrar-ul-Haq & Anwar, 2018).

2.7.1 Transformational leadership style

Burns (1978) defines transformational leadership as a method in encouraging subordinates by prioritizing the subordinate's values to enhance their overall satisfaction and to provide a desired future in which the subordinate can accomplish. In contrast, transactional leadership is a method in motivating subordinates to attain organizational goals in exchange for incentives (Asrar-ul-Haq & Anwar, 2018). According to (Lam & O'Higgins, 2012), transformational leadership is the most effective style of leadership and is utilized by most leaders in organizations and society today. Burns (1978) found that a manager who successfully adopts a transformational leadership style would ultimately pursue to satisfy the higher needs of the individual employee to engage the full attention of the person. The transforming leader establishes a *"relationship of mutual stimulation"* and advancement that transforms supporters into leaders. Bass (1985) further delved into transformational leadership and observed that this style can motivate employees into achieving more than what was originally expected of them.

The study conducted by (Lam & O'Higgins, 2012), consisted of evaluating the impact of a managers emotional intelligence on an employee's performance, while implementing the transformational style of leadership. The results show that employees were only satisfied when managers optimized the transformational style of leadership. Emotional intelligence

aids in the implementation of transformational leadership. Emotionally intelligent leaders have the ability to understand their employee's emotions. This study reinforces the positive relationship between emotional intelligence and transformational leadership style, once proposed by Bass (1985). This scholar identified that leaders who utilized inspirational motivation to achieve organizational objectives and addressed the development of subordinates' critical needs, reported that they have successfully handled emotions both within themselves and their subordinates. Antonakis et al. (2009) contradicts the views of these scholars, further arguing that emotional intelligence does not contribute to effective leadership. Matthews (2004) stated that emotional intelligence is *"more of a myth than science and that the proponents of EI stand on speculative scaffoldings, rather than on sufficient evidence"*. It is evident that further research is needed to conclude the effects of emotional intelligence on transformational leadership (Kim & Kim, 2017).

Bass & Avolio (2004) states that transformational leadership consists of four essential elements; *"idealized influence, inspirational motivation, intellectual stimulation, and individual consideration"*. It is through these elements that transformational leaders inspire, engage, mentor, and empower subordinates. (Hetland, et al., 2015) found that leaders who adopt a transformational leadership style ultimately fulfil the psychological needs of their subordinates. The scholar also found that transformational leadership positively impacts job attitudes further resulting in positive levels of job satisfaction and organizational commitment. Tims et al. (2011) proved that transformational leadership impacts the daily engagement of employees. Job dedication increased on the days where leaders adopted a transformational style of leadership. Altogether, these observations prove that managers who explicit transformational behaviours on a daily basis increase employee job satisfaction. They do so by utilizing the Bass & Avolio (2004) elements of transformational leadership.

(Ho, 2016) emphasizes the significance of organizational context when it comes to evaluating the impact of transformational leadership. The study discovered that the highly charismatic nature of transformational leaders can be interpreted as admirable by some subordinates, but it can also be interpreted as untrustworthy by others. This study proved that transformational leadership is more effective when the leader inspires a follower individually in contrast to the group collectively. The individual attention results in increased employee

job satisfaction and organizational commitment. (Ho, 2016) observation coincides with that of Conger (1989) and Shamir (1993) further concluding that a transformational leaders high expectation establishes an atmosphere of obligation in which each individual employee feels as if it is their duty to live up to the leader's expectations. The studies all suggest that as the leader-follower relationship strengthens, the personal approval of each employee becomes a fundamental evaluation of an employee's self-worth within an organization.

2.7.2 Transactional leadership style

Burns (1978) states that a leader who employs a transactional leadership style, focusses directly on the employee's self-interest by ultimately trading rewards for engagement and performance. This scholar added that both the leader and the subordinate have complimentary functions however, Burns argues that the relationship does not go beyond the exchange of esteemed benefits. Bass (1985) argues that the transactional style of leadership should only be considered for objectives that are primarily short-term. A transactional leadership style is not sustainable in relation to long term objectives, as the leader can instantly lose the motivation of their followers and the purpose for incentive becomes obligatory and insignificant (Yahaya & Ebrahim, 2016). (Masa'deh, et al., 2016) argues that transactional leadership should be prioritized in organizations in which the corporate strategy is dependent on short-term success. In this context a leader's function is to maintain the strategy of the organization and in order to do so, must establish a reward system in which all the subordinates are compensated for their performance. These arguments coincide with the views of MacKenzie et al. (2001) as their findings demonstrate that the transactional leadership style positively influences a salespersons organizational commitment and performance.

Meyer & Herscovitch (2001), and Walumbwa et al. (2008) argue that contingent rewards positively influence organizational commitment specifically, normative commitment. It is argued that when subordinates receive a reward for the accomplishment of a specific task, they experience psychological fulfilment and feel as if it is their moral obligation to accomplish

more for the organization that provided the reward. (Afshari & Gibson, 2016) argues that financial rewards have a positive effect on employee job satisfaction in the short-run. This argument coincides with that of (Masa'deh, et al., 2016) however, Afshari & Gibson (2016) argues that non-financial rewards have a greater effect on an employee's commitment to an organization as the reward itself positively impacts the psychological need satisfaction of an individual. Podsakoff et al. (2010) suggests that transactional leaders of whom provide contingent rewards to their subordinates for goal attainment generate a perception of legitimacy further strengthening the relationship between the leader and the subordinate. A level of trust is established between the leader and the subordinate further contributing to their overall satisfaction.

Sergiovanni (1990) argues that transactional leadership merely satisfies the extrinsic needs of subordinates. Although the rationale of transactional leadership emphasises the importance of exchanging rewards, it does not imply that rewards should not be worthy of value in the eyes of subordinates (Dartey-Baah & Ampofo, 2016). Hartog et al. (1997) stresses the importance of the reward suggesting that the stimulation of subordinates heightens when the reward obtained is desirable. Riaz & Harder (2010) further suggests that these desirable rewards should exceed the expectations of the subordinate. They argue that in doing so the subordinate will be inspired to outperform their specific responsibilities.

Perry et al. (2009) and Weibel (2010) contradict the previous views, further arguing that financial rewards can result in the demoralization of employees further causing a negative effect on job satisfaction and organizational commitment. Financial rewards can be interpreted as a form of control and can affect the intrinsic motivations of each subordinate. (Jensen, et al., 2019) and House (1998) agree with this conception but suggest that further research should distinguish between financial and non-financial rewards as both have different influences on employees. (Jensen, et al., 2019) conceptualizes transactional leadership as requiring the utilization of three forms of performance- or effort-contingent forms of behaviour; use of contingent non-financial rewards, contingent financial rewards, and contingent penalties. It is upon the researcher to identify what reward a transactional leader is offering.

(Dartey-Baah & Ampofo, 2016) suggests that there is an implication for further research into the relationship between transactional leadership and employee job satisfaction. The studies conducted by Hongnou et al. (2014), Rizi et al. (2013) and Janssen & Yperen (2004) have discovered that transactional leadership positively effects employee job satisfaction. However, the significant studies conducted by Amin et al. (2013) and Ali et al. (2013) have resulted in transactional leadership having a negative effect on employee job satisfaction. The inconclusiveness indicates that further research is necessary to determine the effects of transactional leadership on employee job satisfaction. Additionally, the previous studies mentioned are only pertinent to Asian and Western countries. This emphasizes the issue of generalizability and relevance since the context of research could impact its discoveries. It can be concluded that further research is needed from an Irish context.

2.8 Irish Thoroughbred Breeding & Racing Industry

2.8.1 Economic impact

The Irish thoroughbred breeding and racing industry significantly contributes to the Irish economy through several channels of expenditure. According to (Deloitte , 2017), the industry as a whole contributes a gross amount of €1.05 billion and a net amount of €914 million to the Irish economy. These figures are based on the direct expenditure of its participants and the correlated expenditure of its customers which circulates through the Irish economy. The several channels of expenditure that contributes to the total net amount of €914 million include;

- *The Breeding Industry;* the generation of expenditure is comprised of the public and private sales that take place on a daily basis. The prominent public sales that operate on a monthly basis include; Tattersalls, Goffs and Goresbridge. The breeding industry contributes a total of €489 million to the Irish economy (Deloitte , 2017). The Irish

vendors attract the investment of foreign owners and breeders as well as domestic owners and breeders. The breeding industry is also comprised of stallion nominations fees in which both foreign and domestic breeders own. The boarding of mares within the Irish borders also contribute to the economy.

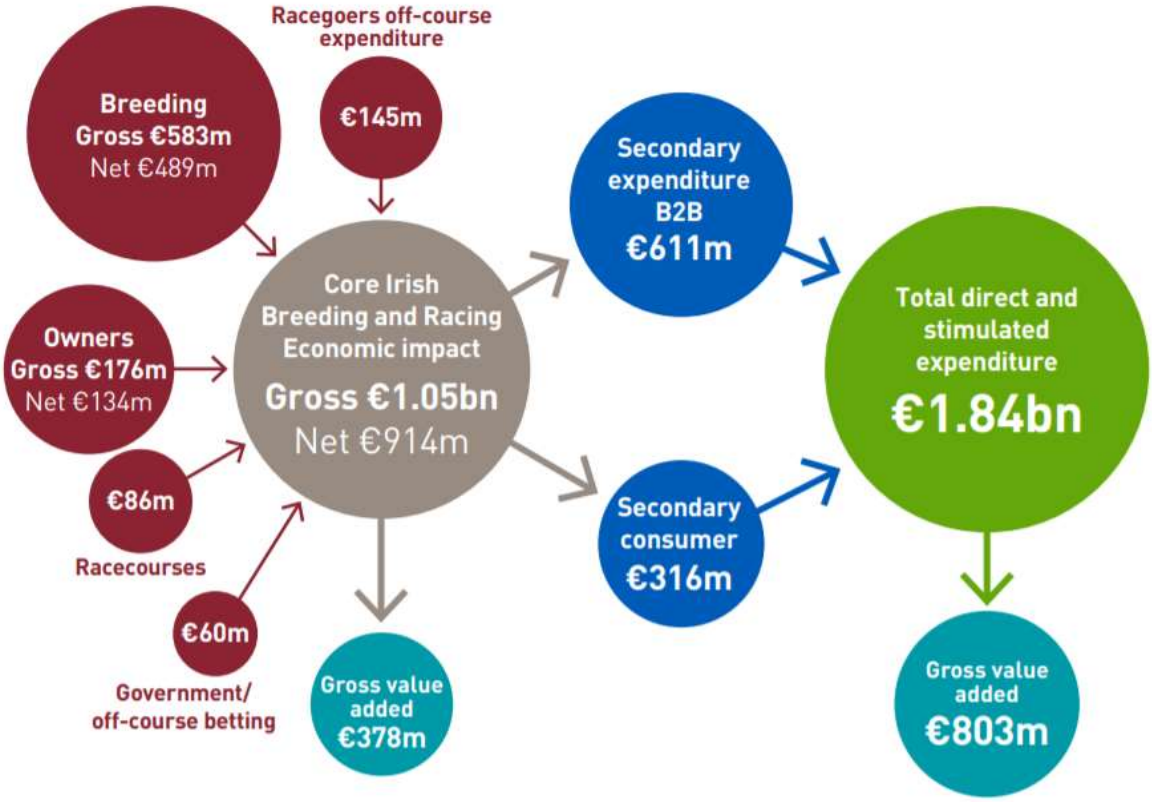
- *Owners;* Irish owners of thoroughbred horses within racing have stimulated a gross expenditure of approximately €176 million. However, it is estimated that the same owners have been awarded a total amount of €42 million through domestic prize money. In conclusion, the overall net amount contributed to the Irish economy is €134 million (Deloitte , 2017).

- *Racecourses;* Irish racecourses attract domestic and international spectators which in turn contributes to the Irish economy. According to (Horse Racing Ireland, 2019), there is on average 1.27 million racegoers yearly. The racecourses also attract sponsorship deals, commercial partners, on-course bookmakers, and catering services. In Addition, HRI obtains a direct media and data rights income of €6m. In conclusion, Irish racecourses contribute a total of €80 million to the industry (Deloitte , 2017).

- *Government;* through the 1% betting tax on the bets placed on horseracing with on-course and off-course bookmakers exemplifies a €60 million industry contribution (Deloitte , 2017).

- *Off-course expenditure;* this channel of expenditure is comprised of any transport, accommodation, food, and drink purchased by racegoers before and/or during any race meeting. This channel of expenditure contributes a total net amount of €145 million to the industry (Deloitte , 2017).

FIGURE 2.8.1: CORE IRISH BREEDING & RACING ECONOMIC IMPACT



2.8.2 Employees

The Irish thoroughbred breeding and racing industry plays an integral role in providing and supporting employment. The industry produces over 9000 foals a year and there is currently 8600 horses being trained in Ireland on a yearly basis. The industry provides over 350 fixtures at 26 different racecourses. According to (Deloitte , 2017), the total number of employees within the Irish breeding and racing industry is approximately 28,900. This figure consists of direct, indirect, and secondary employees of which includes bookmakers (On-course, Off-course, or Licensed Betting Offices), veterinarians, farriers, and employees from the hospitality sector.

For the purpose of this research paper, the author will prioritize the employees of whom are employed either full-time or part-time in the Irish thoroughbred breeding industry. These employees play an integral role in achieving a functional and sustainable industry in which

the Irish economy can prosper. There is a total amount of 1800 full time and 4700 part time employees within the breeding sector of the industry. The large quantity of part-time positions within the breeding industry is primarily due to the seasonal nature of the occupation – i.e. covering and foaling seasons as well as yearling preparations, breeze up preparations, mare, and foal preparations. Another substantial factor of having seasonal workers is the fact that a considerable number of breeders are *"Owner/breeders"* of whom will habitually take the full responsibility of the role needed to operate such processes (Deloitte , 2017).

2.8.3 Leadership styles within the Irish thoroughbred breeding industry

It is evident that there has been no prior investigations into the relationship between leadership styles and employee job satisfaction in the Irish thoroughbred breeding and racing industry. It is apparent that further investigations are needed due to the substantial impact the industry has on the Irish economy. The report carried out by (Deloitte , 2017) discovered that there are more part-time staff due to the seasonal nature of the job occupation. Approximately 72% of employment within the Irish thoroughbred breeding industry are part-time, seasonal workers.

The employment of seasonal workers puts further emphasis on the short-term aspect of an employees' purpose. The previously mentioned Bass (1985) proposes that the transactional style of leadership should only be considered for objectives that are primarily short-term. The scholar suggest that its problematic for a manager to adopt the transformational style of leadership in the short-term and to be effective in terms of employee job satisfaction, organizational commitment, and extra effort (Asrar-ul-Haq & Anwar, 2018). Burns (1978) suggests that the purpose of transformational leadership is to provide a desired future in which the follower can work towards achieving. This view is predominantly long-term focussed. From this perspective, transformational leadership would not be effective in the Irish thoroughbred breeding industry due to the large quantity of short-term employees. However, Tims et al. (2011) findings contradict the opinions of Bass (1985) as their study

proved that transformational leadership impacts the daily engagement of employees. Job dedication increased on the days where leaders adopted a transformational style of leadership (Hetland, et al., 2015). These findings collectively call for further research into the effects of transformational and transactional leadership on short-term employee job satisfaction within the Irish thoroughbred breeding industry.

(Arasli, et al., 2020) argues that in the context of seasonal employment, leaders are incapable of being visionaries and cannot empower these short-term employees towards future organizational ambitions. This method of inspiring employees is also a distinctive element of transformational leadership. The author suggests that a manager of a short-term or seasonal employee is unable to develop a relationship of which contains an emotional connection or psychological empowerment, thus making transformational leadership ineffective in terms of job satisfaction, organizational commitment, and extra effort. Lundberg et al. (2009) suggests that researchers of leadership theory should investigate the effects of leadership styles on both permanent and short-term employees as the characteristics and needs of both drastically differ. Due to the large quantity of employees within the Irish thoroughbred breeding industry being short-term, seasonal employees, it is upon the author to differentiate between them when analysing such findings. The literature reviewed suggests that transactional leadership has a greater effect on short-term employee job satisfaction. However, it cannot be concluded that transactional leadership will in turn have a greater effect than transformational leadership on the job satisfaction of employees within the Irish thoroughbred breeding industry. This is primarily due to the fact that there has been no prior research within the industry itself, further suggesting that research is needed to conclude such theories.

Due to the lack of prior research within the Irish thoroughbred breeding industry, it is upon the author to investigate the relationship between leaderships styles and employee job satisfaction within the specified industry. The investigation should also identify the effects of transformational, transactional and laissez faire leadership on both full-time and short-time employee job satisfaction and conclude if there is in fact any differences or similarities. Previous literature (Bass, 1978; Arasli et al., 2020) indicates that transactional leadership has a greater effect on short-term employee job satisfaction. The MLQ (Multifactor Leadership

Questionnaire) can be utilized to measure the Irish thoroughbred breeding industry's employees' perceptions of their managers behaviour. The questionnaire can identify whether the manager adopts a transformational, transactional, or laissez-faire style of leadership, and can conclude if the specific style results in enhanced job satisfaction, organizational commitment, or extra effort (Rowold, 2005).

2.9 Conclusion

In conclusion, it is evident that leadership is continuously evolving to suit the means of society. To further understand what constitutes being an effective leader, the researcher must start by understanding follower expectations in certain contexts. What one follower in one context perceives as effective might be considered ineffective in another (Owusu-Bempah, 2014). Previous literature suggests that the leadership styles most prominent in todays society is transformational and/or transactional leadership. It is evident that there is a current divide in opinion amongst scholars in relation to which of the two prominent leadership styles best influence employee job satisfaction. It is also evident that this debate has not been investigated in context of the Irish thoroughbred breeding industry. It is apparent that further investigations are needed due to the substantial impact the industry has on the Irish economy (Deloitte , 2017).

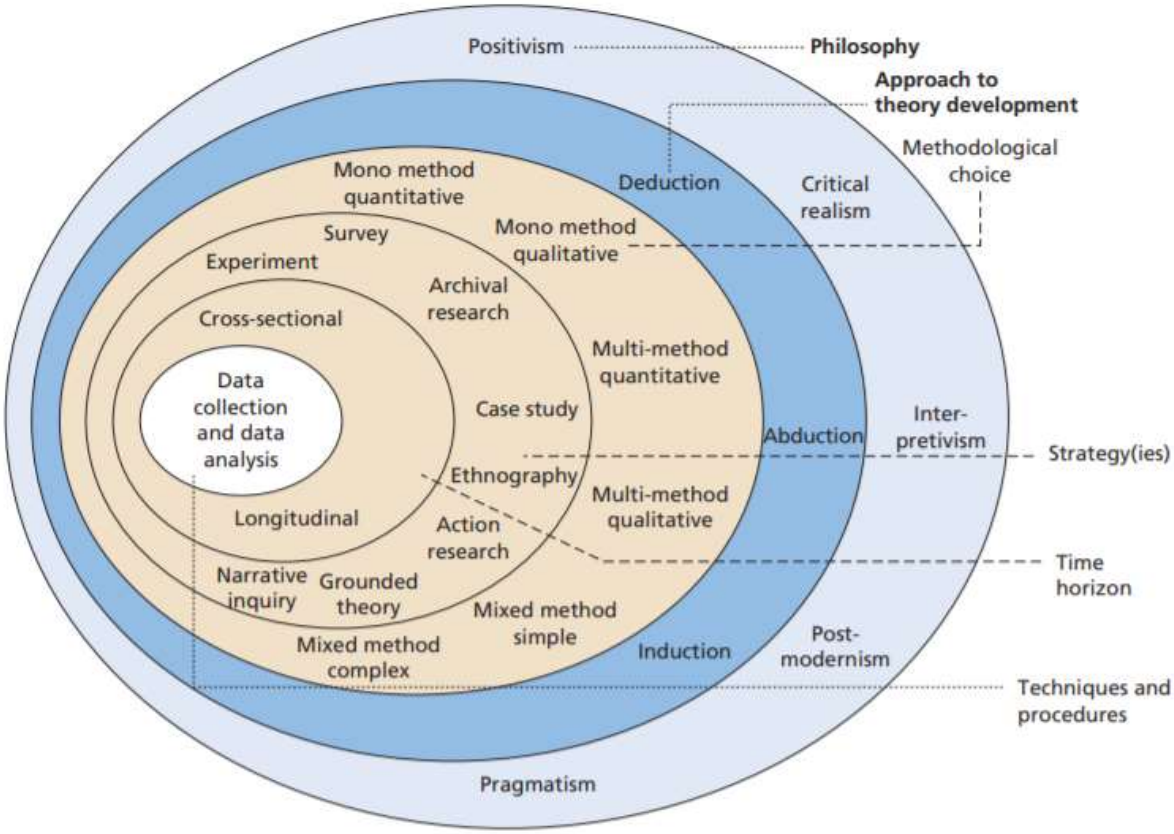
CHAPTER THREE: METHODOLOGY

3.1 Introduction

According to (Saunders, et al., 2016), research is a procedure in which an individual's primary concern is to seek clarity on a specific area of interest. The purpose of the research is to enhance the persons overall knowledge, further allowing the researcher to conclude such expressed curiosity. The implication for research derives from the conjectural behaviour of the researcher. This behaviour is based on the logical relationships that ought to be described, explained, understood, criticised, and analysed, further providing the answer to the question that was originally speculated.

The literature review provided clarity on the concept of leadership, however it was concluded that further research is needed within the Irish thoroughbred breeding industry. This section aims to provide a description of the multifaceted primary research methods that have been utilized in exploring the aforementioned gaps in literature. The methods selected have been chosen in accordance with the diversified methodological components, of which stimulates the research process. These components derive from (Saunders, et al., 2016) research *'onion'* and will assist in providing an answer to the proposed research questions mentioned in section one and section two. It can be argued that there are several methods in achieving the proposed research objectives however, the methods utilized throughout this research paper have been selected based on the pivotal evaluation of all the potential techniques. Further, considering the various benefits and deficiencies of each applicable technique.

FIGURE 3.1: THE RESEARCH 'ONION'



3.2 Research Aims and Objectives

(Saunders, et al., 2016) suggests that research questions and research aims complement each other when describing the proposed investigation. However, both lack adequate detail in relation to the specific process that is needed to answer the proposed questions and to achieve the proposed aims. This research study seeks to investigate the relationship between leaderships styles and employee job satisfaction in the Irish thoroughbred breeding industry. It is evident that there has been no prior investigations into this relationship. However, it has been established that there is a divide in opinion in regard to what leadership style best effects employee job satisfaction, whether that be transformational (Ho, 2016; Hetland et al. 2015; Lam & O'Higgins, 2012), transactional (Dartey-Baah & Ampofo, 2016; Hongnou et al. 2014; Rizi et al. 2013), or laissez faire leadership (Ryan & Tipu, 2013).

This research study also seeks to investigate the effects of transformational and transactional leadership on short-term employee job satisfaction within the Irish thoroughbred breeding industry. This research aim has been proposed due to the fact that approximately 72% of employment within the Irish thoroughbred breeding industry are part-time, seasonal workers (Deloitte , 2017). Previous literature (Arasli et al., 2020; Bass, 1978) indicates that transactional leadership has a greater effect on short-term employee job satisfaction. However, the previous literature was not conducted within the Irish thoroughbred breeding industry, further questioning the validity of such studies. This research study aims to provide context and to determine if such studies are in fact valid. The following research objectives have been established to achieve these aims.

Research Objective 1	To investigate the impact of transformational leadership on employee job satisfaction in the Irish thoroughbred breeding industry
Research Objective 2	To investigate the impact of transactional leadership on employee job satisfaction in the Irish thoroughbred breeding industry
Research Objective 3	To investigate the impact of laissez faire leadership on employee job satisfaction in the Irish thoroughbred breeding industry
Research Objective 4	To examine if transactional leadership has a greater effect on short-term/seasonal employee job satisfaction in the Irish thoroughbred breeding industry

3.3 Research Philosophy

According to Saunders, Lewis, and Thornhill (2016), the term research philosophy is primarily concerned with developing an individual's knowledge through a systemization of principles and assumptions. The primary objective of conducting any research is to enhance the researcher's overall knowledge in the specific area of which they express curiosity. Johnson and Clark (2006) emphasize the importance of business researchers being aware of the

philosophical engagements they make in accordance with the research strategy as it substantially influences what they do and how they understand what specifically it is they are investigating. The exterior layer of the research *'onion'* determines the function of philosophy in relation to the research process. Burrell & Morgan (1979) suggests that the researcher, whilst advancing through each stage of the research process, will undoubtedly generate assumptions. The researcher may or may not be consciously aware of such proceedings. It is significant to understand that scholars from past to present have not established a universal philosophy in which all future scholars can apply to their research projects. Therefore, it is upon the researcher to critically construct an evaluation of all the applicable research philosophies.

(Saunders, et al., 2016) suggests that these assumptions consist of shaping the researchers understanding of the proposed research questions. The author states that these assumptions are divided into three different categories;

1. ***Ontology***; is primarily concerned with the assumptions in regard to the nature of reality. Saunders, Lewis, and Thornhill (2016) suggest that the researchers ontological assumptions shape the persons interpretation of the research process itself. Further arguing that ontology is comprised of the researcher's perceptions of the world itself.

2. ***Epistemology***; is primarily concerned with the assumptions about knowledge, what is deemed suitable, adequate, and justifiable knowledge, and how we can disseminate that knowledge to others. While ontological assumptions are rather complex in nature, epistemological assumptions are in fact more conspicuous. The wide range of epistemologies gives the researcher a larger selection of methods in contrast to other academic disciplines. However, it is significant for the researcher to understand the implications of the various epistemologies in regard to the selection of the research method. It is essential that the researcher identifies the strengths and weaknesses of each established method (Saunders, et al., 2016).

3. ***Axiology***; is primarily concerned with the function of values and ethics within the research itself. Herron (1996) argues that our values influence the actions of all humans, further suggesting that axiology is a skill in which a researcher utilizes their fundamental values to generate judgements on the research they are carrying out and how to initiate the process itself.

3.3.1 Positivism philosophy

According to Bryman and Bell (2011), epistemology can be best described as *"the question of what is (or should be) regarded as acceptable knowledge in a discipline"*. Positivism is an epistemological position in which the researcher is an advocate of applying the methods that derive from the methods utilized by the natural scientist. The researcher embraces the principles established within the natural science and further investigates the proposed topic of interest from a social reality perspective. Crotty (1998) suggests that from an epistemological perspective the researcher primarily focusses on identifying and observing measurable facts and regularities, further resulting in the generation of credible data. The data allows the researcher to establish relationships between variables, creating law-like generalisations comparable to that of the natural scientist. These foundational guidelines allows the researcher to generate a prediction of the probable behaviours and outcomes that may arise from the topic being investigated (Saunders, et al., 2016).

The position adopted in this study was positivism, as the researcher used existing theory to develop numerous hypotheses. The hypotheses developed were based on the foundational theory proposed by Bass and Avolio (2004) of which identified that there is primarily three styles of leadership that impact employee job satisfaction, organizational commitment, and extra effort. The scholar suggests that a leader adopts either a transformational, transactional, or laissez-faire leadership style. This theory has allowed the researcher to generate three hypotheses of which consist of the mentioned leadership styles and their impact on the subjective measures of leader effectiveness. The researcher also developed a hypothesis based on the findings of (Arasli et al., 2020; Bass, 1978), of which identified that

transactional leadership has a greater effect on short-term, seasonal employee job satisfaction. The hypotheses developed were tested in context of the Irish thoroughbred breeding industry.

The adoption of the positivist philosophy ensured the researcher's detachment from the research and data itself. This resulted in the researcher having minimal influence on the outcome of the study. The implementation of an online questionnaire has resulted in an unbiased collection of data. In contrast to an in-depth interview the researcher did not frame the questions to influence the outcome. The questions were established based on (Xirasagar, et al., 2005) adapted version of the MLQ (Multi-factor leadership questionnaire). The lack of any physical presence throughout the collection process of the data emphasizes the researcher's inability to influence the outcome. The positivist research accentuated the importance of the quantifiable observations of which were statistically analysed (Saunders, et al., 2016).

3.4 Research Approach

The pertinent theories synthesized within the literature review provides an accurate direction for the researcher to abide by, as the theories allow for the identification of the best applicable approach for investigating the proposed hypotheses. The magnitude in which the researcher has been transparent in relation to the significant theories synthesised, emphasizes a critical question regarding the design of the research project. Saunders, Lewis, and Thornhill (2016) suggests that this is frequently characterized as two contrasting approaches: deductive or inductive.

Merton (1967) states that the deductive approach is simply the relationship between the theory and the data. The theory provides a foundation for the generation of hypotheses. Submerged within the hypotheses are concepts that ought to be converted into researchable entities. Firstly, the researcher has to comprehend the hypotheses and then convert it into operational terms. A researcher's main objective whilst adopting a deductive approach is to verify or falsify the theory of which devised the proposed hypotheses (Saunders, et al., 2016).

In contrast, a researcher who adopts an inductive approach seeks to develop theories on the basis of the empirical evidence presented. In doing so the researcher analyses the data of which was already collected. According to Bryman and Bell (2011), with the application of an inductive approach, the research outcome results in the generation of theories of which the conclusion is untested. Thus, suggesting that the conclusion illustrates facts, which in turn supports the conclusion (Saunders, et al., 2016).

A deductive approach was applied in this research study as it consisted of collecting data for the purpose of evaluating the hypotheses which were related to a number of established theories, further concluding if the data obtained verified or falsified the proposed theories. Since a deductive approach is primarily concerned with testing the premises by evaluating the correlations between variables, it is significant for the researcher to collect a large sample of subjects in order to confirm with certainty the reliability and validity of the aforementioned theories. It was established that an inductive approach was deemed unsuitable to this research study as the data obtained was not used for the purpose of theory generation. To further conclude why the inductive approach was not deemed appropriate, Saunders, Lewis, and Thornhill (2016) argues that this approach consists of acquiring a small sample size for the purpose of identifying themes, patterns and to create a conceptual framework. This approach is increasingly effective for studies that involve qualitative research and analysis. It can be concluded that the authors approach to the research study resulted in an effective collection and analysis of data (Saunders, et al., 2016).

In Addition, Saunders, Lewis, and Thornhill (2016) suggest that there are four different natures of research. These include exploratory, descriptive, explanatory, and evaluative studies.

- ***Exploratory studies;*** this type of study consists of the researcher asking open-ended questions, primarily for the purpose of gaining imperative insights and knowledge about a topic of interest. An exploratory study must be prioritized when the researcher is uncertain about a specific phenomenon. This type of study can also clarify if further research within the topic of interest is worth pursuing or not (Saunders, et al., 2016).

- ***Descriptive studies;*** the rationale of such studies is to obtain an accurate profile of events, persons, or situations. Saunders, Lewis, and Thornhill (2016) argues that descriptive studies ought to be thought of as a means to an end rather than an end in itself, meaning that the research project is considered to be a precursor to explanation. These types of studies have been identified as *"descripto-explanatory studies"* (Saunders, et al., 2016).

- ***Explanatory studies;*** this type of study consists of the researcher establishing relationships between variables. Such studies are deemed quantitative in nature as correlations are measured in an attempt to understand a situation or a problem (Saunders, et al., 2016).

- ***Evaluative studies;*** the rationale of evaluative studies is to discover the effectiveness of a particular relationship. An evaluative study allows a researcher to compare the correlations between variables, further concluding which correlation has the greatest effect. This type of study can enable the researcher to not only discover 'how effective' something is, but also 'why', providing an intrinsic comparison to existing theories (Saunders, et al., 2016).

Both explanatory and evaluative research were used for the purpose of this dissertation. Explanatory research allowed the researcher to establish relationships between leadership styles (transformational, transactional, and laissez faire) and the subjective measures of leader effectiveness (organizational commitment, employee job satisfaction, and extra effort). Correlations allowed the researcher to identify what leadership style had the greatest effect on the aforementioned subjective measures of leader effectiveness. Evaluative research allowed the researcher to compare the findings of this current study with that of other prominent leadership studies. The comparative analysis allowed the researcher to

verify if the findings were similar to that of the findings emphasized throughout the literature review.

3.5 Research Strategy

According to Denzin and Lincoln (2011), the primary objective of a research strategy is to devise a plan of how the researcher can ultimately provide an answer to the proposed research questions. The previously identified research philosophy and approach allows the researcher to determine what specific research strategy is deemed appropriate for the current investigation. Saunders, Lewis, and Thornhill (2016) argues that the strategy layer of the research 'onion' should be guided by the research questions and objectives. The strategy must also take the time horizon, resources available as well as the availability of the participants into consideration when selecting the best applicable research strategy. The strategy layer of the research 'onion' consists of numerous strategies that include*: "experiment, survey, archival research, case study, ethnography, action research, grounded theory and narrative inquiry"* (Saunders, et al., 2016).

For the purpose of this research study, the researcher established a survey to collect quantitative data in order to evaluate and explain the relationships between variables. The survey which consisted of a Likert scale was able to establish the relationship between the aforementioned leadership styles (transformational, transactional, and laissez faire leadership) and the subjective measures of leader effectiveness (organizational commitment, employee job satisfaction, and extra effort). The survey was selected in accordance of the positivism philosophy as from an epistemological perspective the researcher primarily focussed on identifying and observing measurable facts and regularities, further resulting in the generation of credible data (Saunders, et al., 2016).

The researcher's choice of research was the mono quantitative method as the study itself was designed to evaluate the correlations between variables, further emphasizing the significance of close-ended questions to collect data and of which were analysed using descriptive and inferential statistics. The application of a deductive approach resulted in the implementation

of the survey. Thus, allowing the researcher to obtain a large sample of respondents of whom represented the population of the Irish thoroughbred breeding industry at large (Saunders, et al., 2016).

It is significant to note that the mono quantitative method has been applied by the majority of the leadership researchers mentioned throughout the literature review. As positivism is viewed as an epistemological position in which the researcher must replicate the methods applied by the prominent researchers, it is important that the current researcher embraces those principle methods established from those particular studies (Saunders, et al., 2016). Researchers of whom (Ho, 2016; Hetland et al. 2015; Lam & O'Higgins, 2012) have discovered that there is a strong correlation between transformational leadership and employee job satisfaction have applied a mono method quantitative method. Such researchers have applied the multifactor leadership questionnaire (MLQ) by Bass (1985) to measure such relationships. To conclude, this evaluation of the aforementioned research strategies identified within the previous studies ultimately influenced the researcher's strategy choice.

It has been evident throughout leadership studies that researchers have generally applied a mono quantitative method. However, there have been various leadership studies conducted in which the data has been obtained through a mixed method approach. It is important for the researcher to evaluate such studies to confirm whether or not this strategy is appropriate in context of the current study. In doing so it is significant to evaluate the study that was conducted by Franco and Matos (2015) as it consisted of numerous limitations questioning the validity and reliability of the mixed-method approach. Such limitations were in relation to the in-depth interviews, as the researcher only obtained a small number of samples. Thus, concluding that the findings cannot represent the population at large further suggesting that the researcher cannot verify or falsify the foundational theories of leadership of which the researcher must test. Although the researcher utilized the MLQ within the study itself, the in-depth interviews resulted in the overall inconsistent collection of data. The researcher further concluded that additional research was needed to confirm such results. To conclude, the application of a mono quantitative method was in fact the appropriate research choice (Franco & Matos, 2015).

3.6 Data Collection Method: Survey Strategy

A positivism methodology necessitates that the researcher must conduct quantitative research. According to Saunders, Lewis, and Thornhill (2016), quantitative primary data research consists of the generation of numeric data of which is generally obtained through the utilization of a survey research strategy (Saunders, et al., 2016). The self-completion questionnaire was adopted for this current study. Bryman and Bell (2011) suggest that the self-completion questionnaire and the structured interview are quite similar in nature however, the one critical difference between them is the fact that the respondent of a self-completion questionnaire has the ability to interpret the questions and formulate their answers without the intrusion or influence of the researcher. Sudman and Bradburn (1982) discovered that the characteristics of the interviewer such as ethnicity, gender, or social background, has the ability to influence the outcome of the data obtained from the study, further resulting in the research becoming unreliable and invalid. The reason behind such an influence on the data obtained is primarily due to the fact that it is increasingly probable that the respondent will demonstrate a high level of social desirability bias (Bryman & Bell, 2011).

Bryman and Bell (2011) has also identified numerous disadvantages of the self- completion questionnaire. Firstly, the main disadvantage consists of the respondents not understanding the logic and purpose of the questionnaire itself, further resulting in the questionnaire not being answered entirely. The complex structures of a questionnaire can also result in the respondent answering the questions incorrectly, untruthfully, or not at all. This issue specifically was evident throughout the pilot study that was conducted prior to the study itself (See page 58). The MLQ (Multi Factor Leadership Questionnaire) which was established by Bass and Avolio (2004), is considered quite complex in nature further suggesting that it is extremely difficult for an individual of whom has no prior third-level education, to answer such a questionnaire. Therefore, it is upon the researcher to tailor the questions to suit the sample but not at the despair of the MLQ itself. This study utilized the MLQ in obtaining the data however, it was the adapted version proposed by Xirasagar et al. (2005).

It has been established that Bass and Avolio's (2004) MLQ is the most effective and prominent questionnaire to date within leadership studies. For the purpose of this research study, the adapted version proposed by Xirasagar et al. (2005) was adopted. The adapted MLQ consists of a total of 43 items, of which are rated on a five point Likert type scale; *"0 (Not at All), 1 (Once in a While), 2 (Sometimes), 3 (Fairly Often), 4 (Frequently, if Not Always)"*. The questionnaire consists of three primary concepts that derive from distinguished leadership theories, of which illustrates a leader's behaviour; transformational, transactional and laissez faire leadership. The questionnaire has been designed so that the researcher can measure the relationship between the leadership theories and organizational commitment, employee job satisfaction, and extra effort. The questionnaire firstly consists of key demographic related questions which includes age and gender. The next section of the questionnaire consists of identifying what type of leader the manager is in relation to the aforementioned theories. Once this has been established, the questionnaire concludes whether or not this type of leadership style is effective in terms of job satisfaction (Xirasagar, et al., 2005).

The 43 items that establishes the Xirasagar et al. (2005) adapted version of the MLQ are split into the following sections;

1. *"Transformational Leadership: (sum of 20 item scores divided by 20) Includes 5 scales, idealized influence (attributes), idealized influence (behaviour), inspirational motivation, intellectual stimulation and individualized consideration"*;

2. *"Transactional Leadership: (sum of 7 item scores divided by 7) Includes 2 scales, contingent reward and management by exception (active)"*;

3. *"Laissez-Faire Leadership: (sum of 7 item scores divided by 7) Includes 2 scales, management by exception (passive) and laissez-faire"*.

4. *"Subjective Measures of Leader Effectiveness; Rated Effectiveness (sum of 3 item scores divided by 3). Subordinate Satisfaction (sum of 3 item scores divided by 3). Subordinate Extra Effort (sum of 3 item scores divided by 3)"* (Xirasagar, et al., 2005).

The adapted version of Bass and Avolio's MLQ was selected as the questionnaire itself is extremely cohesive. Specifically, in regard to the transformational construct as the founding authors have broken this theory down into five different aspects, further enabling the current researcher to identify the full range of the respondent's motivational dimensions. Other established questionnaires such as Kouzes and Posner's (1987) LPI (Leadership Practices Inventory) and Burke's (1991) LAI (Leadership Assessment Inventory) primarily focus on transformational leadership, failing to identify and evaluate the other eminent leadership theories such as transactional and laissez-faire leadership. The adapted MLQ selected for this current study had divided transformational leadership into the five following aspects;

1. *Idealized influence (Attributes);* depicts a leader expressing a sense of vision, motivating subordinates by instilling pride ultimately resulting in the leader gaining the trust and respect that is needed to attain such aspirations (Xirasagar, et al., 2005).

2. *Idealized influence (Behaviour);* consists of a leader's ability to communicate his/her foundational beliefs and values to the subordinates. It is one thing having a sense of vision however, the leader must be able to stimulate the subordinate's self-awareness of those goals that need to be obtained to turn the vision into reality. Self-confidence is a critical personality trait that this leader must have to further convey a tone of conviction in regard to goal attainment. Leaders with idealized influence have the ability to stimulate a follower's passion, confidence, and commitment to the organization (Vergauwe, et al., 2018).

3. *Inspirational motivation;* Avolio and Bass (2002) suggest that this type of leader has the ability to form a relationship with his/her subordinates. The communication results in the identification and understanding of both the individual's values and beliefs, establishing a cultural bond that enhances the probability of attaining organizational goals. The emotional state of the leader can motivate subordinates into achieving more than what was originally expected of them (Franco & Matos, 2015).

4. *Intellectual stimulation;* consists of a leader's ability to challenge his/her subordinates into thinking of new, innovative ways of achieving a specific mission or goal. This type of leader is an open minded individual of whom wants the subordinates to grow in terms of awareness of a specific issue or problem. The idea is that when the subordinate is forced to use his/her own initiative, they will have had the previous experience of dealing with the current matter at hand (Xirasagar, et al., 2005). Intellectual stimulation is extremely significant within the thoroughbred breeding industry, as leaders must be able to stimulate the awareness of their subordinates in relation to dealing with thoroughbred related issues. Although thoroughbreds are a magnificent specimen, they are also very fragile psychologically and physically. Issues arise daily and it is upon the leader to stimulate the subordinates into being able to deal with such issues.

5. *Individualized consideration;* a leader who illustrates this characteristic has the ability to seek to the needs and worries of the individual subordinate. This type of leader establishes an atmosphere in which each and every subordinate can express their feelings on a specific situation. Such an atmosphere can create a culture in which the subordinate's feel satisfied in having his/her needs heard and met. The focus is on the growth of the individual subordinate (Franco & Matos, 2015).

The adapted version of the MLQ was created using google forms. Google forms is a free and easy to use platform for creating and issuing questionnaires. The self-completion questionnaire was issued to the respondents online via Facebook messenger, WhatsApp, and Instagram. A web-based questionnaire can be dispersed to anyone, anywhere, at any time. This was extremely advantageous to the researcher as the respondents completed the questionnaire on average within two-days of it being issued. According to Saunders, Lewis, and Thornhill (2016), if the researcher were to issue the questionnaires via post, the expected time to complete such a questionnaire and return it is approximately 4-8 weeks and the probable response rate would only be 30-50%. The other complication with issuing the questionnaires via post was the fact that this method is comprised of numerous financial costs of which the researcher would not have been able to fund. This would have hindered the total amount of respondents (Saunders, et al., 2016). The sample section will also explain why such channels of communication were utilized for the current study.

3.6.1 Sample

According to Bryman and Bell (2011), a sample is *"the segment of the population that is selected for investigation"*. It is essentially a subset of the population. Saunders, Lewis, and Thornhill (2016) considers surveying the entire population unrealistic, time consuming and costly. This author suggests that the sample of the population being investigated can be just as effective as the entire population itself. Bennett (2002) argues that the application of sampling can actually result in a higher accuracy rate than the entire population. It is also argued that sampling can provide the researcher with the additional time needed to design and pilot the means of collecting such data (Saunders, et al., 2016). There are various types of sampling techniques however, it is agreed amongst researchers that there are two primary sampling techniques; probability sampling and non-probability sampling.

For this current study, a non-probability sampling technique was adopted as the participants were selected primarily based on the subjective judgement of the researcher. The sample consisted of both full-time and part-time employees from the Irish thoroughbred breeding

industry. To obtain such a sample, the researcher utilized a heterogenous/maximum variation sampling technique. This technique derives from purposive sampling of which was proposed by Saunders, Lewis, and Thornhill (2016). The rationale of the heterogenous sampling technique consists of the researcher selecting participants of whom are most likely to be diverse in character, further contributing a greater significance to the investigation at hand. The objective of the researcher was to select participants of whom offered a different perspective further contributing to the overall validity of the investigation. It would have been efficient for the researcher if the participants selected originated from the same organization however, the results would not have been as effective, as the data would only be representative of that one organization (Saunders, et al., 2016).

Instead, by adopting a heterogenous sampling technique the researcher was able to obtain the data of which originated from employees of whom were employed in different establishments within the Irish thoroughbred breeding industry. Further, strengthening the validity and reliability of the data obtained. The selection of such a technique allowed the researcher to conclude from a diverse range of participants, which leadership style specifically resulted in the highest correlation with employee job satisfaction.

3.6.2 Pilot Study

Saunders, Lewis, and Thornhill (2016) suggests that for a researcher planning to distribute questionnaires to a large sample of participants, it is essential that a pilot study is conducted. The primary objective of a pilot study is to identify if in fact the questionnaire is comprehensible, valid, and reliable in terms of the data obtained. The pilot study allows the researcher to refine any questions that may have been misinterpreted or not answered. The researcher endorsed Bell and Waters' (2014:167) critical advice; *"however pressed for time you are, do your best to give the questionnaire a trial run as, without a trial run, you have no way of knowing whether your questionnaire will succeed"* (Saunders, et al., 2016).

For the pilot study, the researcher applied the aforementioned concepts explained in the data collection method section. The adapted version of the MLQ (Multifactor Leadership

Questionnaire) was issued to a total of 10 participants of whom were all employed full-time in the Irish thoroughbred breeding industry. The questionnaire consisted of a total of 46 questions, 43 being the MLQ and 3 being key demographic related questions. The response rate was 100% however, the completion rate was only 20%. It was discovered that the MLQ was in fact too long to answer as 8/10 respondents only completed on average a total of 30 of the 43 MLQ related questions.

The primary issue identified in the pilot study resulted in the researcher adapting the questionnaire to suit the sample further improving the completion percentage. To do so the researcher had to modify the MLQ without affecting the rationality of the questionnaire itself. The MLQ consists of identifying what style of leadership a manager is and this is split into three foundational theories (transformational, transactional, and laissez-faire). Transformational is split into 5 scales consisting of 20 items. Transactional is split into 2 scales consisting of 7 items. Finally, laissez-faire is split into 2 scales consisting of 7 items (Xirasagar, et al., 2005). The researcher revised the items within the scales identified, essentially decreasing the transformational items down to 10, the transactional items down to 4, and the laissez-faire items down to 4. Although this section of the MLQ has been revised, it still allows for the identification of the leadership style. The subjective measures of leader effectiveness remained unchanged. To conclude the adapted MLQ consists of a total of 30 questions, 27 being MLQ related questions and 3 being key demographic related questions.

3.7 Ethical Issues

According to Bryman and Bell (2011), ethical issues generally arise at every phase of the research process and it is upon all those involved in the investigation to maintain an adequate level of ethical behaviour. The purpose of ethics revolves around the individual of whom the scientist conducts research. Saunders, Lewis, and Thornhill (2016) suggests that research conducted through the means of the internet is remarkably similar to that of the traditional methods however, it can be argued that issues in relation to access can actually be exacerbated. The connotation of ethics is comprised of an active negotiation between both

the researcher and the participant. This negotiation consists of establishing the moral principles in which the research can be obtained. Ethics has the ability to influence the entire investigation so it is of great significance that the researcher abides by these moral principles and standards to eliminate any possibility of causing actual or potential harm to these individuals (Saunders, et al., 2016).

For the purpose of this investigation, it was essential for the researcher to adhere to the rules and regulations documented in the EU's GDPR (General Data Protection Regulation) 2018. The primary regulation proposed by the GDPR 2018 concerns the confidentiality of the data obtained and the anonymity of the participant throughout the research investigation. The researcher adhered to such regulations by firstly informing the participant of the reasoning for such research and what the data collection method entailed. The participant was informed that they were not under any obligation to participate in the investigation and if they chose to participate, they could withdraw at any time. The researcher maintained confidentiality throughout the whole investigation and the participants remained anonymous i.e the researcher did not collect any identifying information such as names, email addresses, or IP addresses. Each and every participant has been referred to as a number throughout the entire dissertation. The researcher also analysed the data in lawful and transparent manner further adhering to *Article 7 & Article 8 of the Charter of Fundamental Rights of the European Union* (GDPR, 2018).

3.8 Limitations to Research

Limitations are comprised of those peripheral proceedings that have the ability to affect the overall data collection method further questioning the validity and reliability of the findings obtained. It is essential for the researcher to identify such limitations in order to avoid the aforementioned proceedings (Bryman & Bell, 2011). This research study faced numerous limitations of which the researcher was challenged with.

The pilot study conclusions resulted in the investigations primary limitation. It was evident that a high percentage of the pilot study participants did not fully complete the MLQ that was

issued. Therefore, the researcher was forced to alter the leadership questionnaire proposed by (Xirasagar, et al., 2005). Such alterations resulted in the researcher obtaining data that was somewhat less reliable due to the fact that it was not the full version of the MLQ. It is also significant to note that the sample size was in fact small meaning that the data analysed does not represent the Irish thoroughbred breeding industry and therefore cannot be generalized. The researcher was challenged with meeting a deadline. The required time to conduct such research was approximately three months. This in turn hindered the potential of the overall investigation. With increased time comes increased participants.

The emergence of Covid-19 proved to be a rather substantial limitation to this current investigation. The pandemic of which no one expected shocked the world further hindering the overall data collection of this current research study. Although, the survey strategy consisted of web-based questionnaires of which required no human contact, the psychological effect of the pandemic resulted in the hinderance of the primary data obtained. It was evident throughout the collection of the questionnaires that the pandemic periodically delayed the research. Such events proved critical however, the researcher remained resilient and made the best of a bad situation.

CHAPTER FOUR: FINDINGS

The data obtained from each of the participants of this study was analysed using IBM SPSS Statistics Version 26. The findings from the aforementioned data will be presented and explained throughout this chapter. The findings will consist of the demographic information of those who participated in the study. It will also display the reliability statistics in relation to the adapted version of the MLQ (Multifactor Leadership Questionnaire) proposed by Xirasagar, et al. (2005), of which was utilized in obtaining the data. The findings will consist of the correlations between the independent variables of which are the specific leadership styles (transformational, transactional and laissez faire leadership) and the dependent variables of which are the subjective measures of leader effectiveness (organizational commitment, employee job satisfaction, and extra effort) (Xirasagar, et al., 2005).

4.1 Demographic Information

From observing the demographic information below, it is significant to note that this study primarily consisted of females with the percentage of participants being 57.1%. The overall majority of participants were aged 18-34 with the cumulative percentage being 71.4%. It is also significant to observe that this study primarily consisted of employees of whom are currently employed full-time (69%) in the Irish thoroughbred breeding industry. This observation is significant as according to (Deloitte , 2017), approximately 72% of employment within the Irish thoroughbred breeding industry are part-time, seasonal employees. However, only 31% of the participants in this study are part-time, seasonal employees.

TABLE 4.1: DEMOGRAPHIC STATISTICS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	24	57.1	57.1	57.1
	Male	18	42.9	42.9	100.0

	Total	42	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	18	42.9	42.9	42.9
	25-34	12	28.6	28.6	71.4
	35-49	11	26.2	26.2	97.6
	50+	1	2.4	2.4	100.0
	Total	42	100.0	100.0	

Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	29	69.0	69.0	69.0
	Part-time	13	31.0	31.0	100.0
	Total	42	100.0	100.0	

4.2 MLQ (Multifactor Leadership Questionnaire) Reliability

Cronbach's alpha was adopted for this current study with the primary intention to calculate the internal consistency of the responses in relation to the scale utilized. For this study, the author measured the reliability of the adapted version of the MLQ proposed by Xirasagar, et al. (2005). Nunnally (1978) states that if the reliability number is under 0.6, it is deemed insufficient. If it lies within the 0.7 range, it is deemed satisfactory and acceptable. If it is 0.8 or above it is deemed exceptionally reliable (Saunders, et al., 2016). As seen below, there were 42 responses with a Cronbach's alpha value of .906, further concluding that the adapted version of the MLQ is in fact reliable.

TABLE 4.2: MLQ RELIABILITY STATISTICS

Case Processing Summary

	N	%

Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.906	27

4.3 Objective 1

This objective consisted of utilizing Pearson's correlation to measure the relationship between transformational leadership (independent variable) and employee job satisfaction (dependent variable) in the Irish thoroughbred breeding industry. A Pearson's r data analysis, as presented in Table 4.3 demonstrated a strong, positive correlation between transformational leadership and employee job satisfaction, r = .67.

The null hypothesis associated with the current correlation suggests that there is a strong statistical association between the two variables. To accept the null hypothesis of the strong association, the significance of the analysis must be less than the significance set for the analysis. Correlation is significant at the 0.01 level (2-tailed). It can be determined that the correlation is statistically significant, p = .00. To conclude, the managers of whom adopted a transformational leadership style increased the job satisfaction of the employees present in this current study. The scatterplot (figure 4.3) summarizes the results obtained.

TABLE 4.3: OBJECTIVE 1 CORRELATIONS

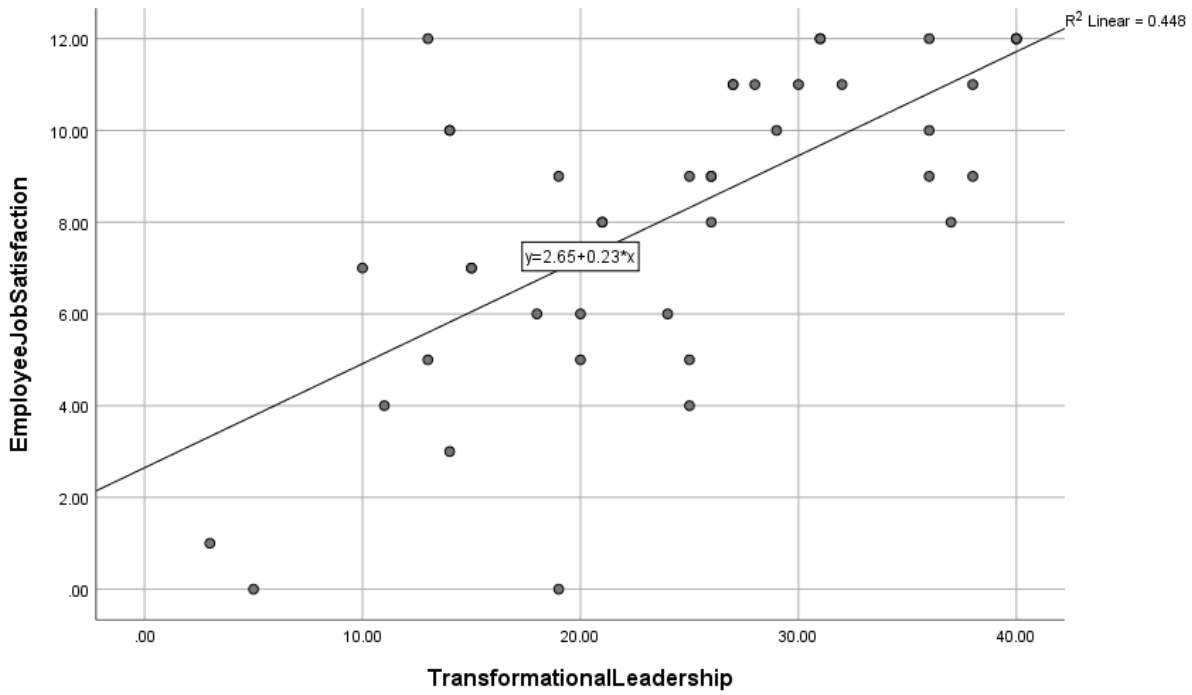
Correlations

		TransformationalLeadership	EmployeeJobSatisfaction
TransformationalLeadership	Pearson Correlation	1	.670**

	Sig. (2-tailed)		.000
	N	42	42
EmployeeJobSatisfaction	Pearson Correlation	.670**	1
	Sig. (2-tailed)	.000	
	N	42	42

**. Correlation is significant at the 0.01 level (2-tailed).

FIGURE 4.3: OBJECTIVE 1 SCATTERPLOT



4.4 Objective 2

This objective consisted of utilizing Pearson's correlation to measure the relationship between transactional leadership (independent variable) and employee job satisfaction (dependent variable) in the Irish thoroughbred breeding industry. A Pearson's r data analysis, as presented in Table 4.4 demonstrated a weak, positive correlation between transactional leadership and employee job satisfaction, r = .17.

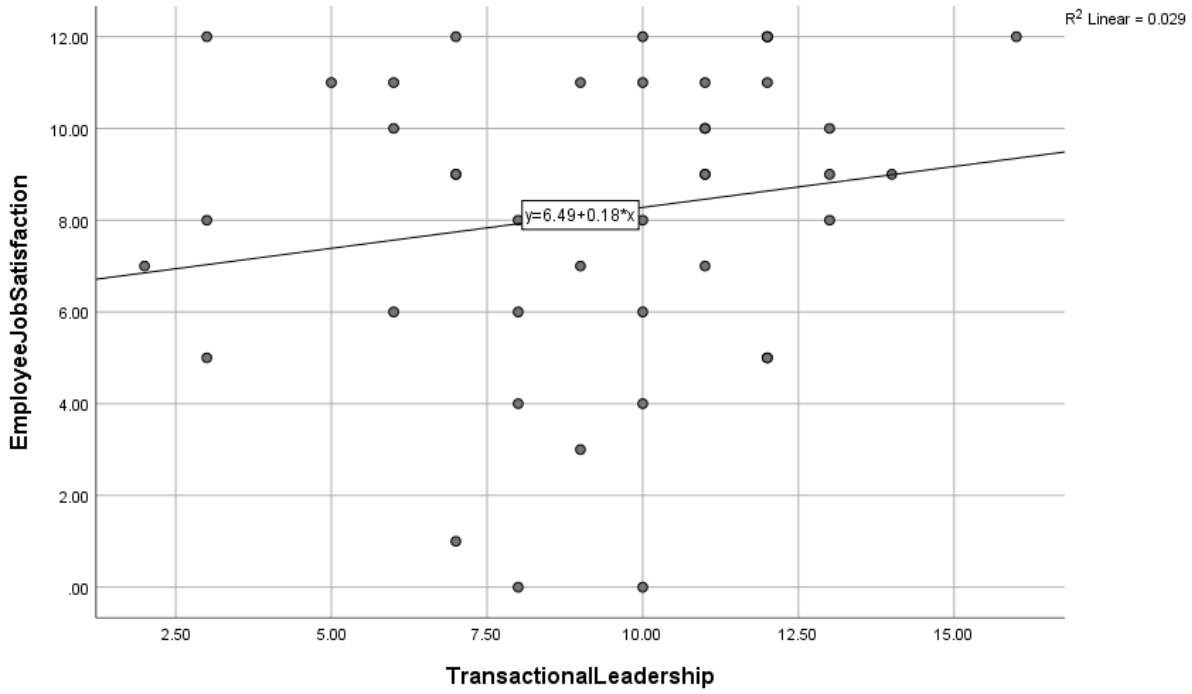
To accept the null hypothesis of the weak, positive association, the significance of the analysis must be less than the significance set for the analysis. Correlation is significant at the 0.05 level (2-tailed). It can be determined that the correlation is not statistically significant, p = .28. Therefore, such significance levels suggest that there is insufficient evidence to accept the null hypothesis. Although there is a weak, positive correlation, it can be concluded that there is no statistical significance associated with the correlation coefficient. Therefore, further research is needed to test the relationship between transactional leadership and employee job satisfaction. The scatterplot (figure 4.4) summarizes the results obtained.

TABLE 4.4: OBJECTIVE 2 CORRELATIONS

Correlations

		TransactionalLeadership	EmployeeJobSatisfaction
TransactionalLeadership	Pearson Correlation	1	.171
	Sig. (2-tailed)		.280
	N	42	42
EmployeeJobSatisfaction	Pearson Correlation	.171	1
	Sig. (2-tailed)	.280	
	N	42	42

FIGURE 4.4: OBJECTIVE 2 SCATTERPLOT



4.5 Objective 3

This objective consisted of utilizing Pearson's correlation to measure the relationship between laissez faire leadership (independent variable) and employee job satisfaction (dependent variable) in the Irish thoroughbred breeding industry. A Pearson's r data analysis, as presented in Table 4.5 demonstrated a weak, negative correlation between laissez faire leadership and employee job satisfaction, r = -.26.

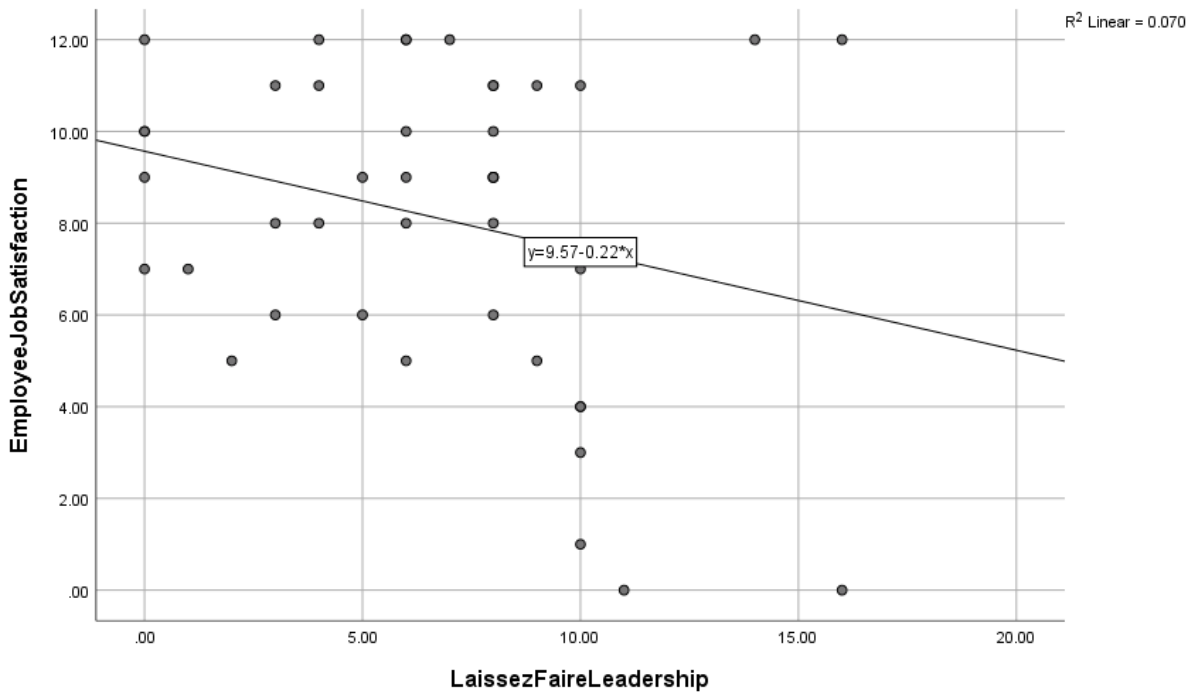
To reject the null hypothesis of laissez faire leadership having a positive impact on employee job satisfaction, the significance of the analysis must be less than the significance set for the analysis. Correlation is significant at the 0.05 level (2-tailed). It can be determined that the correlation is not statistically significant, p = .09. Therefore, such significance levels suggest that there is insufficient evidence to reject the null hypothesis. Although there is a weak, negative correlation, it can be concluded that there is no statistical significance associated with the correlation coefficient. Therefore, further research is needed to test the relationship between laissez faire leadership and employee job satisfaction. The scatterplot (figure 4.5) summarizes the results obtained.

TABLE 4.5: OBJECTIVE 3 CORRELATIONS

Correlations

		LaissezFaireLeadership	EmployeeJobSatisfaction
LaissezFaireLeadership	Pearson Correlation	1	-.264
	Sig. (2-tailed)		.092
	N	42	42
EmployeeJobSatisfaction	Pearson Correlation	-.264	1
	Sig. (2-tailed)	.092	
	N	42	42

FIGURE 4.5: OBJECTIVE 3 SCATTERPLOT



4.6 Objective 4

This objective consisted of utilizing Pearson's correlation to measure if transactional leadership has a greater effect on short-term/seasonal employee job satisfaction in the Irish thoroughbred breeding industry. A Pearson's r data analysis, as presented in Table 4.6

demonstrated a weak, positive correlation between transactional leadership and short-term/seasonal employee job satisfaction, r = .23.

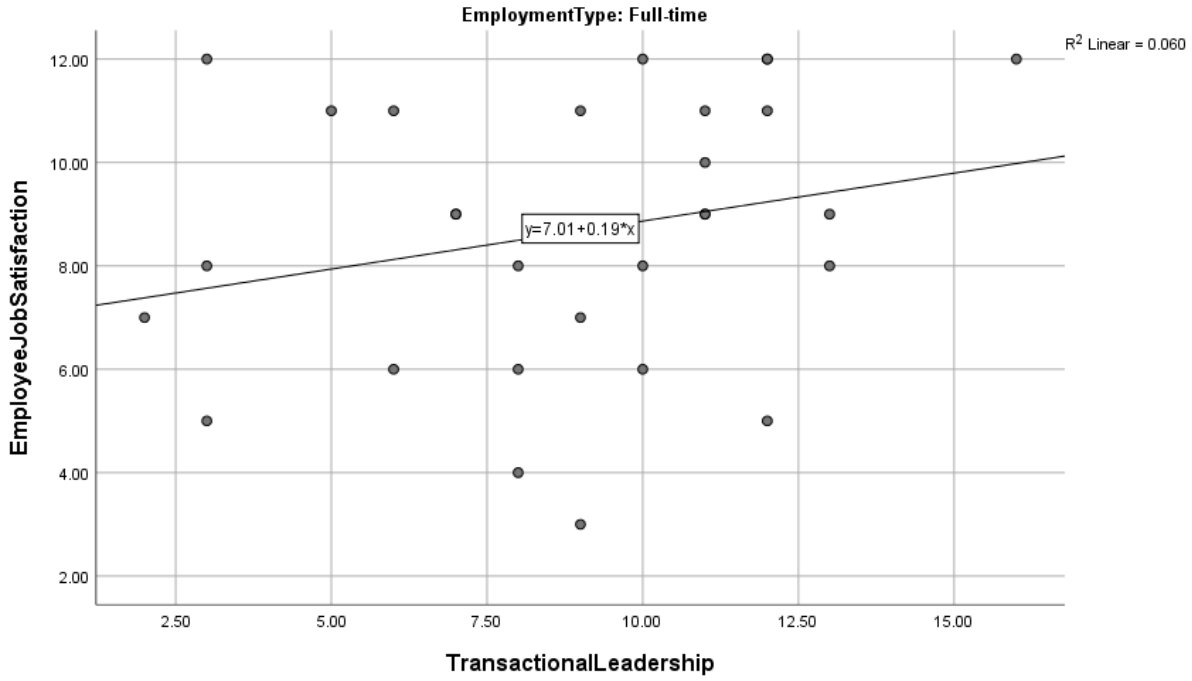
To accept the null hypothesis of the weak, positive association, the significance of the analysis must be less than the significance set for the analysis. Correlation is significant at the 0.05 level (2-tailed). It can be determined that the correlation is not statistically significant, p = .44. Therefore, such significance levels suggest that there is insufficient evidence to accept the null hypothesis. Although there is a weak, positive correlation, it can be concluded that there is no statistical significance associated with the correlation coefficient. Therefore, further research is needed to test the relationship between transactional leadership and short-term/seasonal employee job satisfaction. The scatterplot (figure 4.6) summarizes the results obtained.

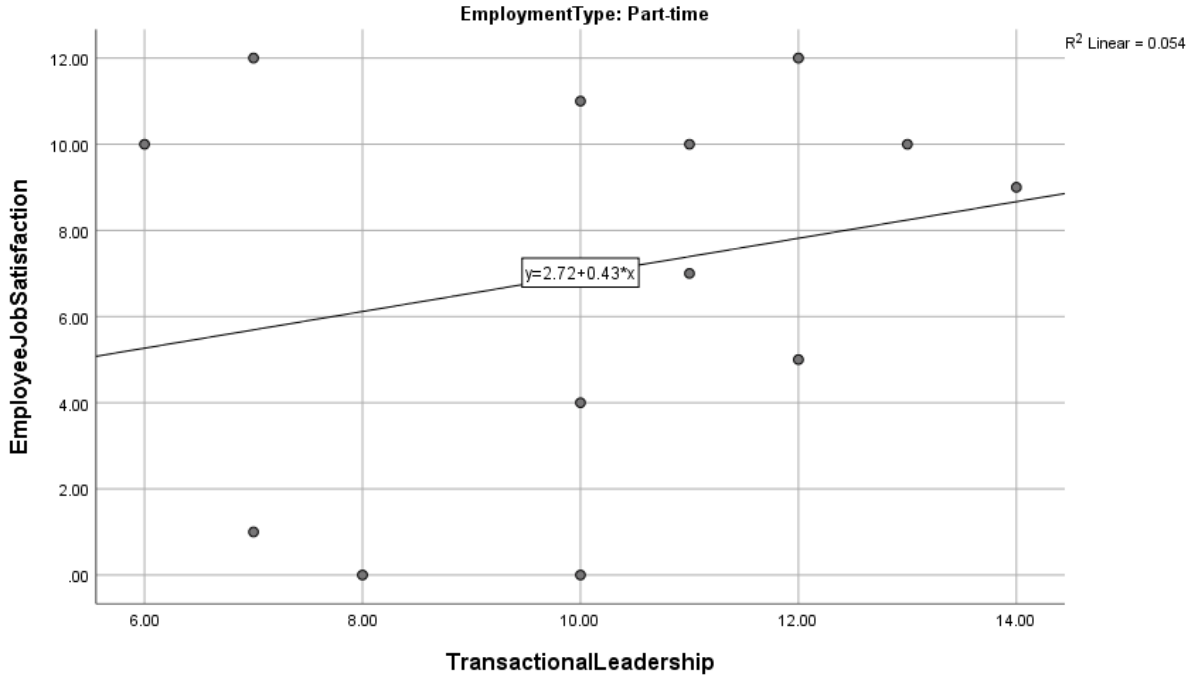
TABLE 4.6: OBJECTIVE 4 TRANSACTIONAL CORRELATIONS

Correlations

EmploymentType			TransactionalLeadership	EmployeeJobSatisfaction
Full-time	TransactionalLeadership	Pearson Correlation	1	.244
		Sig. (2-tailed)		.201
		N	29	29
	EmployeeJobSatisfaction	Pearson Correlation	.244	1
		Sig. (2-tailed)	.201	
		N	29	29
Short-term/Seasonal employee	TransactionalLeadership	Pearson Correlation	1	.232
		Sig. (2-tailed)		.445
		N	13	13
	EmployeeJobSatisfaction	Pearson Correlation	.232	1
		Sig. (2-tailed)	.445	
		N	13	13

FIGURE 4.6: OBJECTIVE 4 TRANSACTIONAL SCATTERPLOT





The author also utilized Pearson's correlation to measure the relationship between transformational leadership and short-term/seasonal employee job satisfaction in the Irish

thoroughbred breeding industry. A Pearson's r data analysis, as presented in Table 4.6 demonstrated a strong, positive correlation between transformational leadership and short-term/seasonal employee job satisfaction, r = .63. Correlation is significant at the 0.05 level (2-tailed). It can be determined that the correlation is statistically significant, p = .01. The scatterplot (figure 4.6) summarizes the results obtained.

TABLE 4.6: OBJECTIVE 4 TRANSFORMATIONAL CORRELATIONS

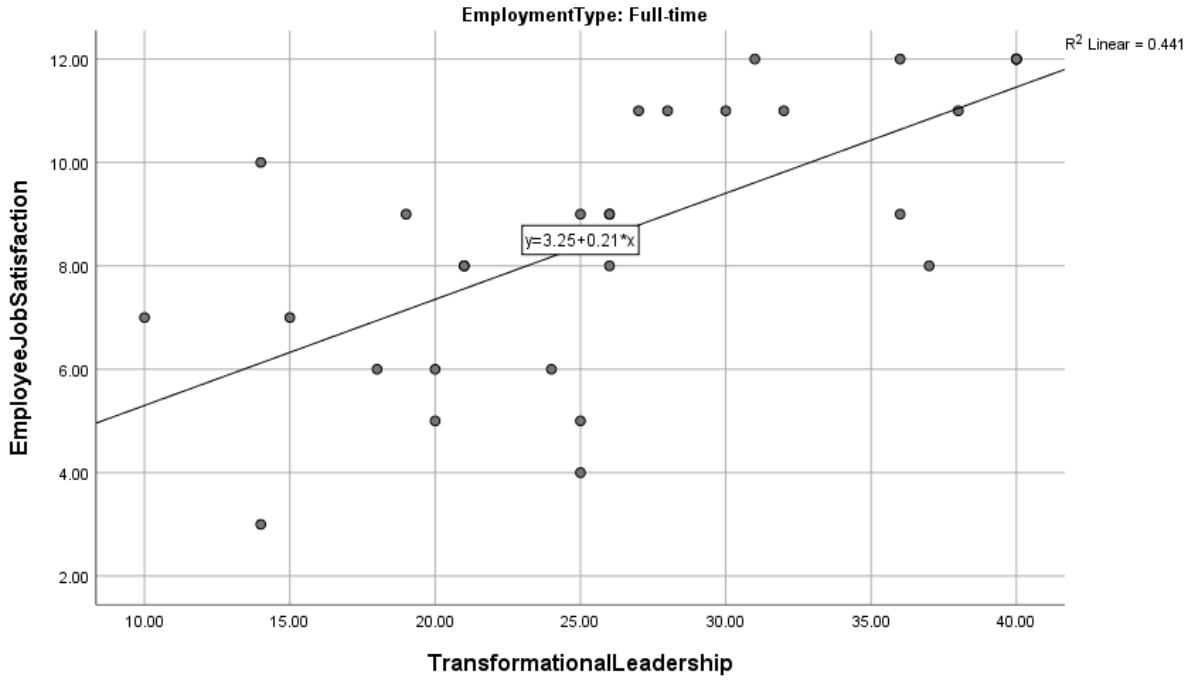
Correlations

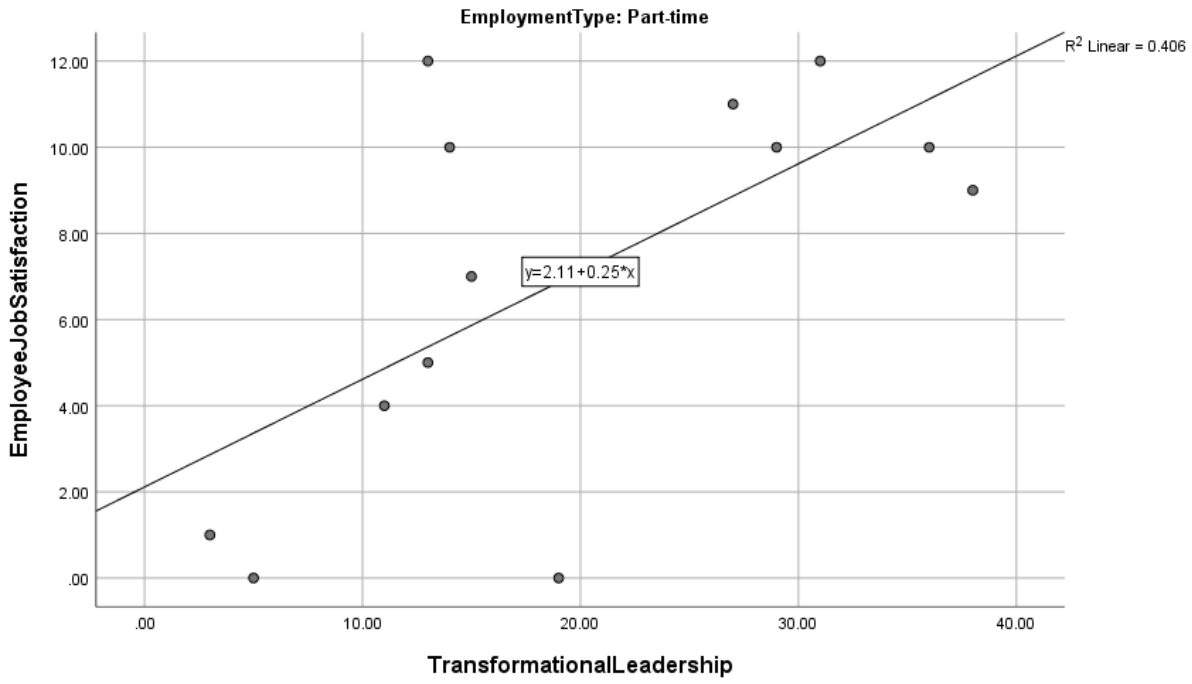
EmploymentType			TransformationalLeadership	EmployeeJobSatisfaction
Full-time	TransformationalLeadership	Pearson Correlation	1	.664**
		Sig. (2-tailed)		.000
		N	29	29
	EmployeeJobSatisfaction	Pearson Correlation	.664**	1
		Sig. (2-tailed)	.000	
		N	29	29
Short-term/Seasonal employee	TransformationalLeadership	Pearson Correlation	1	.637*
		Sig. (2-tailed)		.019
		N	13	13
	EmployeeJobSatisfaction	Pearson Correlation	.637*	1
		Sig. (2-tailed)	.019	
		N	13	13

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

FIGURE 4.6: OBJECTIVE 4 TRANSFORMATIONAL SCATTERPLOT





4.7 Additional Findings

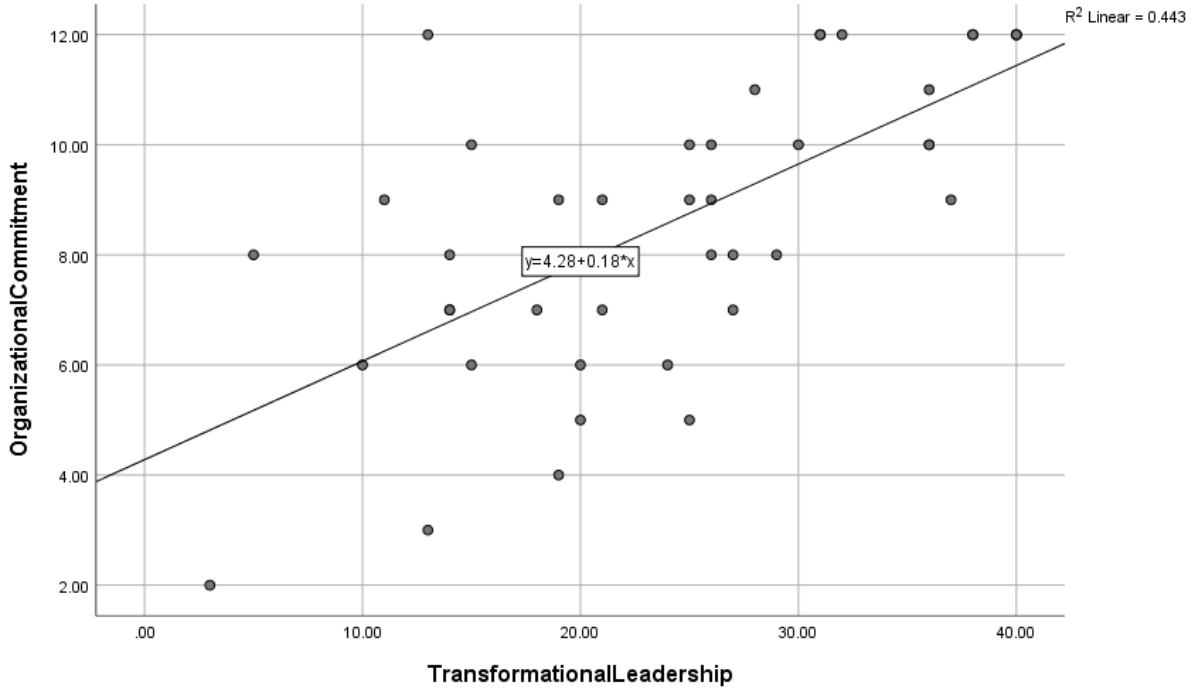
The primary objectives consisted of utilizing Pearson's correlation to measure the relationship between transformational, transactional, and laissez faire leadership and employee job satisfaction, from a general context and short-term/seasonal employee context. The author also utilized Pearson's correlation to measure the relationship between leadership styles and organizational commitment and extra effort. The rationale for such measurements derives from the adapted version of the MLQ once proposed by Xirasagar, et al. (2005). This scholar argues that researchers should measure the correlation between such variables to better understand what specific leadership style results in the exceptional performance from the employees of an organization. The author also suggests its significant for researchers to identify what leadership style results in the retention of employees, hence the creation of the organizational commitment variable (dependent variable) (Xirasagar, et al., 2005).

The following tables and scatter plot graphs consist of the correlations between the aforementioned leadership styles and organizational commitment. It was evident that there was a strong, positive correlation between transformational leadership and organizational commitment, r = .66. Correlation is significant at the 0.01 level (2-tailed). It can be determined that the correlation is statistically significant, p = .00. It was evident that there was a weak, positive correlation between transactional leadership and organizational commitment, r = .36. Correlation is significant at the 0.05 level (2-tailed). It can be determined that the correlation is statistically significant, p = .01. It was evident that there was no relationship between laissez faire leadership and organizational commitment, r = -.029.

Correlations

		TransformationalLeadership	OrganizationalCommitment
TransformationalLeadership	Pearson Correlation	1	.666**
	Sig. (2-tailed)		.000
	N	42	42
OrganizationalCommitment	Pearson Correlation	.666**	1
	Sig. (2-tailed)	.000	
	N	42	42

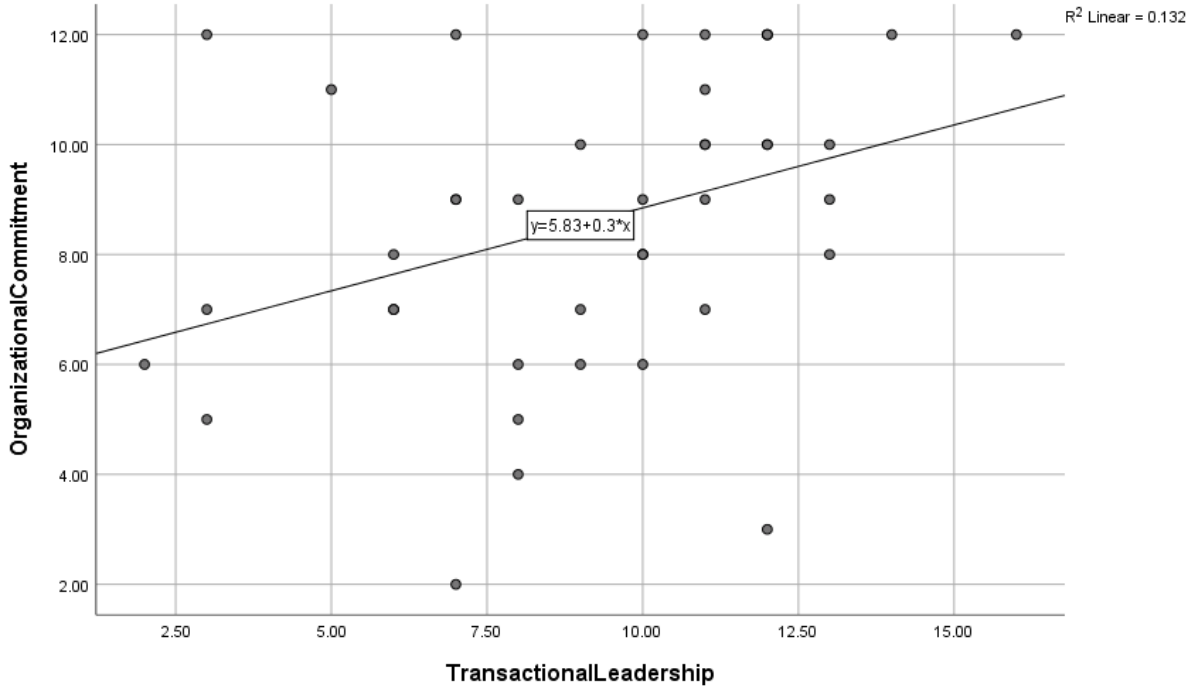
**. Correlation is significant at the 0.01 level (2-tailed).



Correlations

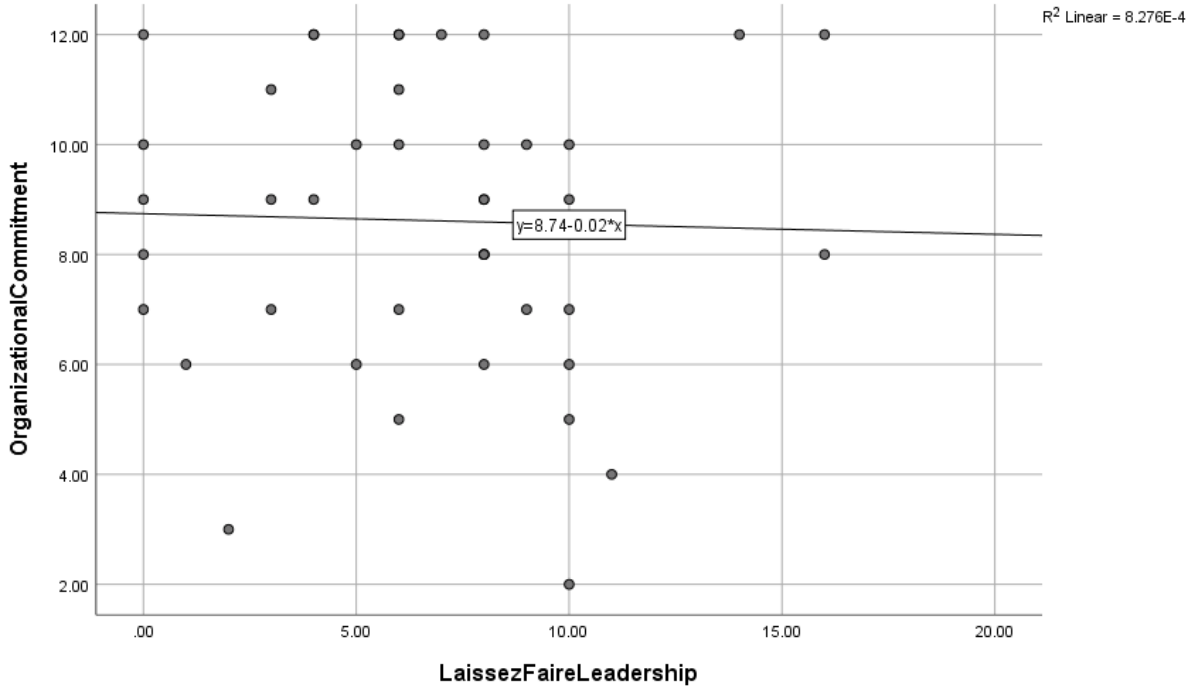
		TransactionalLeadership	OrganizationalCommitment
TransactionalLeadership	Pearson Correlation	1	.363*
	Sig. (2-tailed)		.018
	N	42	42
OrganizationalCommitment	Pearson Correlation	.363*	1
	Sig. (2-tailed)	.018	
	N	42	42

*. Correlation is significant at the 0.05 level (2-tailed).



Correlations

		LaissezFaireLeadership	OrganizationalCommitment
LaissezFaireLeadership	Pearson Correlation	1	-.029
	Sig. (2-tailed)		.856
	N	42	42
OrganizationalCommitment	Pearson Correlation	-.029	1
	Sig. (2-tailed)	.856	
	N	42	42

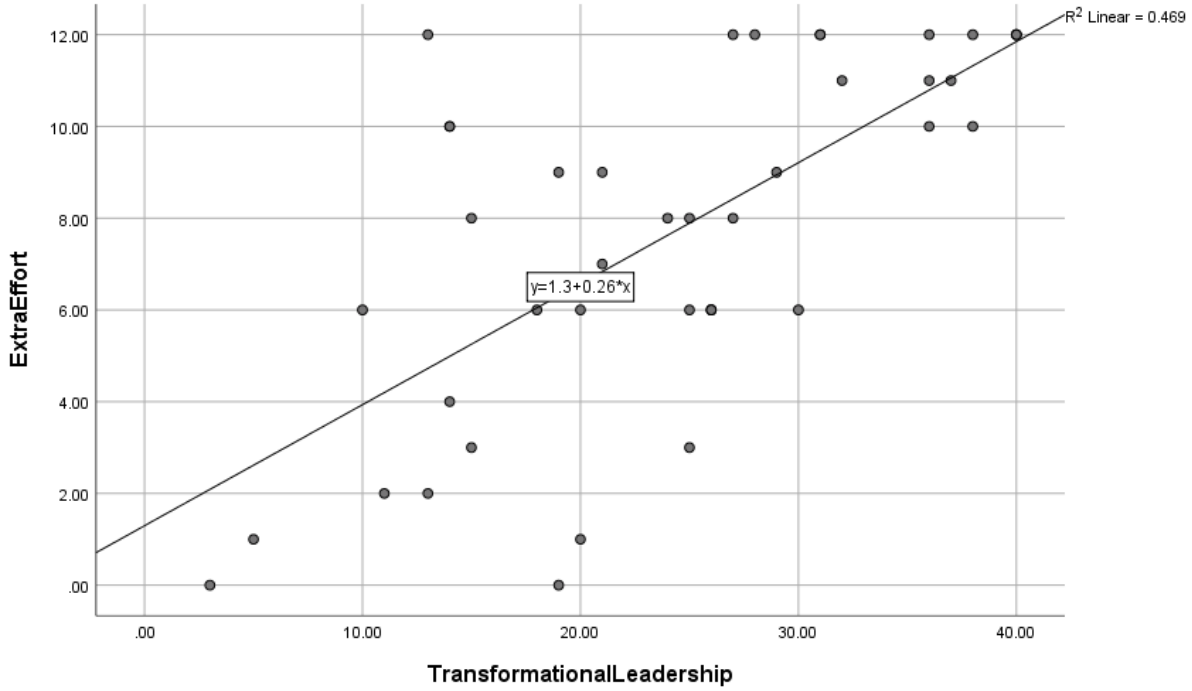


The following tables and scatter plot graphs consist of the correlations between the aforementioned leadership styles and subordinate extra effort. It was evident that there was a strong, positive correlation between transformational leadership and extra effort, r = .68. Correlation is significant at the 0.01 level (2-tailed). It can be determined that the correlation is statistically significant, p = .00. It was evident that there was a weak, positive correlation between transactional leadership and extra effort, r = .34. Correlation is significant at the 0.05 level (2-tailed). It can be determined that the correlation is statistically significant, p = .02. It was evident that there was a weak, negative correlation between laissez faire leadership and extra effort, r = -.32. Correlation is significant at the 0.05 level (2-tailed). It can be determined that the correlation is statistically significant, p = .03.

Correlations

		TransformationalLeadership	ExtraEffort
TransformationalLeadership	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
	N	42	42
ExtraEffort	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	42	42

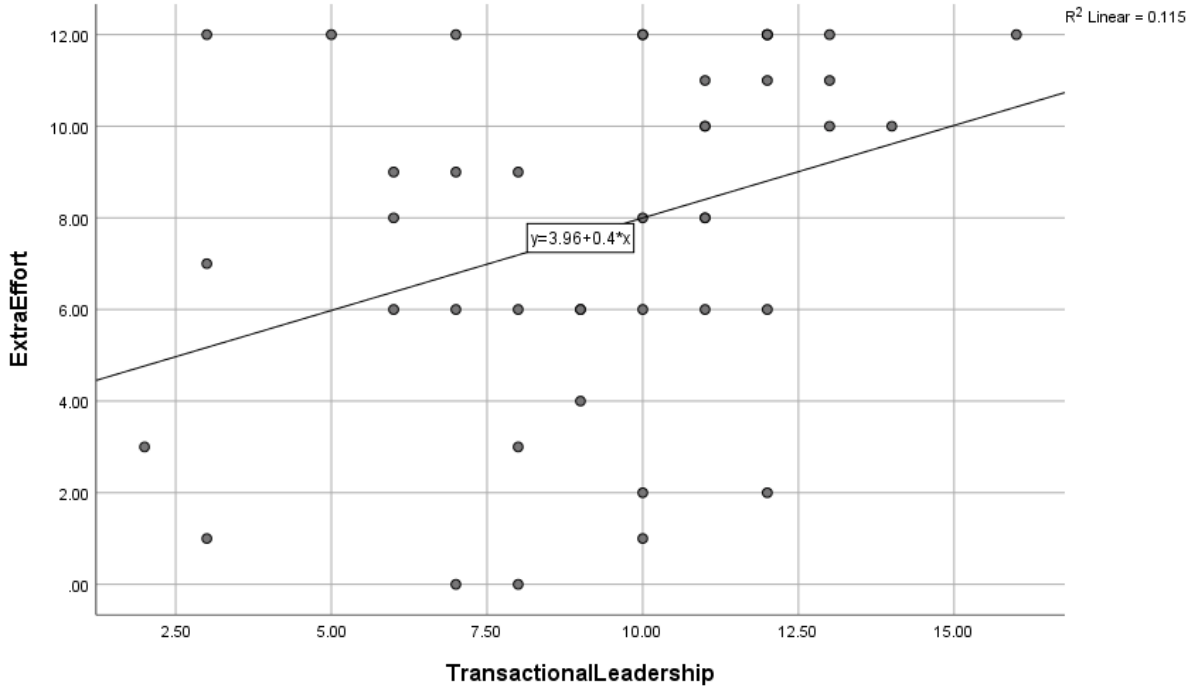
**. Correlation is significant at the 0.01 level (2-tailed).



Correlations

		TransactionalLeadership	ExtraEffort
TransactionalLeadership	Pearson Correlation	1	.340*
	Sig. (2-tailed)		.028
	N	42	42
ExtraEffort	Pearson Correlation	.340*	1
	Sig. (2-tailed)	.028	
	N	42	42

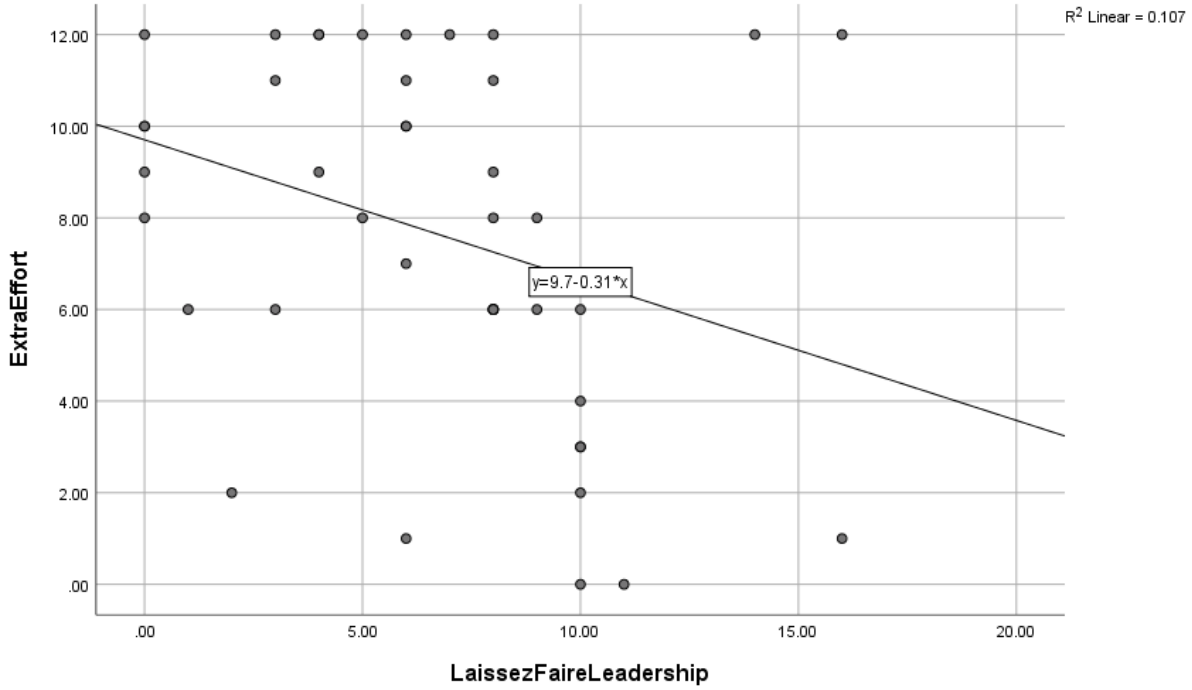
*. Correlation is significant at the 0.05 level (2-tailed).



Correlations

		LaissezFaireLeadership	ExtraEffort
LaissezFaireLeadership	Pearson Correlation	1	-.327*
	Sig. (2-tailed)		.034
	N	42	42
ExtraEffort	Pearson Correlation	-.327*	1
	Sig. (2-tailed)	.034	
	N	42	42

*. Correlation is significant at the 0.05 level (2-tailed).


R2 Linear = 0.107
12.00
10.00
8.00
6.00
4.00
2.00
.00
ExtraEffort
y=9.7-0.31*x
.00
5.00
10.00
15.00
20.00
LaissezFaireLeadership

CHAPTER FIVE: DISCUSSION

5.1 Chapter Introduction

This chapter delves further into the findings that were presented in the previous chapter and compares it to the foundational theories that have been discussed and synthesised throughout the literature review of this paper. The purpose of this section is to verify or falsify the previously proposed theories and to essentially conclude what leadership style/s best effects employee job satisfaction in the Irish thoroughbred breeding industry, whether that be from a full-time or short-term, seasonal employee perspective.

5.2 Transformational Leadership

The primary observation of the findings presented in this research study suggest that the transformational leadership style or qualities associated with transformational leadership have the greatest effect on employee job satisfaction. The findings suggest that managers of whom adopt a transformational leadership style positively effect employee job satisfaction which in theory results in the exceptional performance from the employees. The findings also showed that transformational leadership has the greatest effect on subordinate extra effort and organizational commitment. Such findings support Burns (1978) findings of transformational leadership. This scholar discovered that managers of whom have been identified as a transformational leader, have the ability to satisfy the higher needs of the individual employee which in turn results in engaging the full attention of the individual person. The findings from this research paper state that the higher needs consist of intellectually stimulating the individual to become more than just a basic employee. In relation to this research study, the MLQ (Multifactor Leadership Questionnaire) has allowed the author to verify Burns conception of transformational leaders having the ability to satisfy the higher needs of their employees, further resulting in their overall engagement which in

turn translates to subordinate extra effort and organizational commitment (Asrar-ul-Haq & Anwar, 2018).

The transformational elements established within the MLQ derives from the work of Bass & Avolio (2004). Such elements has allowed the current author to understand the impact of the findings in relation to the Irish thoroughbred breeding industry. The findings of this research study suggest that managers of whom display high levels of the following transformational elements *"idealized influence, inspirational motivation, intellectual stimulation, and individual consideration"*, best effect employee job satisfaction. The findings from this study are consistent with the findings proposed by Conger (1989) and Shamir (1993). Such findings allows the author to conclude that a transformational leaders high expectation establishes an atmosphere of obligation in which each individual employee feels as if it is their duty to live up to the leader's expectation. The studies all suggest that as the leader-follower relationship strengthens, the personal approval of each employee becomes a fundamental evaluation of an employee's self-worth within the place of work (Ho, 2016).

Literature suggests that the primary characteristic of employee job satisfaction is psychological need fulfilment. Previous literature suggests that a manager's ability to satisfy the psychological needs of a subordinate is pivotal in terms of optimizing an individual's performance whether that be in terms of working harder or being dedicated to the organization at large. The findings from this research study suggest that transformational leaders have the ability to satisfy the psychological needs of their employees. These findings are consistent with that of (Hetland, et al., 2015) as this scholar also concluded that transformational leaders have the ability to fulfil the psychological needs of their subordinates. The results of this current study replicate the results to that of Hetland, et al. (2015) as it was acknowledged that transformational leadership positively impacts job attitudes further resulting in positive levels of job satisfaction and organizational commitment.

5.3 Transactional leadership

The findings from this current research study suggest that there is no relationship between transactional leadership and employee job satisfaction in the Irish thoroughbred breeding industry. However, it was determined that the correlation was not statistically significant meaning that there was insufficient evidence to accept the null hypothesis. In relation to the additional findings the author conducted, it was discovered that transactional leadership does in fact have an effect on organizational commitment. It was evident that there was a weak, positive correlation between transactional leadership and organizational commitment.

Such findings support Meyer & Herscovitch (2001) and Walumbwa et al. (2008) interpretations of transactional leadership and its effect on a subordinate's commitment to an organization. These scholars suggest that the contingent rewards that are associated with transactional leadership positively influence organizational commitment specifically, normative commitment. It was concluded that when subordinates receive a reward for the accomplishment of a specific task, they experience psychological fulfilment and feel as if it is their moral obligation to accomplish more for the organization that provided the reward.

From the current findings, the author discovered that there was a positive correlation between rewards and organizational commitment. Such findings are consistent with the findings proposed by Podsakoff et al. (2010) as this scholar discovered that transactional leaders of whom provide contingent rewards to their subordinates for goal attainment generate a perception of legitimacy further strengthening the relationship between the leader and the subordinate. A level of trust is established between the leader and the subordinate further contributing to their overall commitment to the job itself and the organization. However, (Afshari & Gibson, 2016) found that non-financial rewards have a greater effect on an employee's commitment to an organization as the reward itself positively impacts the psychological need satisfaction of an individual. Such findings cannot be verified or falsified for this current research study as the MLQ itself did not specify between financial and non-financial rewards. For future implications it would be of benefit to future researchers to distinguish between both when investigating transactional leadership.

It has been evident throughout literature that transformational leaders also score quite highly in regard to transactional leadership. The general conception proposed by such scholars

(Xirasagar, et al., 2005, Den Hartog 1997, Tucker 1991) suggest that managers initially adopt a transactional leadership style to gain the trust of the employees before eventually transitioning over to a transformational style whilst still adopting transactional qualities. However, the findings from this study do not validate such conceptions as the identified transformational leaders did not score highly on transactional leadership. The correlation coefficient resulted in there being no relationship between transformational and transactional leadership. Xirasagar, et al. (2005) argues that managers who continue to prioritize transactional leadership without moving on to transformational methods are more inclined to indorse follower self-interest, rather than exceptional performance. In relation to this study it is evident that managers prioritize a transformational style of leadership which results in the exceptional performance from the subordinates whilst them also being satisfied and committed to the organization.

5.4 Laissez Faire leadership

The findings from this current research study suggest that there is a weak, negative correlation between laissez faire leadership and employee job satisfaction in the Irish thoroughbred breeding industry. However, it was determined that the correlation was not statistically significant meaning that there was insufficient evidence to accept the null hypothesis. In relation to the additional findings the author conducted, it was discovered that laissez faire leadership does in fact have an effect on subordinate extra effort. It was evident that there was a weak, negative correlation between laissez faire leadership and extra effort.

Such findings support Breevaart and Zacher (2019) interpretations of laissez faire leadership and its effect on subordinate extra effort. These scholars suggest that the lack of guidance exhibited by passive-avoidant leaders result in subordinates being restricted in their attempts to attain organizational goals, further accentuating that it is extremely unlikely for subordinates to achieve more than what was originally asked of them. The negative correlation evident between the two variables allows the current author to conclude that

laissez faire leadership is in fact a form of destructive leadership in which no manager should ever adopt.

5.5 Transactional leadership and its effect on employee job satisfaction

The literature review resulted in the generation of a hypothesis in relation to transactional leadership and its effect on short-term/seasonal employee job satisfaction. It was hypothesised that transactional leadership has the greatest effect on short-term/seasonal employee job satisfaction in contrast to transformational leadership. The previously mentioned Bass (1985) proposes that the transactional style of leadership should only be considered for objectives that are primarily short-term. This scholar suggests that it is extremely problematic for a manager to adopt a transformational style of leadership in the short-term and to be effective in terms of employee job satisfaction, organizational commitment, and extra effort (Asrar-ul-Haq & Anwar, 2018).

(Arasli, et al., 2020) argues that in the context of seasonal employment, leaders are incapable of being visionaries and cannot empower these short-term employees towards future organizational ambitions. This method of inspiring employees is also a distinctive element of transformational leadership. The author suggests that a manager of a short-term or seasonal employee is unable to develop a relationship of which contains an emotional connection. The findings articulated by this author suggest that the psychological need fulfilment of subordinates, of which is an element of overall employee job satisfaction is in fact non-existent when the employee is only seasonal or employed on a short-term basis. Such findings suggests that transformational leadership is ineffective in terms of job satisfaction, organizational commitment, and extra effort.

The findings from this study contradict the findings of both Bass (1985) and Arasli et al. (2020). The findings of this study suggest that transformational leadership has the greatest effect on short-term/seasonal employee job satisfaction in the Irish thoroughbred breeding industry.

The results of this research study allows the current author to falsify the hypothesis originally proposed of transactional leadership having a greater effect on short-term/seasonal employee job satisfaction. The findings of this study are consistent with the findings of Tims et al. (2011). These scholars' findings also contradict the opinions of Bass (1985) as their study proved that transformational leadership has a greater effect on the daily engagement of employees. The results showed that job dedication increased on the days where leaders adopted a transformational style of leadership (Hetland, et al., 2015). Although the current correlations reject the hypothesis proposed, it cannot be concluded that transformational leadership has the greatest effect on short-term/seasonal employee job satisfaction, as the research was conducted in context of a previously unexamined industry. That being the Irish thoroughbred breeding industry. Further research is needed within the Irish thoroughbred breeding industry for these current findings to be considered reliable.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

The purpose of this research study was to investigate the impact of leadership styles on employee job satisfaction in the Irish thoroughbred breeding industry. This research study consisted of the author setting out to further understand the topic of interest and to essentially provide answers to the research objectives that have been outlined in Chapter 1/3 and presented in Chapters 4 and 5. It can be concluded that the author has successfully attained a more all-inclusive understanding of leadership as a concept further resulting in the research aims being effectively satisfied. Through the quantitative and deductive nature of the primary data, which consisted of collecting data for the purpose of evaluating the hypotheses which were related to a number of established leadership theories, the author believes to have obtained a clear and more complex understanding of the relationship between transformational, transactional, laissez faire leadership and employee job satisfaction.

The utilization of the adapted version of the MLQ (Multifactor Leadership Questionnaire) proposed by Xirasagar et al. (2005) has allowed the author to conclude that transformational leadership has the greatest effect on employee job satisfaction in the Irish thoroughbred breeding industry. Such findings has allowed the author to verify the theories of Ho (2016), Hetland et al. (2015), Shamir (1993), Conger (1989) and Burns (1978) of which originally resulted in the generation of the aforementioned hypothesis. The findings from this study and previous studies all conclude that the managers of whom have been identified as a transformational leader, have the ability to satisfy the higher needs of the individual employee which in turn results in engaging the full attention of the individual person. Such satisfaction originates from the intellectual stimulation variable of which the primary data suggests that transformational leadership has the greatest correlation. In relation to the previously proposed theories, such relationships between the variables suggests that the transformational leader stimulates the individual to become more than just a basic employee (Asrar-ul-Haq & Anwar, 2018).

In relation to transformational leadership, it can be concluded that a transformational managers high expectation establishes an atmosphere of obligation in which each individual employee feels as if it is their duty to live up to the leader's expectation. The studies identified throughout the literature review all suggest that as the leader-follower relationship strengthens, the personal approval of each employee becomes a fundamental evaluation of an employee's self-worth within the place of work (Ho, 2016).

The author also measured the relationship between transactional leadership and employee job satisfaction however, it was determined that the correlation was not statistically significant meaning that there was insufficient evidence to accept the null hypothesis. In conclusion further research is needed to understand the relationship between such variables in order to confirm what leadership style does in fact result in greater employee job satisfaction. It is significant to note a conception proposed by (Xirasagar, et al., 2005, Den Hartog 1997, Tucker 1991) as such scholars suggest that managers initially adopt a transactional leadership style to gain the trust of the employees before eventually transitioning over to a transformational style whilst still adopting transactional qualities. However, the findings from this study do not validate such conceptions as the identified transformational leaders did not score highly on transactional leadership. One potential limitation to the current results of this study is the fact that the current author simplified the MLQ. Further research is needed whilst adopting the original version of the MLQ for there to be a verification/falsification of such conceptions.

In conclusion to the literature review it was hypothesised that transactional leadership has a greater effect than transformational leadership on short-term/seasonal employee job satisfaction in the Irish thoroughbred breeding industry. The findings of this study suggest that transformational leadership has the greatest effect on short-term/seasonal employee job satisfaction in the Irish thoroughbred breeding industry. The results of this research study allows the current author to falsify the hypothesis originally proposed of transactional leadership having a greater effect on short-term/seasonal employee job satisfaction. Although the current findings contradict the findings of Bass (1985) and Arasli et al. (2020), it cannot be concluded that transformational leadership has the greatest effect on short-term/seasonal employee job satisfaction, as the research was conducted in context of a

previously unexamined industry. That being the Irish thoroughbred breeding industry. Further research is needed within the Irish thoroughbred breeding industry for these current findings to be considered reliable.

6.2 Recommendations

Although this research has improved our understanding of leadership styles and its impact on employee job satisfaction in the Irish thoroughbred breeding industry, there are many areas left unexplored. Such areas are in relation to the demographic statistics of the study. The current study represents the industry as a whole which can be considered a big misrepresentation of the actual impact of each leadership style. It is recommended that future researchers delve further into the demographic statistics of their investigations, as one leadership style that is deemed effective for one age group or gender could be also be deemed ineffective for another.

It is recommended that future researchers focus their attention on specific organizations in the Irish thoroughbred breeding industry instead of gathering participants from many as it can be concluded that each organization runs its operations differently. If the researcher were to prioritise the three most prolific organizations in terms of annual revenue in the Irish thoroughbred breeding industry, a more inclusive conclusion could be made. The biggest limitation of the current study consisted of the author not knowing the organization of which the participants of the survey were employed. For instances, a participant of this current study could have been employed in an organization that is deemed ineffective in terms of organizational performance. To enhance the reliability of future studies it would be of benefit to the researcher to identify the organization and its position within the industry. It would be of benefit to the industry if future researchers were to adopt a similar approach to that of Franco and Matos (2015), as these scholars measured the effect of leadership styles on employees from three separate organizations from one industry and also evaluated it based on the age, gender, marital status and education. Such evaluations offer a more inclusive understanding of leadership in context of the industry itself.

In conclusion, this research paper provides future researchers with a foundational understanding of leadership and its effect on employee job satisfaction in the Irish thoroughbred breeding industry from both a full-time/short-term/seasonal employee job satisfaction perspective. It is vital that more research is conducted due to the fact the industry plays an integral role in providing and supporting employment. The industry produces over 9000 foals a year and there is currently 8600 horses being trained in Ireland on a yearly basis. The industry provides over 350 fixtures at 26 different racecourses. According to (Deloitte , 2017), the total number of employees within the Irish breeding and racing industry is approximately 28,900. The industry itself contributes a net amount of €914 million to the Irish economy.

6.2.1 Managerial implications

To conclude this final section, the current author suggests that managers in the Irish thoroughbred breeding industry should adopt a transformational leadership style in order to enhance employee job satisfaction, organizational commitment, and extra effort. It is advised that managers do not adopt a laissez faire leadership style as it was the only leadership style that resulted in a negative correlation with subordinate extra effort. It is also advised that managers adopt a transformational leadership style for both full-time and short-term/seasonal employees as the findings state that this leaderships style has the greatest correlation with employee job satisfaction, organizational commitment, and extra effort.

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Appendices

Appendix 1 Multi-factor Leadership Questionnaire

Multi-factor Leadership Questionnaire

Your participation in this research study is voluntary. You may choose not to participate. If you do decide to participate in this research survey, you may withdraw at any time. The procedure involves filling an online survey that will take approximately 6 minutes to complete. Your responses will be confidential and I will not be collecting any identifying information such as your name, email address or IP address. Your response will be identified as "Participant #", ensuring that you will be completely anonymous. The data obtained from this survey will only be used for the duration of my thesis.

The purpose of this survey is to find out what type of leader your manager is in the work place. This survey has been designed to identify the style of leadership in which your manager adopts to achieve specific goals and to conclude whether or not this specific leadership style results in employee job satisfaction. The purpose of the research is to identify the most effective style of leadership within the Irish thoroughbred breeding and racing industry. I personally love everything horse racing related and I know how important you the staff are in contributing to the success of the industry. That is why it is important that each and everyone of you is satisfied and happy in your place of work. So, please help me, help you!

Each question will consist of a statement that may or may not be related to your managers style of leadership. You'll be required to pick one of the five options from the rating scale that best describes your manager. As you can see below, this is the rating scale in which you are required to pick just one of the five options.

0= Not at all

1= Once in a while

2= Sometimes

3= Fairly often

4= Frequently, if not always

What is your gender? *

- Male
- Female

What is your age? *

- 18-24
- 25-34
- 35-49
- 50+

Which of the following categories best describes your current situation?

- Full-time
- Part-time

Does the following statement describe your manager? "Inspires pride for being associated with him/her" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Demonstrates power and confidence" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Communicates his/her key values and beliefs" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Emphasizes the importance of a sense of purpose" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Communicates optimism about the future" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Enthusiastic about goal accomplishment" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Seeks differing perspectives on issues that arise" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Encourages you and your fellow work companions to come up with new ways of doing things in the workplace" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Teaches and coaches you and your fellow work companions" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Recognizes your needs, abilities, and aspirations" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Clearly communicates about the rewards for achievements" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Transparent in stating your responsibility for achieving goals and targets" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Tendency to track the mistakes that you or your fellow work companions have made" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Focuses on your performance flaws and shortcomings" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Laid-back style unless a serious crisis intervenes" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Believes in "If it ain't broke, don't fix it"" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Avoids responsibility in handling important issues" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Unavailable when needed" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Meets your job related needs" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Meets the business needs" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Leads an effective and productive team" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Uses satisfactory leadership methods" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Represents you and your fellow work companions to a higher authority" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does the following statement describe your manager? "Works with you and your fellow work companions in a satisfactory manner" *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does your managers style of leadership result in the exceptional performance of you and your fellow work companions? *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does your managers style of leadership boost your desire for success? *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always

Does your managers style of leadership boost your motivation to perform? *

	0	1	2	3	4	
Not at all	○	○	○	○	○	Frequently, if not always