



**The influence of transformational leadership style and its  
components on employee commitment towards the  
organization.**

**Case Study in a multinational consulting company in Ireland.**

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## **Abstract**

**Title of thesis:** The influence of transformational leadership style and its components on employee commitment towards the organization.

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The goal of this research is to present a conceptual framework for transformational leadership and to model the causal relationship between it and employee commitment. To achieve the examination's goals, a thorough evaluation of the literature on Transformational Leadership and Employee Commitment was done. A descriptive research design was used in this empirical investigation. The target population of this study are leaders involved in a consultant multinational in Ireland. The sample size consisted of 15 leaders. All data was collected using a questionnaire with semi-structured questions. The data was analysed through interviews. According to the research, transformational leadership has a favorable and significant impact on employee commitment. The evaluation of a conceptual model linking the effects of Transformational Leadership on Employee Commitment would help managers and people leading industrial change better comprehend Transformational Leadership's contribution to Employee Commitment. The paper includes the study's limits, the scope for future research, and recommendations based on the findings.

**Key Words:** *Transformational Leadership Style, Employee Commitment, Multinational consultant company, Case Study.*

# Declaration of Authorship

National College of Ireland  
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I, Keila Basi, hereby declare that this dissertation is the end result of my own work, and that all information in this document has been obtained and presented in accordance with academic rules and research ethics. I also declare that due acknowledgement has been given in the bibliography and have fully cited and referenced all materials and sources, be they printed, electronic or personal.

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# Chapter I: Introduction

## 1.1 Background

This chapter addresses the study's overall context.

Leadership, however defined differently, is a fundamental component of human society and organizations. Leadership aims to ensure that all aspects of an organization are aligned and targeted toward achieving the company's goals, which is why Russell (2005) defined leadership as "the personal influence exercised by one person or more than one person through a single communication process toward the achievement of the company's goals." Aside from that, Hassan et al. (2017) defined leadership as the ability to persuade others to follow one's counsel or stick to one's judgment. As a result of the power of leadership, top and quality leaders are sought throughout organizations.

We are living in a fast changing environment at the start of the twenty-first century, with numerous shifts in every sphere of human activity (Lok and Crawford, 2004). Workplace life continues to evolve due to a variety of circumstances. For example, rivalry among companies is increasing, workforces are diversifying demographically, and style (Bass, 1997; Bass et al., 2003; Trottier et al., 2008) are the key factors impacting an organization's success or failure. Employee commitment, according to Allen and Meyer (1990), can increase leadership effectiveness, employee performance, and reduce attrition and absenteeism if appropriately managed. Many firms recognize the need of improving employee commitment and the relevance of understanding its antecedents, such as the fact that employees are most committed to the employment in which they are happiest.

Administrators must therefore develop innovative tactics to increase employee dedication in order to achieve favorable results for the organization. Directors should encourage employee engagement for greater corporate success and remove impediments to inventory networking management implementation (Alfalla-Luque, Marin-Garcia, & Medina-Lopez, 2015). Similarly, directors have an impact on the level of devotion of staff (Benggio, 2012). Workers are increasingly committed in this manner when suitable management styles are maintained (Benggio, 2012; Clark et al., 2009; Mitchell, 2002; Nyengane, 2007; Riaz et al., 2012).

According to a number of studies, there is a favorable association between leadership style and staff commitment. Leadership style is one of the most essential factors in developing loyal employees. Furthermore, certain styles are required for specific scenarios and each manager must be aware of which style to use in order to increase the likelihood of the

desired outcome, whether it is greater employee commitment to the organization (Randeree & Chaudhry, 2012).

According to Bass & Avolio (2004), the most common leadership styles used by today's managers are transformational, transactional, and laissez-faire leadership. For this particular research the author focused on transformational leadership and the justification is described in the next chapter.

According to Kossek et al., (2018), employees supervised by those who report to people who use transformational leadership styles will almost certainly have a higher level of dedication. Transformational leadership pushes followers to be more creative by updating their knowledge base and building relationships with their leaders (Qu, Janssen, & Shi, 2015). According to research, transformational leadership has been found to boost profitability (Choi, Kim, & Kang, 2017; Spano-Szekely, Griffin, Clavelle, & Fitzpatrick, 2016).

## **1.2 Structure of the study**

There are six chapters in this work. The following is a quick description of each chapter:

- Chapter I: Provides history information for the study as well as an analysis of the subject's significance.
- Chapter II: Includes a literature review as well as pertinent prior research on the key issues, as well as the theoretical framework used to support this study.
- Chapter III: Describes the research's aims and outcomes. This leads to the author's suggested research question.
- Chapter IV: Provides a detailed explanation of the technique and procedures used to steer this investigation in order to answer the research question. This chapter also covers the sample size and its features, the interview development, research instrument and data analysis.
- Chapter V: Combines the author's findings and the analysis. This chapter also addresses the description of the participants and the themes that guided the author.
- Chapter VI: Discusses and finishes the study, as well as making suggestions for future research based on the findings and limitations.

# Chapter II: Literature Review

## 2.1 Introduction

This overview of the literature is a concise summary of the most important topics for this study that have already been published and discussed by other scholars and are peer reviewed.

In summary, the author's investigation of this research was led by various earlier studies and journal publications. The review of the literature is organized and analyzed around the following main issues to provide an overview and better knowledge of the subject:

- Leadership
- Transformational Leadership
- Transformational Leadership style and its components
- Transformational Leadership style and the most actual studies
- Employee Commitment
- Factors influencing Employee Commitment
- Transformational Leadership and Employee commitment

## 2.2 Rationale

### 2.2.1 Introduction a Leadership:

Leadership is a term that is used in a wide range of situations, including the military, business, politics, religion, and sports. Leadership was seen as a personal trait for millennia. Machievelli argued that a leader must have high ethics and be astute in order to obtain the people's support (Machiavelli, 1513/1992).

Stogdill (1950) writes that "The act of influencing the activities of an organized organization in its attempt to create and achieve goals". Perhaps it was the first attempt to demonstrate

that leadership was a process of exerting influence over others rather than a general personality feature.

Tannenbaum, Weschler, and Massarik (1961) expanded on Stogdill's definition of leadership by defining it as "interpersonal influence, exercised in a situation, and directed, through the communication process, toward the achievement of a specific goal or goals." Zaleznik (1977) also underlined the need for influence in leadership: "Leadership necessitates the use of ability to influence other people's beliefs and actions."

Kotter (1988) described a new point of view as "the process of shifting a group (or groups) in some direction using largely non-coercive techniques." According to this view, the employment of forceful measures is not comparable to leadership, because leadership should be spontaneous. Not all authors agree with this trait; Kellerman, for example, believes that the use of force is also a form of leadership (Volckmann, 2012).

According to Bass (1990), leadership is not only a leader's action of influencing others, but also a communication process that may be changed by everyone engaged. "Leadership," according to Bass, is "an interaction between two or more members of a group that frequently entails a structuring or restructuring of the situation, as well as the perceptions and expectations of members...". When one group member influences the motivation or abilities of others in the group, this is referred to as leadership. "Any member of the group has the potential to be a leader."

Bennis stated that leadership is "the capacity to create a compelling vision and to translate vision into organizational realities" (Bennis and Townsend, 1995). In summary, Bennis' idea of leadership was the capacity to translate vision into reality.

Critics within leadership researchers have recommended numerous leadership styles. According to Buchanan (2013), the world of literature has progressed through various phases of leadership styles since the beginning of the twentieth century. The foundation of leadership styles was built on the "command and control" strategy that dominated until the early 1980s. According to Gandolfi and Stone (2018), the next phase of leadership styles occurred in the 2000s, which mostly consisted of empowering and tracking servants.

According to Bass & Avolio (2004), transformational, transactional, and laissez-faire leadership styles are the most popular among managers today. Downton (1973) developed the transformational and transactional leadership style theory, which is now widely regarded as the most effective leadership style. Nonetheless, there is a split among theorists as to which of the two prominent leadership styles has the greatest impact on employees. This

topic has been and continues to be investigated from numerous business perspectives, with the belief that each company has its own ideal leadership style.

## **2.3 Transformational Leadership**

In that dissertation, the author aims to focus its research on one style, which is transformational Leadership.

Transformational leadership, according to Burns (1978), is acknowledged when leaders look for potential influences in followers, attempt to satisfy higher needs, and engage with the complete person of the follower. Followers become leaders, and leaders become moral actors, as a result of this reciprocal interaction. The concept of morality is required in leadership as a reason for leaders to take responsibility for their actions and seek to satisfy the needs of their followers. Burns argues that leaders evolve from a construction of motivations, goals and values.

The author chose the transformational leadership style because it is a strong part of her own work background and personal experience. The author's interest in leadership started in her early 18s when she started her professional career. As a follower, the author could identify herself creating connections with leaders who presented transformational leadership characteristics. The author was always finding herself engaging with leads in order to increase the level of motivation and morality mutually supporting a common purpose. After a few years, the author became a leader herself and used those benefits of the transformational leadership to benefit the relationship and the resources of those followers involved.

The author has experience as a leader for more than a decade, the involvement with leadership is mostly within technical companies in the sector of customer care and technical support. That specific research is giving the author the knowledge coming from the literature review and it can be noticed in her personal attitudes, naturally practiced with the followers and the leaders. The author identified herself with the Burns works in 2003, when he stated that "transforming leadership begins on people's terms, driven by their wants and needs, and must culminate in expanding opportunities for happiness" (p.230).

The author has experienced lots of positive evidence that transformational leadership is particularly potent and had the potential to move followers beyond what was expected. Bass (1998) believes that transformational leaders do more than arrange exchanges and

arrangements, transformational leaders behave in certain approaches in order to raise the level of commitment from followers. Moreover, the author's leadership style has evidenced the positive results of empowering others to transform the organization or the task involved.

## **2.4 Transformational Leadership and its components**

The Multifactor Leadership Questionnaire, developed by Bass and Avolio (1990), highlights components of transformative leadership that are further valued (MLQ). Professional specialists evaluated a total of 141 allegations as transformative or transactional leadership. The questionnaire was then given to US Army officers, who were asked to rank their superior officers on a scale of 0 (not observed) to 4 (very good) (behaviour observed frequently). Various subsequent studies have been completed as a result of this initial research to assess the frequency of behaviors noticed by subordinates in industry, agencies, and the military.

The four components of transformational leadership that were created are as follows:

- Inspirational Motivation
- Idealized Influence
- Individual Consideration
- Intellectual Stimulation

### **2.4.1 Inspirational Motivation**

Maslow (1943) used a five-tier pyramid model to describe the hierarchy of human needs. Physiological, safety, love and belongingness, esteem needs, and self-actualization are the five stages from the bottom up. When the lowest requirements are met, according to Maslow's angles, motivation drops. When growth is met, however, involvement and impulse increase. The goal of inspirational motivation in transformational leadership is to use communication to create a shared vision for followers (Bromley & Kirschner-Bromley, 2007). Communication is a crucial competency of transformational leadership's visionary aspect (Clavelle, 2012). The transformational leader effectively communicates by expressing and changing the vision into something engaging and inspiring for his or her audience, ensuring that they will go outside of their comfort zone and take action to move the organization forward (Bass, 1985).

Moral discussions are used by transformational leaders to boost enthusiasm and positivism (Bass, 1985). The ability of supervisors to communicate the achieved level of expectations,

motivate followers to cooperate in the company vision, and establish a feeling of mission is referred to as inspirational motivation (Avolio & Bass, 2004). Despite exhaustion, the followers are able to achieve good outcomes as a result of this continual inspiration and motivation behavior (Franke & Felfe, 2011). They promote innovation while pushing people to think outside the box and come up with new ideas (Jena, Pradhan and Panigrahy, 2018).

## **2.4.2 Idealized Influence**

Idealized influence refers to a leader's ability to encapsulate the behavior of his or her followers so that they can internalize the leader's and the organization's common mission and vision (Bass & Avolio, 1994). Kevin Cashman (2017) described leadership as a "genuine impact that develops values," the leader can analyze the interests and energies of followers by building internal consensus and knowledge of the organization's vision and mission (p.84).

Idealized influence relates to a transformational leader's emotional capacity to influence their followers as a role model and earn their trust, confidence, and respect. Leaders with this capacity can also elicit extra effort from followers in order to achieve higher levels of productivity (Bass & Avolio, 1990). As a result of this behavior, they are able to tap into the emotions of the followers and create a stronger bond with the leader (Yukl, 2013).

## **2.4.3 Individual Consideration**

The concept of mentorship, self-development, and interpersonal relationships is highlighted in the individual consideration component of transformational leadership (Bass & Avolio, 1994). Transformational leaders support and foster their team members' learning in order to enable their followers to achieve their goals. It enhances the individual's abilities to strategically build and expand their capacity of achieving their objective in support of the common vision (Mulford, 2013). Studies show a powerful connection between the time invested in mentorship, professional development, and the knowledge obtained, shared, and implemented (Choi, 2003).

The capacity to handle individual wants and capacities allows the leader to meet the needs and scope of his or her followers. In addition, the leaders hope that by acting in this manner, they will be able to persuade followers to take on individual responsibilities. They assess personal growth and coaching, as well as guide and provide feedback to their followers.

They stimulate followers to take higher levels of accountability to improve the performance of the organization and team (Bass & Avolio, 1990). They instruct and offer customized attention and contribute helping when it is necessary (Avolio & Bass, 2004).

#### **2.4.4 Intellectual Stimulation**

Transformational leaders focus on appealing the individual intellectually. To improve their performance, they encourage the team to collaborate and embrace innovation and unique ideas in transformational development (Carmeli et al., 2014). Collaboration contributes to the development of a full subject understanding, whereas creativity welcomes new ideas and encourages the follower to think critically in order to solve problems (Fahey & Prusak, 1998). Through a trusting connection, leaders can also make fundamental changes in their employees' beliefs and attitudes toward the organization by questioning and adjusting their viewpoints and capacities psychologically, mentally, and emotionally (Li et al., 2015). According to Lines et al. (2005), employees' trust in their leaders' judgments aided the development of new knowledge and practices.

The awareness level of followers about their responsibilities and difficulties is shown by their intellectual stimulation behavior. Furthermore, leaders' intellectually encouraging attitudes toward followers inspire them to examine and solve problems in novel ways. (Yukl, 2013). This element looks for ways to include and support employees' creative and innovative skills in order to meet daily difficulties (Avolio & Bass, 2004). Employees' talents to use their real, creative, and distinctive perspectives to solve problems are emphasized by the leaders. As a result, followers mature to the point where they can handle duties and obstacles with or without them (Bass & Avolio, 1990).

### **2.5 Transformational leadership and the most actual studies**

According to Bass and Avolio (1993), transformational leadership includes the leader first understanding and then adjusting the organization's culture with a new vision, resulting in changes in values, norms, and expectations. Instead of relying on organizational representatives to improve performance, minimize challenges, and achieve organizational goals, the employer can use these adjustments to make changes in perceptions, motives, design, and values.



For more than a year, the Covid-19 pandemic has been spreading. To meet the changings in the environment by the Global Coronavirus, democratic leadership becomes a driving force for businesses to understand and adapt their organizational structures and functions quickly. Workplace culture, leadership, technology, and labor had to be altered in order to continue developing strategies in a fast changing market.

By introducing transformational leadership, the digital era has revolutionized leaders and their approaches, including the use of technology to fill employee shortages, cover asset weaknesses, and overcome organizational limitations (Hutagalung L., Purwanto, A. 2020). The recent advances of global technology has changed the way people collaborate throughout the world. Over the last decade, many things have changed in the digital world, and this has had a significant impact on each industry. One of the most significant innovations brought about by digital technology was the ability to engage with customers remotely. With all of these developments, businesses strive to be flexible and adaptable in order to stay competitive.

The complexity of technology has a direct impact on the design of governmental and organizational structures, and presents a threat to all processes. With that change, competition was no longer defined by resource optimization, but by the complete value chain innovation among firms (Hutagalung L., Purwanto, A. 2020).

The organizational value system directs leadership conduct, which is particularly crucial when selecting associates that share the same values. Personal interests are disregarded in favor of supporting organizational goals, virtual team members' motivation is prioritized, and progress is the primary goal with transformational leadership.

Transformational leaders have certain attributes as mentors and coaches to their team members. Even in the face of a difficult and high-risk situation, transformational leaders have the power to inspire and motivate others to work. The team's diversity is regarded as a significant asset (Hutagalung L., Purwanto, A. 2020).

According to past studies, transformational leadership is critical for organizational innovation (Garca-Morales et al., 2012). Transformational leaders create innovation within organizations and surely have an impact on product and service market success, but they also provide inspirational motivation and intellectual stimulation (Elkins and Keller, 2003). Green innovation and environmental performance have been linked to transformational leadership in recent studies. Employees with transformational leaders have the ability to select what they want to focus on and how they want to achieve their objectives (Jung et al., 2008).

Through their ideas, attitudes, values, and behaviors, senior management encourages employees to take environmental action.

## 2.6 Employee commitment

Meyer and Allen, 2001, described commitment as a balancing force that operates to preserve behavioral direction when expectation/equity conditions are not encountered and do not work. Commitment is a voluntary effort that demands the person to value the commitment even when their attitudes and inclinations change (Brown, 1996). The proportional importance of a person's recognition and affiliation with a certain organization (Mowday, 1979). It is an employee's psychological attachment to an organization, the strength of which is determined by employee collaboration, loyalty, and belief in the firm's principles (Meyer, Allen, 2008).

Several scholars have investigated the characteristics between the employee and organizational commitment. Commitment has been operationally defined in different ways. According to Batemen and Strasser (1984), organizational commitment are studied for the following reasons:

1. Employee behavior comparable to performance and effectiveness.
2. Attitudinal, affective and cognitive as job satisfaction, the nature of an employee's job.
3. Roles such as responsibility.
4. Personal characteristics of the employee such as age and job.

Allen and Meyer (1990), describes the dimensions of employee commitment. It consists of the following three parts: affective, continuance and normative commitment.

- Affective Commitment is linked to the formation of emotional attachment to an organization, as well as identifying and having devotion to maintain the relationship. As a result, effective commitment necessitates individuals' willingness to stay with a business indefinitely (Allen & Meyer, 1990; Meyer et al., 2004).

- Continuance Employees' willingness to stay with a business despite the expenses of quitting is what drives commitment. The understanding of the expenses involved when an employee quits, as well as the desire to stay with the company as a result of previous investments. Years of service and special advantages that employees may receive from an organization are covered in this commitment dimension (Hunt & Morgan, 1994).
  
- Finally, Normative Commitment is concerned with the sense of personal responsibility and obligation to continue to serve an institution. Employees that have a high level of normative commitment continue with an organization because they feel obligated to do so (Allen & Meyer, 1990). It was stated that normative commitment is only widespread because of our upbringing in society. Marriage, familial, and religious commitments may interpret normative commitment (Meyer et al., 2004).

## 2.7 Factors influencing Employee Commitment

The study of commitment has taken several diverse directions in the previous decade. The author of this dissertation has benefited greatly from the variety of studies and research available. Recent research has taken a fresh look at the elements that influence employee commitment (Brown, McHardy, McNabb, and Taylor, 2011).

The literature reviewed presented factors that influence employee commitment. Those factors can be individual or organizational.

This research will focus on the organizational factors as following:

- 1) Organizational Dependability: trust, work ethic, flexibility

Organizational dependability, according to Buchanan (2009), is defined as those events that confirm the leaders' decisive expectations. Steers (2011) also stated that organizational dependability was created to be positively linked to organizational commitment. As a result, the research scan gathers experimental evidence about the characteristics of highly trusted organizations such as a strong work ethic and how these organizations develop inside and out, influencing employee commitment.

Organizational dependability can also be considered when using the psychological approach, conceptualizing commitment as a perspective or an orientation towards the organization that connects the character of the individual to the company because of its positive attitude towards retaining their employees (Khyzer, 2011). The three components of this orientation are composed of identification with the goals and values of the organization, high involvement in its work activities and a strong inclination to maintain belonging in the organization (Khyzer, 2011).

- 2) Effectiveness of the Organization's Social Process: organized, communication, transparency, positive interactions

Organizations are made of people. The success of the company is determined on how well those individuals collaborate and work together (McDonald, 2011). When observing a group of people who work together, many social processes can be noticed, such as conversing, influencing one another, cooperating with one another, and competing (Hausknecht, 2012). The availability of opportunities given as well as how obstacles and concerns are addressed in an organization are influenced by social dynamics. Employee commitment is enhanced by the presence and effectiveness of these practices (McDonald, 2011).

Communication, influence and power, competitiveness, and prosocial conduct are some of the social processes studied in organizations by certain scholars. The level of commitment among employees is strongly dependent on how well these procedures work in the firm (Conway, Edel, Kathy and Monks, 2010).

In order for social processes to be viewed as effective in an organization, it must have a procedure that emphasizes work through top-down social interactions structured around the organization chart, or hierarchy, that work end-to-end structured around their business processes that envelop social processes (Mark & McDonald, 2011).

There are hundreds of different social processes. However, there are some fundamental social processes that arise in society on a regular basis. Socialization, cooperation, conflict, competition, accommodation, acculturation, and assimilation are the key processes (John & Elyse, 2010).

- 3) Organizational Climate: individual perceptions, culture, motivation

Organizational commitment is heavily influenced by the atmosphere of the organization. Organizational climate, according to Fauziah and Nordin (2010), is a measure of individual perceptions or feelings about an organization. The term "organizational climate" refers to a

set of shared values, expectations, unwritten conventions, and social movements that shape everyone's behavior in a corporation (Fauziah & Nordin, 2010). It can also refer to environmental factors that organizational members are aware of. In a nutshell, it refers to how members of an organization see it while doing its regular activities. Organizational climate is widely recognized as a multi-faceted concept with features such as organizational design, communication, leadership, teamwork, decision-making, culture, job satisfaction, and motivation (Omar, 2010).

Individual impressions or attitudes about an organization are measured by organizational climate. Management or leadership styles, employee participation in decision-making, providing challenging jobs, reducing boredom and frustration, providing benefits, personnel policies, providing good working conditions, and creating a suitable career ladder for academics are all examples of organizational climate (Adeniji, 2011).

Employees' attitudinal commitment is strongly linked to organizational climate aspects. Previous research has found a significant link between organizational atmosphere and employee commitment. A similar collection of attitudes, values, and behaviors that characterize the members of a given organization is referred to as organizational climate (Nordin, 2010). Other research suggests that there are various types of organizational climates, including people-oriented, rule-oriented, innovation-oriented, and goal-oriented climates. And, in some way or another, these orientations have an impact on employee engagement with the firm (Scott, 2007).

## **2.8 Transformational Leadership and Employee commitment**

Following the study by Klein, H. Jmolloy, J.C. and Brinsfield, C.T (2012), commitment can be interpreted as “a volitional psychological bond reflecting dedication to and responsibility for a particular target”.

Organizational commitment is attributed to an individual's level of relation and involvement with an organization. This type of commitment is crucial to the study of leadership for several purposes. In particular, organizational commitment has been shown to have a positive link with job satisfaction and a negative relation with absenteeism and turnover intentions among organizational members (Mathieu, J. E. & Zajac, D. M.,1990).

Several studies attempted by researchers to examine the impact of transformational leadership style and employee commitment. Geijssel & et al. (2003) consider that transformational leadership measurements affect a school instructors' commitment. Generally, this investigation indicates the implication of anatomizing the components of transformational leadership for their different impacts on employee commitment. Howard (2005) states that transformational leadership styles transfer a consideration of employees' commitment. Employees with a transformational leader noticed an uncommon state of commitment. Transformational leaders aim to encourage employees and assimilate them in exchange and basic leadership at whatever point is plausible.

Organizational management literature disclosed the existence of a connection between leadership styles and commitment (Wu, Tsai, Fey, and Wu 2006). In many researches, the connection between leadership styles and employee commitment were found to be positive and effective. Some examples can be cited, such as the study concluded by Lo et al. (2010). It was noticed that the styles of leadership in monitoring employees are convenient dimensions as they can design followers' organizational commitment in many important approaches. Equivalently, Ponnu and Tennakoon (2009) described that the act of leadership in an ethical manner has a positive effect on followers' organizational commitment as well as subordinates' trust in leaders.

Another study conducted among Malaysian managers and its leadership style impact on organizational commitment found out that leadership tends to be more transformational than transactional (Marmaya et al. 2011). Conflicting to those results, a study led by Rafiq and Mahmood (2009) about the relationship between leadership style and employee commitment in university libraries argue that the leadership style has no impact on the commitment of the employees.

While Garg and Ramjee (2013) states a fragile positive, yet significant, relationship between transformational leadership and employee commitment. Yucel, McMillan, and Richard (2014) described that the connection between transformational leadership and affective commitment is not significant.

Nonetheless, effective connection between employees' organizational commitment dimensions and leadership styles was discovered in the research conducted by Bučiūnienė and Škudienė (2008). The discovery of the research found positive relationships between normative and affective employee commitments and a transformational leadership style. Also, another study conducted by Hill, Seo, Kang, & Taylor (2012), the results demonstrates that transformational leadership determinedly impacted employees' affective commitment to

advance and an employees' normative commitment to change. Teshome (2013) states that transformational leadership has a positive impact on affective and continuance employee commitments.

Employee commitments can be enhanced by a management style. For example, Eisenberger et al. (1990) as cited in Avolio et al. (2004) have the perspective that rewards and support obtained from managers as the recognized support and rewards boost the trust of the organization. The researchers further allege that employees who feel they are cared for by managers show the necessary commitment with knowledge of their obligations, higher involvement in their organization, and with greater innovation.

Concluding, a variety of literature examines leadership styles and employee commitments from various perspectives. Many studies demonstrate that there is a strong relationship between leadership styles and employee commitment (Lo et al., 2009; Lo et al., 2009; Bučiūnienė and Škudienė, 2008; Rafiq and Mahmood, 2009; Ponnu and Tennakoon, 2009).

## **2.9 Theoretical Framework**

Based on those studies, the transformational leadership style has demonstrated a positive effect with the organizational commitment of employees.

The most crucial technique, according to Yin, is to adhere to the theoretical assumptions or hypotheses that lead to the case study. As a result, such proposals can assist researchers in planning and focusing on the most important facts, organizing the complete case study, and defining alternate interpretations. In the absence of any premises or hypotheses, another option is to organize the case study using a descriptive framework (e.g., a draft table of contents) rather than pre-empting results before the data is fully analyzed. A framework can help the researcher with organising the data as well as with developing a storyline (Yin, 2009).

Therefore, the conceptual framework is presented in the figure below:



**Figure 1: Theoretical Framework, created by the author**

## 2.10 Conclusion of the literature

The goal of this chapter was to provide a relevant academic literature background in order to critically assess the resources and get sufficient knowledge about the primary aspects that make up this dissertation topic, which was necessary for conducting a full investigation.

The literature review revealed a number of theories and principles that aided the researcher's work.

It is significant to mention that the primary objective of this study is to analyze the relation of transformational leadership style and its component on employee commitment in a consultant multinational company in Ireland.

It is possible to deduce from the information presented in this chapter that many studies have sought to explain the transformational leadership style and its connection with the employee commitment, as well as the factors influencing the employee commitment to the organization.

Employees that are committed to their jobs are becoming a more valuable asset in businesses. Scholars proclaim that affective commitment has an expressive relationship with the transformational leadership style. For that reason, this research wants to know more



about the transformational leadership style and its components affecting the employee commitment to the organization. In particular, this study focused on a multinational corporation, and the author selected members of the leadership team from various divisions and directorates within the corporation to present a diverse range of perspectives and experiences.

# Chapter III: Research Question

## 3.1 Research aim

The research's comprehensive objective is to investigate the influence of transformational leadership and its components on employee commitment towards the organization.

## 3.2 Research questions

- What is the observed influence of transformational leadership and its components on employee's commitment towards the organization?
- How do these components of transformational leadership positively affect the employee's commitment towards the organization?

These research questions will aim to evaluate the transformational leadership style and its components influence employee commitment towards the organization and how these components of the transformational leadership positively affect the employee's commitment towards the organization.

## 3.3 Research Objectives

The author will concentrate on the following aims in order to address and answer the study's goal:

- Firstly, the components of transformational leadership approached with the employees by the management of the organization X will be examined.
- Secondly, how these components of transformational leadership style can influence the employee's commitment towards organization X will be investigated.

To summarize, this chapter outlined the study's goal and clearly stated the research question, as well as the research objectives that will lead the subject's inquiry. The mechanism for data collecting will be specified and justified in the following chapter.

# Chapter IV: Research Methodology

## 4.1 Introduction

This chapter aspires to define the techniques taken into account in order to achieve the dissertation's goal and objective.

Blaikie (2000) said that the most essential components of research are the design and strategy. Thus, the “Research Onion” (Figure 2) proposed by Saunders et al (2007) was utilized as a reference point to guide the development of this study and construction of this chapter.

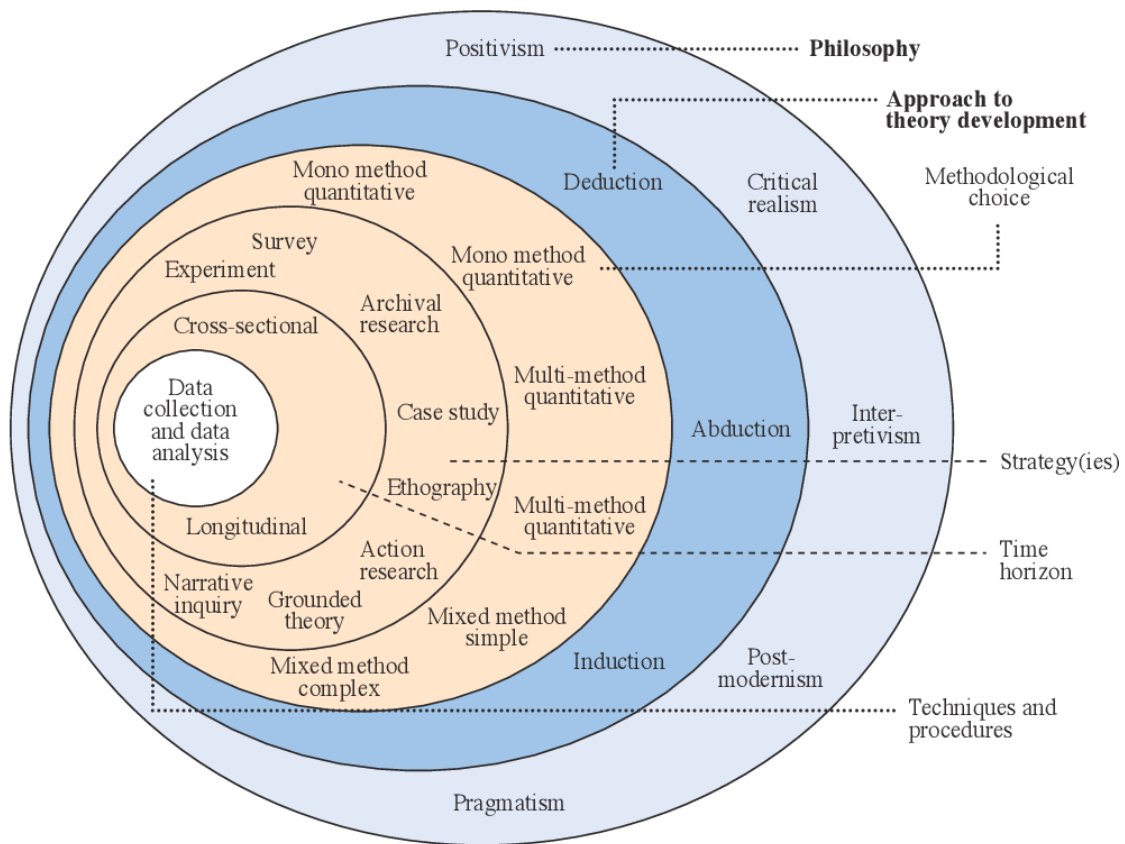


Figure 2. Research Onion (Saunders et al., 2015)

The design specifies the steps that researchers should take when planning and conducting research (Saunders et al., 2015). According to the authors, it should begin at the outer layer and work its way to the center of the Research Onion. As a result, the specification of research philosophies should be the starting point of this design, followed by methodologies, tactics, choices, time horizon, and lastly techniques and procedures.

This chapter defines and describes the research's methodological approach. In conclusion, this section addresses issues such as:

- The type of data that was collected and how it is associated with the research issue.
- An explanation of the methods of data collection, which combine the sampling criteria, the tools and the procedures used to collect the data.
- An exploration of the methods of data analysis, which indicates how the data was processed and analysed.
- Assessment and justification of the author's methodological decision.

## **4.2 Research philosophy**

Saunders et al (2015) defines that conclusions and assumptions of developing knowledge is what refers to the research philosophy. In general, what the researchers are doing when starting a new study case is developing knowledge in a specific field.

According to (Saunders et al., 2015, p. 144) there are five major research philosophies in business: positivism, critical realism, interpretivism, postmodernism and pragmatism. This research will be focusing on the four philosophies detailed below:

### **a) Positivism:**

Describes the natural scientists and leads them to work with a perceptible social reality to produce legal generalisations.

### **b) Critical Realism:**

Focus on explaining what we can see and experience. Reality is the most important consideration.

c) Interpretivism:

States that humans are different from physical phenomena because they create meaning. Different cultural environments under different assets at different times make different definitions and create different social existence.

d) Postmodernism:

Affirms that the role of language and of power relations challenge radically the established ways of thinking and knowing.

After determining the philosophy that will influence the research, the author also needs to provide the approach to establish the theory. Saunders et al. (2009) proposed that there are three types of reasoning the authors can adopt: deductive, inductive and abductive.

According to Ketokivi and Mantere (2010), deductive reasoning is the finding studied as true only when the set of premises are also appropriate. Saunders et al. (2015) wrote that the conclusion is established on logical arguments and for this reason, it is generally linked to the positivist research philosophy.

In contrast, the intuitive approach requires the viewer's values and analysis to achieve closure. Ketokivi and Mantere (2010) stated that the observation will be supported by the author's perception. Therefore, this reasoning is usually taken into consideration by interpretivists.

In order to try a new theory or adjust the existing one, the researcher collects data to analyse an event and additionally will collect data to test the hypothesis with abductive reasoning.

On the following page are the 3 different types of reasoning displayed:

Table 6. Comparison of research approaches			
	Induction approach	Deduction approach	Abduction approach
<b>Logic</b>	Here, a researcher use premises developed from observations to draw untested conclusions	Here, when premises based on an existing theory are true then the conclusions are also true	Here, a known premises (Generally some surprising or incomplete conclusions) are used to generate testable conclusions
<b>Generalization process</b>	From specific to general	From general to specific	Interaction between the specific and the general
<b>Generalizability</b>	The findings cannot be	The findings can be generalised to the research settings or the context the theory is applied	The findings can be generalised to the research settings or the context the theory is applied
<b>Use of data</b>	Researcher collects data to identify patterns, themes and come up with a conceptual framework as conclusion	Data is collected to test hypothesis related to an existing theory	Researcher collects data to identify patterns, themes and come up with a conceptual framework and to test hypothesis (from the conceptual framework) with subsequent data collection
<b>Theory</b>	Theory is built (note: theory cannot be verified by inductive research approach)	Theory is falsified or verified	Theory is generated or modified; mixing existing theories to build new theory or modify existing theory
<b>When to apply?</b>	When your research question is to answer; Why something happens? Lack of theory to explain the phenomena	When your research question is to describe; What is happening?	When your research question is to describe and test some surprising or incomplete conclusions.

Figure 3. Source : Adopted from Saunders et al. (2019)

The author's purpose for this research study is to answer the research questions by interpreting the responses of the participants and taking into account their personal experiences.

After considering various research philosophies and methodologies, the author determined that the most appropriate philosophy for the study is "Interpretivism," and the best approach is inductive.

### 4.3 Research method

Quantitative, qualitative, and mixed methodologies research are the three forms of study used in college.

A qualitative research design was used for this project. These kinds of research are used to achieve in-depth knowledge in a study (Denzin & Lincoln, 2005; Marshall & Rossman, 2006). Precisely, the study employed an ethnographic research design in collecting data. Ethnographic designs, as Creswell (2002) described them, “are qualitative research procedures for describing, analyzing, and interpreting a culture-sharing group’s shared pattern of behavior, beliefs, and language that develop over time”. As such, by using this research design and utilizing in-depth interviews, the study explored “culture-sharing” behaviors, beliefs, and language between the leaders in a multinational company based in Ireland.

### 4.4 Research strategy

Following the guidance from Saunders Research Onion, while conducting a study the research can use distincts approaches:

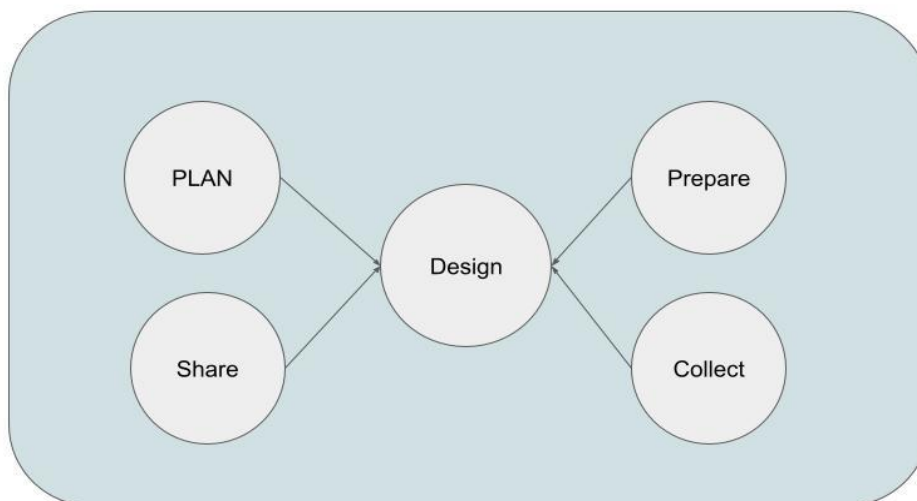
- Experiment: the researcher creates a process and contrasts the result of the experiment with the expected results (Saunders et al., 2007).
- Survey: used in quantitative study and with this approach it is possible to collect a vast amount of data (Bryman & Bell 2011).
- Case Study: investigate a contemporary phenomenon in depth and in real-life context. This approach is directed on a certain quantity of people and it can contribute with insights to research questions or theories (Yan, 2009).
- Grounded Theory: It involves the development of theories by analysing data (Chun Tie, Birks and Francis, 2019)
- Ethnography: approach used to study contrasting ethnicities or societies exploring a cultural group or certain social interactions (Reeves, Peller, Goldman and Kitto, 2013).
- Action Research: strategy used to find explanations for certain problems and it is used for professional researchers (Wiles *et al.* 2014).

The author chose the case study as the research strategy for this current study, taking into account the technique taken.

## 4.5 Case study

This research does not involve the development of any theory, the author is not aiming to find solutions to a problem, this study aims to study how the transformational leadership style and its components influence the employee commitment to the organization. Thus, The author chose to conduct the study as a case study, which aims to learn how a small group of people respond in a specific situation.

Atkins and Wallace (2012) state that a case study enquiry to “investigate a contemporary phenomenon within its real-life context especially when boundaries between phenomenon and context are not clearly evident”. A case study is used extensively in educational research and one of the reasons why is that it provides an instrument for the researcher to identify or interrogate the “real world”. For those purposes mentioned, the case study provides a mechanism of conducting a small-scale investigation in order to explore a research question or theory. This approach gives flexibility that can be used to explore a diversity of context, from the experience with individual workers to large institutions, and from a single case to a multiple case (Atkins & Wallace 2012).



**Figure 4: The Case Study Process, adapted from (Yin, 2009, p. 1)**



The design stage defined by Yin (2009) identifies different approaches: single, multiple, holistic and embedded. For that research, the author will use the holistic approach, as the purpose is to focus on the aspects of a certain phenomenon.

This case study has been conducted through a holistic approach, and the researcher decided to focus its attention in one single team of a multinational company.

Yin, (2009) states that case study in qualitative researchers can be exploratory, descriptive or explanatory. Exploratory case studies may be attempted prior to the definition of the research questions and hypotheses, thus, they are mostly used for theory building. Descriptive case studies try to construe different characteristics of a phenomenon in its background and so they are also mainly used for theory building. Explanatory case studies may be initiated to examine causal relationships. Consequently, they are mainly used for theory testing. They are characterised by how and why research questions arise because they examine the connections that are proposed between different theory components (Yin, 2009). Any variability between a preliminary theory and the evidence may lead to theory modification and enhancement (Aneshensel, 2012). An important example of an explanatory case study is the Allison and Zelikow (1999) study of the 1962 Cuban missile crisis, which according to Yin (2009) determines how a “single case study can be the basis for significant explanations and generalisations” (p. 6).

Below we have a table explaining the types of case study design:

Case Study Design	Explanation
Exploratory	The purpose is to achieve new insights into a phenomenon. Formulating a problem for more accurate investigating a problem or for developing a hypothesis. This is applied when there are few or no earlier research/studies to which references can be made for information.
Descriptive	Describes phenomena as they exist. It is utilized to analyse and access information of a particular problem like a group, people or community. Thus, this kind of study outlines social events, social structure, situations, etc. It is observed and outlines what it finds. Descriptive research answers the questions: what, who, where , how and when. It is utilized to study the current situation.
Explanatory	Explanatory research has the purpose of exploring a new universe, one that has not been studied earlier. The study is mainly concerned with cases or “why” factors about some phenomenon. It does not associate comparison and factors of change.
Experimental	This is used to test a casual relationship under controlled situations. It is a design on which some of the variables being analyzed are explored to control the conditions in which persons are observed.

**\*Table 1 developed by the author, source: McNabb (2010)**

The descriptive design will be the most appropriate design for this investigation, based on the reason provided. As previously stated, the descriptive design investigates phenomena in their current condition and also responds to descriptive queries such as "what, who, where, how, and when". (McNabb, 2010)

This research aims to understand “leadership and employee commitment” within an organisation, hence the study takes a critical look at the variables as they currently occur, furthermore based on the research question.

Yin (2009) describes a critical distinction in the case study using the holistic and embedded strategies. The contrast between these two different strategies is that the holistic case study enables the researcher to study all the aspects of a certain phenomenon, while the embedded case study is focused on analysing certain aspects with a variety of phenomena.

As a result, this case study has taken a holistic approach, focusing on a single group of leaders from a multinational consulting firm.

## **4.6 Data Collection procedures**

According to Yin (2009) documentation, archival records, interviews, direct observation, participant observation, and tangible objects are all examples of data collection methods. Interviews were the primary source of information for this study, as it was conducted using qualitative analysis.

The research interview, according to DeMarrais (2004), is a "process in which a researcher and participants engage in a conversation focused on questions pertinent to a research project." Interviews are a useful tool because they allow the researcher to obtain specific types of information. "The aim of interviewing," says Patton (2002), "is to allow us to get into the other person's perspective." The entire meaning of a qualitative interview is that it allows the researcher to "analyze" the interviewee's mind and extract their most fascinating views on a given topic.

There are different types of interviews. The semi structured interview is one of them, and it is the one that was employed in this study. "The researcher will have a list of themes and questions to address in semi structured interviews, however this may change from interview to interview" (Saunders et al, 2015). Semi structured interviews are also not standardized, but they are frequently employed for qualitative research. Since it is possible to take notes and each participant can communicate more opinions, this research was conducted using semi structured interviews. This format benefits the interviewer since the interviewee's are more likely to open up.

A questionnaire was used to perform this research, which was sent to the leadership. Each questionnaire is divided into three sections:

- 1) Personal Information: This component aims to learn about the interviewee's personal facts, which are helpful in understanding his cultural background.
- 2) Transformational Leadership style and its components approached by the leads: This section addresses how the leads approach their followers using the transformational leadership style and its components.
- 3) Transformational Leadership style and its components affecting the employee commitment towards the organization: This category aims to find the effect

caused by the transformational leadership style and its components in the employee commitment towards the organization.

The interviews for this study were conducted online due to the COVID-19 pandemic that has impacted people's daily lives and face-to-face meetings were not recommended. Interviews can be conducted synchronously using a variety of platforms that allow individuals speak with one another on a regular basis, such as Skype, Zoom, and Microsoft Team (Merriam & Tisdell, 2015).

The major advantage of online interviews is that they may be recorded, allowing researchers to "see" the interviewees' reactions multiple times. Online interviews, on the other hand, can be more difficult to perform since the connection can be lost and the participants may feel "less invested" in the study.

This current study data was gathered not only through online interviews, but also through email interviews, which allowed the participants to reflect more deeply about their responses. A copy of two of the leader's semi-structured interviews can be found in the appendix. Furthermore, the author chose to publish the responses from two of the conducted interviews.

Other devices were employed by the researcher to assist in the research's success. Another valuable tool for qualitative research is observations. The key distinction between observations and interviews is that participants are unaware of the study and hence act in the most "unconditional" manner possible. "Observation is a research tool when it is systematic, when it addresses a specific topic, and when it is subject to checks and balances in providing trustworthy results." (Merriam & Tisdell, 2015). It's critical that the researcher "learns" how to watch (Patton, 2015), pay attention and take notes.

As part of the research company, the author had the opportunity to conduct a participant observation, which involved not only detecting but also feeling the activities of the participants.

As previously mentioned, due to the case of the COVID pandemic situation, the researcher monitored the participants through emails and online sessions, attempting to acquire as much information as possible about the research subject.

## **4.7 Pilot Study**

The author conducted a pilot study before beginning the investigation. The pilot study, according to Bryman & Bell (2011), "allows the researcher to determine the sufficiency of instructions to interviewers" and "allows the author to get a first glance at the results and understand if the study can be useful in identifying the answers to the research questions."

The pilot study in this case consisted of a pilot interview with a person who had not previously participated in the main investigation. The pilot interview allowed the author to perfect the questions and gave the interviewer the opportunity to test the participants' first impressions during the interviews.

## **4.8 Sample of the research**

It's critical to define a sample for the study's success. Lavrakas (2008) defined a sample in survey research as "a subset of elements selected from a broader population," where the population is represented by the study subjects.

Sampling is essential because it allows the researcher to acquire a representative sample, that is, a case that contains all of the features of the "population" that the researcher will study. A perfect sample, according to Christense, Johnson & Turner (2015), would be a "mirror image" of the population selected for the study.

The population selected for this study is composed of employees of a global corporation referred only as "Company X" for privacy concerns.

Company X is a multinational leader's company and its sector and it currently operates in 120 countries. One of the key reasons this company was chosen is because of its vision about leadership approaching its employees. As previously stated, this study was undertaken as a case study. Because a single case study needs a bounded system, the author chose a small sample size.

The sample for this study is composed of Company X's leadership board. A group of 15 leaders was selected from various divisions and directorates inside the company to provide a range of perspectives and experiences. Leaders managing teams/individuals at a multinational corporation in Ireland with a minimum 2-year tenure in their leadership post, while being aware of varied participant groups in terms of age, gender, and ethnicity, are among the participants targeted for qualitative study.

## 4.9 Interviews Development

Interviews are facilitated discussions that are often one of the most essential sources of case study evidence (Yin, 2009).

Below is the interview process followed in this research and adapted from (Kasunic, 2010, p. 77).

Orientation	Introductions and exchange of contact details. Description of the study and the interview process. Clarification of any expectations regarding non- attribution, sharing of data, and any other issues.
Information Gathering	The interviewer uses a questionnaire to guide the interview and to record responses.
Closing	The interviewer reviews the key points, any issues, and/or action items, and confirms accuracy with the respondent. The interviewee is invited to provide feedback on the interview process. The interviewer thanks the interviewee and seeks permission for any future contact.

**Table 2: Interview process, developed by the author. Source: Kasunic (2010).**

Interviews can be structured, semi-structured, or unstructured:

- Structured interviews entail asking a set of predetermined questions with a limited number of options to choose from. The interviewer codes the responses according to a predetermined coding scheme (Miles & Huberman, 1994), making it similar to written surveys.
- Semi-structured or focused interviews (Dane, 2010) are more flexible and allow the researcher to gain a deeper understanding of the interviewees' perspectives (Daymon & Holloway, 2002). If something intriguing or unusual comes up during a semi-structured interview, the researcher can refocus the questions or ask for more information.
- Unstructured interviews on the other hand don't have any predetermined response categories (Fontana & Frey, 1994). They ask open-ended inquiries, which gives them

even more leeway. While such interviews are inefficient, they can yield a lot of information and unearth unexpected findings (Daymon & Holloway, 2002).

As mentioned before, semi-structured interviews were chosen for that research, also known as focused interviews (Dane, 2010), are more flexible and enable the researcher to gain a deeper understanding of the interviewees' perspectives (Daymon & Holloway, 2002). If something fascinating or unusual arises during semi-structured interviews, the researcher can refocus the questions or prompt for more information.

Before initiating the interviewing procedure, the author sent an email to members of Company X's Leadership team, requesting their availability for an interview.

As mentioned earlier, because of the COVID-19 constraints, it was hard to interview participants face to face, but people were willing to participate in the research through a video call utilizing Google Meet.

Building the questionnaire was not an easy task, as the author had to create every question based on the literature review learnings. The questionnaire was focused on the leadership team members.

The interviews were around 40 minutes long and consisted of open questions. Open questions allowed the author to get additional data and learn more about each participant's deep thoughts.

The researcher mentioned the purpose of the research study to the interviewees at the start of each interview, as well as the fact that the interview was completely anonymous and voluntary. The participants were eager to be a part of the study and were genuinely interested in the subject, which enhanced the success of the interviews.

#### **4.9.1 Research instrument (questionnaire)**

Because this is a positivist study, no values or ideologies are involved. Furthermore, as previously stated, the study technique was qualitative, with the questionnaire serving as a research tool for gathering data from the participants.

The questionnaire with a total of 12 open questions was divided in 3 sections:

- 1) Personal information (personal detail and background)
- 2) Transformational Leadership style and its components approached by the leads:
  - Inspirational Motivation (1)
  - Idealized Influence (2)
  - Intellectual Stimulation (3)
  - Individual Consideration (4)
- 3) Transformational Leadership style and its components affecting the employee commitment towards the organization (organizational factors):
  - Organizational Dependability : trust, work ethic, flexibility (1)
  - Effectiveness of the organization: organized, communication, transparency, positive interactions (2)
  - Organizational climate: individual perceptions, culture, motivation (3)

The following sections of the questionnaire are described in detail:

Section 1:



### **Personal Information**

1. How long have you worked in this position for?

2. How do you view your role in affecting your team members regarding the commitment to the organization?

Section 2:

### **Transformational Leadership style and its components**

1. When do you feel you are able to inspire and motivate your team members through your own attitudes?

2. What kind of opportunities do you see when you create an identification between you and your follower? How would you describe your capability of influencing your team members?

3. Do you encourage your followers to analyse and solve issues in new and innovative ways? If so, how would you do that and what are the benefits identified?

4. How do you address the individual needs of your followers? What are the situations when you consider personal development and coaching with your team?

Section 3:

### **Employee commitment (organizational factors)**

<p>1. How do you encourage and motivate the commitment of your team members? What are the best outcomes observed when you inspire your followers by an example?</p>
<p>2. How would you describe the perceived influences on your team members' commitments to the organization after gaining their trust and confidence?</p>
<p>3. What are your main actions to intellectually encourage your team members to improve their skills for daily challenges? What are the perceived positive impacts regarding their positive interactions to the organization?</p>
<p>4. What kind of individual encouragement do you address with your followers? Are those encouragement connected with their individual work? How do you perceive that?</p>
<p>5. How would you perceive individual perceptions from an employee regarding their commitment with their tasks? Do you feel transparency in those interactions?</p>
<p>6. Are there any other approaches that you believe that best influence your team members' commitment towards the organization? Would you like to share more thoughts or experience?</p>

**Table 3: Questionnaire developed by the author**

## **4.10 Data Analysis**

After the author has gathered all of the data, the material must be analyzed, which is a crucial step. Interviews and observations taken during team meetings and emails were used to construct the empirical data for this study.

“Analysis is the process of segmenting and reassembling data in order to translate it into discoveries. Findings can include a more or less theoretical description as well as interpretive explanations of the research topic” (Boeije, 2009).

According to Boeije (2009), interpretation is a vital word in qualitative research with regard to data analysis. During an interview, interpreting someone's remarks entails explaining why they were uttered and what should be taken away from them. According to Bryman & Bell (2011), "qualitative researchers are typically interested not just in what individuals say but also in how they say it," therefore it's critical to pay attention to the interviewee's emotions.

This is why interviews are so essential in qualitative research, and it's crucial to transcribe each single meeting to keep track of the significant points mentioned.

Because researchers normally begin a case study with some preconceived views, it is critical to discover and test any competing explanations in order to minimize any potential bias. In other words, researchers should anticipate plausible counter-arguments from critical case study report readers (Yin, 2009).

Pattern matching, explanation building, time-series analysis, logic models, and cross-case analysis are all techniques that can be used to analyze case study evidence (Yin, 2009).

For that research, the author used explanation building. The method is a type of pattern matching that seeks to analyze case study data by constructing a case study explanation (Yin, 2009). Explaining, in this context, refers to the process of constructing a series of causal relationships to evaluate how or why something happened (Miles & Huberman, 1994). This technique is continued until the match is satisfactory. In comparison to surveys, “the ability to monitor changes over time is a major strength of case studies,” according to Yin (p. 145).

In order to analyze the data, the “content analysis” technique was employed. As stated by Beekhuizen, Nielsen & von Hellens (2010), In qualitative data analysis, coding is an important stage. The data is divided into reasonable pieces during qualitative analysis, which the researcher/analyst then reconstructs to reflect a vision of reality.

The author chose open coding for the interview for this study, and the table of codes may be seen in the appendix.

In this regard, each participant's interview was classified separately based on the participant's perspectives on principals' transformational leadership practices as well as other emergent themes, and then recurrent topics were grouped into coding groups. Each question's responses were divided into understandable groups, titled, and coded. For example, four unique statements were used to construct and designate the inquiries as transformational activities: these are idealized influence, inspirational motivation, individualized consideration and intellectual stimulation.

By asking questions and documenting responses without directing the participants in any direction, the interviewer acted as a facilitator and listener.

On the other hand, there are significant limitations to this study in terms of population transferability. First, the participants in this study were all volunteers. As a result, these individuals may not be representative of other leadership in other companies. As a result, the findings are limited to this group of leaders, and caution should be given when extrapolating any of the findings to other populations. Secondly, the author was the main instrument of data analysis. The researcher's interpretation was based on her knowledge of the area and her social position.

Prior to the interview, ethical approval was acquired by obtaining informed consent from the participants. In this study, pseudonyms were utilized to keep both individuals and institutions anonymous.

## **4.11 Time Horizon**

The time horizon is one of the levels of Onion Research. It indicates the period of time during which the analysis was carried out. The time horizon, according to Saunders et al. (2015), might be cross-sectional or longitudinal.

A longitudinal time horizon is used for research that takes place over a long period of time, whereas a cross-sectional time horizon is used for studies that take place over a short period of time.

<b>Time Horizon</b>					
<b>TASKS</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>
<b>Initial information gathering + Theme definition</b>					
<b>Literature Review</b>					
<b>Data collection (Interviews)</b>					
<b>Data Analysis</b>					

<b>Reporting the results + Conclusion</b>					
<b>Final Revision and Submission</b>					

**Table 4. Gantt Chart of the study created by the author**

## 4.12 Reliability and Validity

This section's goal is to lay out the ethical considerations that the author took into account while conducting the study. It is crucial to examine the ethical considerations that were made not only during data collection but also after the study was completed.

Interviews can become unreliable due to a variety of factors, including participant errors, participant biases, research errors, and author biases. For this study, the author ensured that none of these threats had an impact on the outcome by meticulously planning each interview to best suit the author and the schedule of the interviewee, as well as creating a quiet environment to avoid errors.

The interviews were semi-structured, and participants were permitted to expose their thoughts without being interrupted by the interviewer, preventing them from falsifying their responses. Because of its format, semi-structured interviews, according to Saunders et al. (2012), provide for a high level of validity in research.

## **4.13 Limitations**

During the course of this study, the approach chosen for it revealed a number of limitations. The COVID shutdown, which began in March of last year, has had an impact on this research for a variety of reasons.

Conducting the observations was a major challenge for the author. The researcher had to adapt their strategy to the remote work environment and the interviews executed by video calls. Observing from the office would have most likely yielded more thorough results, but thanks to frequent meetings, the observations were able to be completed effectively.

## **4.14 Ethical considerations**

The research has protected the rights and dignity of every participant, as stipulated by the Economic and Social Research Council (Esrc.ukri.org, 2020). It was carried out with honesty and transparency, and all of the participants agreed to their responses to the questionnaire.

Despite the fact that the participants had been told about the study topic, a brief description of the research topic was presented with them again prior to the interviews in terms of engaging and making it easier for them to respond to questions about the topic. They were also instructed how the interviews would be recorded and how long the audio files would be kept. The respondents were promised that their privacy would be protected and respected, that the questions would not be intrusive, and that they would have the option of not answering one or more questions if they so choose.

The study was conducted in an anonymous manner, with only the author knowing the names of the volunteers who agreed to take part in the study willingly.

# **Chapter V: Findings and Analysis**

## **5.1 Introduction**

The research findings are described and analyzed in this chapter. It includes an analysis of the collected data, identifies study constraints, and briefly explains the relationship between the findings and key components of the literature.

The first paragraph will describe the background of Company X chosen by the author. In the second paragraph, the author details the description of the participants in the research. In the third paragraph there will be explained the work of the specific team chosen for the single study will be explained: The Leadership of company X.

## **5.2 Company X background**

The company X is a multinational enterprise that provides consulting and processing services, with 537,000 thousands of employees worldwide. Branches are located in 200 cities across 50 countries. The company chosen to be part of this research was founded in the United States of America in 1951 and nowadays has its headquarter in Dublin, Ireland. The company X has five core practice areas and is known for its extensive variety of service offerings. Strategy, management, digital, technology, and operations consulting are among them. The firm has continuously been recognized among the best in the world.

The company X reports grants a leadership model by focusing first on the outcome that represents the kind of leader who experiments, inspires others, works across boundaries, and adapts to the constant change around them. The author of this research identified a great opportunity to interview a group of the leaders from this company, as they are encouraged by showing and practicing the leadership behaviors towards the followers and among their team.

## **5.3 Description of the participants**

The sample of the research was the leadership team of company X. The author sent an email to its members asking to participate in the research. In total, 15 people replied to the email and agreed to be interviewed.

Essential for this research was to make sure that each participant is acting in a leadership role and is directly engaging with their team members on a daily basis. Their responses and



insights were a crucial part in understanding how the transformational leadership style and its component can affect their follower's commitment to said company X. Their experience with the team members and feedback received were the base of the authors research in order to discuss and understand as well as evaluate results previously acquitted through existing literature.

## 5.4 Case Study narrative: the Leadership Team

As already mentioned, the advocates and the unit analysis of the case study are the leaders part of the leadership team among Company X.

The candidates selected have performed in their leadership roles for at least two years and are sensitive to a wide range of participant groups in terms of age, gender, and ethnicity. Candidates were chosen from various divisions and directorates within the company to give a diverse range of perspectives and experiences.

As indicated in the table below, the participants profile description:

Years of experience	Number of participants
2-3	3
5-10	10
11-20	2

**Table 5. Participants description**

## 5.5 Findings

This section describes how the data was analyzed from the interviews that were conducted. The themes are explained in this chapter, which is followed by an examination of the respondents' perspectives on peer transformational leadership style and its components affecting employee commitment.

**- Themes:**

In addition to the 15 memo accompanied by the individual interview files, more than 40 codes were initially developed after line by line coding on the interview transcripts of the 15 leaders “Using the constant comparison method leads the analyst to the necessary conceptual strength, swiftly, easily, and joyfully,” Glaser (1992) noted. When you compare things, you get categories, and when you compare things even further, you get properties. And that is the end of it” (p. 43).

The author organized the findings and discussed the 2 themes:

- Transformational Leadership style and its components approached by the leads
- Transformational Leadership style and its components affecting the employee commitment towards the organization

The main concepts are displayed in the table below:

Theme	Main Concepts
Transformational Leadership style and its components approached by the Leads	<ul style="list-style-type: none"> <li>● Inspirational Motivation</li> <li>● Idealized Influence</li> <li>● Intellectual Stimulation</li> <li>● Individual Consideration</li> </ul>
Transformational Leadership style and its components affecting the employee commitment towards the organization	<ul style="list-style-type: none"> <li>● Organizational Dependability</li> <li>● Effectiveness of the organization</li> <li>● Organizational climate:</li> </ul>

**Table 6. Table developed by the author, themes and main concepts.**

### **5.5.1 Transformational Leadership style and its component**

This theme captures how the participants approach their followers using transformational leadership and its components.

- Inspirational Motivation

Inspirational motivation entails expressing passion and optimism, including followers in imagining appealing future states, articulating high expectations, and demonstrating dedication to shared goals to encourage and inspire people around them. It refers to leaders who inspire employees to believe in the company's mission. Managers that are inspirational motivate their teams to achieve their objectives. In this regard, as one leader remarked:

*“As a team leader, I strongly believe that motivation to others comes from the daily approach. Leading by example on availability, attitude, responsibilities, communication, transparency, delegating tasks, working on career progression and planning build the structure to have a motivated team.”*

Another leader asserted:

*“The main thing for me is the “everyday” attitude, being open doors, having the capability to be a good listener, helping others to deal with their issues the same way I show them how I can deal with that. I also feel that as a Lead I can be an inspiration by my own attitude and example at my daily duties”*

Another leader mentioned:

*“When I felt motivated and encouraged to achieve, I was able to have an outstanding performance as a team effort as they were driven by my own attitude. My motivation, my driving force that drives me to achieve your goals and devote my time to everyday activities have an enormous effect on how others are motivated.”*

It can be seen that transformational leaders believe that motivating others comes from the daily approaches. It is also worth mentioning that they are able to lead by example on their own attitudes. Inspirational motivation should also be in a continuous pursuit of their own goals in order to “influence” the followers.

- Idealized Influence

As seen in the literature review, meeting the needs of others before their own personal demands, avoiding the use of authority for personal gain, displaying high moral standards, and establishing ambitious goals for their followers are all examples of idealized influence.

Managers act as role models for employees in this setting. Employees can rely on them and appreciate them. One of the interviewed leaders summed it up as the following:

*“Developing a professional link between team lead and team members is key to the team’s success. Only by keeping close communication will they be able to work on their skills, strengths, weaknesses and find their own road in their career development. I believe that I have had a high influence on my teams. I make my decisions on a deep understanding of my team interest and motivations and work along with them through the goals that together need to achieve.”*

Another Leader asserted:

*“I believe that even when you recognise that you are completely different from the people that you lead, it’s important to find points of identification that can make them feel you are approachable. Everything goes smoothly when the team feels comfortable with the person responsible to lead them and it can affect their behaviour, their mood, their commitment and the results of their work.”*

A third leader mentioned:

*“I show them how I like to work, and the advantages of my style. Over time they progress, and you create a culture. Then it is a lot easier to influence your team if everyone is on the same page. This can only be done by earning respect, and delivering on promises made.”*

And someone else also stated:

*“The influence comes with builded trust and relationship, it is easier for them to open up and chat. Based on my previous experience, I would like to bring my career in storytelling, building their confidence that it was never an easy way for me to achieve all the goals and guiding them which path to take based on my previous failures and outcomes.”*

It seems that the idealized influence can proceed with the link between the team leaders and the team members. Understanding the team member's needs with close communication and being approachable are the keys to the team's success. Another important point discussed was the influence related to by earning respect and delivering promises made, the trust and the relationship created with the followers are also other points that come with the influence from the leaders.

- Intellectual Stimulation

The leader's continual attempt to inspire followers to be imaginative and creative, as well as the leader's endeavor to urge followers to challenge assumptions, reframe problems, and approach them in new ways, is referred to as intellectual stimulation. Secondly to the literature, managers that are intellectually stimulated encourage critical thinking and problem solving in order to improve the organization. A leader claimed in this situation,

*"I do encourage my team members to the constant compromise of questioning the established processes and how they can be improved for us to be more efficient. As a benefit, you can notice an engaged and motivated team able to think beyond the role's tasks."*

Another leaders claimed:

*"It can happen by offering different tasks, a change in the way the person organises their own day, or even more technical support. The most important benefit is that the attitude of the person can change and they will be able to reflect, make their own decisions and try to find the best way to proceed positively and not give up."*

A leader stated:

*"It is so important that this self problem solver trait is something built into the people you work with. You can kind of teach it, but some people just have developed it naturally over their lifetime, and these people are vital to a company. These kinds of people look for issues and deliver solutions."*

However another leader said:

*"The challenge I see is that innovation is often seen as an 'extra' when things are busy. One of my roles in the team is to drive our innovation agenda, so certainly part of this role is to help others to think in different ways. I do this by asking good questions, making time for open discussion with team members, sharing examples of innovation ideas, and incentivising the team to submit ideas e.g. as part of a competition. The benefit is that the people who really know the customer and the business are part of the conversation about where we should go next."*

Transformational leaders must motivate the followers to perform better in a changing environment. As you can see, the encouragement for improvement can be preceded by delegating different tasks, technical support, asking good questions, sharing examples of innovation ideas and influencing them to submit and share ideas. The benefits were noticed with a team member motivated and committed to the work. Nonetheless, a challenge was described to be faced when the team is facing busy times and in a fast paced environment.

- Individual Consideration

As mentioned before, individualized consideration denotes the leader's ongoing endeavor to regard each follower as a unique individual and to serve as a coach and mentor to his or her followers. Individual attention from managers motivates employees to achieve goals that benefit both the employees and the company. A leader asserted in this circumstance,

*“I perform 1:1 meetings with team members and have individual conversations with every single member of the team. During these meetings, we could discuss all their needs, what they need to perform better and have professional growth.”*

Another leader stated:

*“Have a clear map for development for everyone in your team, know their strengths and weaknesses. And understand where they are on their journey. Most people want development, promotions, and money. And most people think they deserve this now. So you need to give everyone a realistic road map of how to get to where they want to get to. Some people are close and some are a long way away, but everyone needs realistic feedback on where they are and how they can move on. Have a clear set of steps that everyone follows, and let them know regularly how they are doing.”*

Another leader described:

*“Very often it is done on a 1:1 basis, through coaching and listening to their needs, looking at ways how support can be given, how development can be provided and what are the areas the following would need to concentrate on. Situations when coaching and personal development are when I am noticing will to upskill and motivation to achieve higher productivity from the follower, when a follower is contributing more than intended, when he asks for more tasks and responsibilities. Another situation is when a follower is becoming demotivated with a lack of development, when a follower feels that role he is doing has been*

*fulfilled, in this situation it is more into coaching and encouraging agents to develop new skills and take on additional responsibilities. This would need to be done through individual coaching to understand needs and areas of development.”*

According to Muenjohn & Anderson (2007), principals develop strong connections with their subordinates by giving them personal attention, acknowledging their individual peculiarities, and making them feel valued as though they are receiving particular attention. As seen, the individual meetings are used to understand the individual needs, to have a clear map for development for every individual and to understand where they are in the journey. Coaching and individual attention guide the team members but also helps the leaders to identify the lack of development and commitment.

## **5.5.2 Transformational leadership style affecting employee commitment towards the organization**

- Organizational Dependability

Steers (2011), stated that organizational dependability was found to be positively related to organizational commitment, such as a strong work ethic, highly reliable and how these organizations develop within and outside hence influencing employee commitment. A leader asserted in this circumstance,

*“They are proactive and interested in getting involved in additional tasks beyond our market, already thinking of the wider team, attending events, understanding the company structure and processes.”*

Another leader mentioned,

*“ The employee commitment can be noticed through a strong work ethic and it can only be possible when I am able to influence my team members with my own work and daily approaches.”*

As seen, the organizational dependability seems to be very connected to the ethic work plus the influence perceived by the leaders.

- Effectiveness of the organization:

McDonald (2011) stated that the effectiveness of the organization is how well people work together is a crucial factor in the success of any organization or group. Communication, transparency and positive interaction are part of that process. A leader mentioned in this circumstance,

*“As I lead, I feel that having great communication and transparency in every interaction helps to boost the employee’s commitment to the organization. For that, positive interactions with the group and individual are crucial and can influence all the members involved.”*

However, another lead stated,

*“It may vary, as people are different. I work with people from different cultures, different ages, men, women etc. And for that reason it is important to know people in your team, have frequent meetings, and understand individual aspects of their personalities and attitudes. I believe that if you are able to identify people’s skills, weaknesses and strengths, you are able to interfere in their commitment to the organization”*

As this demonstrates, the effectiveness of the organization can be achieved when the group is being communicated with transparency in a positive interaction. Another important point mentioned was the challenge of working with people from different cultures and backgrounds.

- Organizational climate:

Individual impressions or attitudes about an organization are measured by organizational climate. The term "organizational climate" refers to a combination of shared history, expectations, unwritten rules, and social movements that influence everyone's conduct in a company (Fauziah and Nordin, 2010). A leader said in this circumstance,

*“I tend to keep an approach that merges personal interests with the work done on a daily basis to be able to get happy employees working at their best on something that can add value to their life”*

Another leader claimed:



*“It’s important to identify individual strengths and recognise individual attitudes. I also find it important to develop a culture where everyone’s talents and skills are important for the organization and it can influence the team member to improve or boost its commitment to their tasks.”*

As it can be noticed, the culture or the climate in the group is important to influence the employee commitment through individual approaches.

## **Chapter VI: Discussion and Conclusion**

### **6.1 Introduction**

The purpose of this chapter is to analyze the research results and findings in relation to the literature review, as well as to provide a conclusion to the study.

### **6.2 Answering the Research Questions**

- What is the observed influence of transformational leadership and its components on employee’s commitment towards the organization?

The first major research question focused on finding out the influence of transformational leadership and its components of employee commitment. During the study it became clear the answer to this research question can be made by stating that it was noticed that the transformational leadership style had a very strong influence on the levels of the commitment presented by the followers to the organization.

The four components of the leadership style studied were presented in all insights shared by the participants. Inspirational motivation, idealized influence, intellectual stimulation and individual consideration were shown to have a stronger influence in the debate, indicating that they are powerful leadership characteristics that influence employee commitment.

- How do these components of transformational leadership positively affect the employee's commitment towards the organization?

The subquestion research question had its focus on how these components can positively affect the employees commitment to the organization. The answer to this question can be stated by saying that every component was cited by the leaders by daily approaches, motivations, influence by example, close communication between leaders and team members, trust, incentivizing for development and learning, personal attention, mentoring and coaching.

The organizational factors that influence the employee's commitment were also cited in the discussion. Organizational dependability, the efficacy of the organization's social processes, and the organizational climate were among the characteristics examined. The above three criteria were shown to have a stronger influence in the debate, indicating that they are powerful organizational characteristics that influence employee commitment while being connected with the leadership style.

The author believes that more insights could have been gathered if questions including analytical proofs of the employee's commitment would have been discussed with the participants. Also, inputs about the measure of those commitment's results would also benefit to answer these research questions.

### **6.3 Limitation of the Findings**

The use of a small sample is a limitation of this study, since it makes it impossible to establish a level of generalization based on the results. The conclusions are based on a

small sample qualitative survey, therefore it's unclear whether they apply to all age groups, genders, sectors, work functions, and organizations.

Because the interview seeks to go in-depth rather than provide general discoveries, conducting a general study may produce answers that are quite different from the above shared, using interviews as a major source of data collection limited the findings of this study.

## **6.4 Conclusions of the research**

Many studies suggest that transformational leadership practices such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation are linked to higher employee commitment in organizations. These effects include essentially vision formation, high performance expectations, generating group consensus, and intellectual stimulation. As a result, transformational leadership is critical for organizations to progress. However, whether principals effectively show these characteristics, which is the study's major focus, is still a topic of debate.

The findings of this study show that the principals in this sample have a high level of transformational leadership. This study concludes that leaders' perceptions of their principals' transformational leadership actions are generally positive.

This study demonstrated how peer interactions might influence an employee's commitment to the organization. This discussion attempted to provide some insights on how the leaders perceive such interactions and how they influence their team members's commitment. The findings can be valuable both from an individual leader's perspective and from an organizational point of view.

From the leadership perspective, the insights captured concludes the importance of involving all the components of the transformational leadership style in the interactions with the team members. As mentioned in the findings, the inspirational motivation, idealized influence, intellectual stimulation, individual consideration as well as its characteristics were clearly part of all the effects leading to the employee's commitment to the organization. From the organizational factors, the insights shared concludes that it is a positive combination on how the leaders directly influence the employee's connection with the organization, finally connecting with the commitment and the positive effects.

When the author was studying the problem for this study, the main intention was to learn about the transformational leadership style as per her own professional career, however, through the months of preparing this study, the author was able to learn much more and discover many statements made in the past which nowadays making are still relevant the effects in the leadership approach.

The author had the opportunity to learn from the insight gathered from the responses. The experiences and point of view given from the participants helped to further develop prior knowledge and also a proof of how those interactions can change from one to another leader and still result in a positive effect on employee commitment.

Another observation the author made was when connecting with her role as a real follower. The understanding of how the leaders approach their followers in order to influence their commitment was a great opportunity to learn and adapt in real life. It could be noticed all the connection, dedication, hard work, real interests and influence that is involved between the leaders and the employees.

## **6.5 Recommendations for further research**

Further research should examine using larger sample groups with greater diversity, such as evaluating peer relationships and their potential results from the perspectives of men and women of various ages and job profiles working in a specific sector or organization. For example, quantitative research with a bigger questionnaire could benefit throughout future studies for that topic.

Furthermore, it would be beneficial for future research to include the perspectives of people involved in such interactions and relationships in general. For example, studies could provide useful information if they looked into the perspectives of one's peers, managers, employees, HR, and other colleagues. This broader range of perspectives and experiences would allow for observations of how the experiences are influenced by the complex and dynamic social interactions that arise from one person's connection with another.

Another recommendation for future researchers would include the insights from employees. The other party could offer insights about their involvement, experiences and feelings, these perspectives would be very helpful for organizations and the leadership to invest into better approaches and connections between the leaders and the followers.

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## List of appendix

### Appendix 1: Table of codes

CODES
Inspire / sharing / by example / influence / identification / listening / feedback
Understand / feedback / individual / single member / perform / professional
Example / trust / outcomes / communication / abilities / commitment / encourage
Performance / tasks / expectations / consistent / positivity / optimism / support
Example / believe / empower / feedback session / listening / feedback / conversations
Positive influence/ highest commitment / direct impact / motivation / daily approach
Leading by example / transparency / connection between leader / strengths / weakness
Career development / compromise / efficient / engagement / motivation / positive balance
Address their needs / empathy / developing / relationship / health work environment
Skills / training / add personal value / development / coaching sessions / individual

### Appendix 2: Interview Samples

**Dear participant,**

I am a student of National College of Ireland, currently carrying out a study on “The influence of transformational leadership style and its components on employee commitment towards the organization”. The below interview questions are designed to get your opinions on the subject matter. I will require your cooperation and sincerest response. This is entirely for research purposes and in no way shall your identity be published which could jeopardise your security.

I have sent a sample of the interview questions beforehand so you can get conversant with the questions and conduct your own research if necessary. Thank you for your anticipated cooperation.

**Leader 1:**

**Personal Information:**

1. How long have you worked in this position for?

Tree years

2. How do you view your role in affecting your team members regarding the commitment to the organization?

*I am very aware that I have a huge impact on my team members' commitment to the organization. I set the tone for our project here in regards to commitment. If for example I feel frustrated by something within the company, if I verbalize it, or even show it in body language then it is mirrored by my team. And while it can be easy to motivate myself, it is super hard to try and re-motivate an entire team. So, if I'm frustrated at the company, I try really hard to hide this from my team, or at least I try to take a little time out of my day to realign myself.*

**Transformational Leadership style and its component:**

1. When do you feel you are able to inspire and motivate your team members through your own attitudes?

*When I feel inspired by those above me, or by the company. Also if I feel like I can do this, if my agents and leads have everything they need to do their job, and within reason their personal needs met.*

2. What kind of opportunities do you see when you create an identification between you and your followers? How would you describe your capability of influencing your team Members?

*Where possible I've always liked to build my own teams over time. That starts at the base and builds up. I identify agents who might - in the future - make good Leads and start working hard with them and developing them. I show them how I like to work, and the advantages of my style. Over time they progress, and you create a culture. Then it is a lot easier to influence your team if everyone is on the same page. This can only be done by earning respect, and delivering on promises made.*

3. Do you encourage your followers to analyse and solve issues in new and innovative ways? If so, how would you do that and what are the benefits identified?

*Yes I do. It is so important that this self problem solver trait is something built into the people you work with. You can kind of teach it, but some people just have developed it naturally over their lifetime, and these people are vital to a company. These kinds of people look for issues and deliver solutions. They help you streamline your operation, and free you up to work on other areas. Not having these kinds of people within a company means you have to try and teach this to people, and this takes a long time, and a lot of hand holding. And also you would need to own a lot more responsibility. I would say this trait is one of the most important things I look for in people.*

4. How do you address the individual needs of your followers? What are the situations when you consider personal development and coaching with your team?

*Have a clear map for development for everyone in your team, know their strengths and weaknesses. And understand where they are on their journey. Most people want development, promotions, and money. And most people think they deserve this now. So you need to give everyone a realistic road map of how to get to where they want to get to. Some people are close and some are a long way away, but everyone needs realistic feedback on where they are and how they can move on. Have a clear set of steps that everyone follows, and let them know regularly how they are doing. And if - at some stage - you reach a point where you have a bottleneck, where you have many people at the final step, then you must try to keep them motivated, but you must also accept that you might lose some of these people too. It's normal, you have done nothing wrong. Ideally development would be*



*in-house, but sometimes they move on to different companies. But this should never stop you from developing people. As not developing your team, will lead to you losing more of them.*

### **Employee commitment (organizational factors)**

1. How do you encourage and motivate the commitment of your team members? What are the best outcomes observed when you inspire your followers by example?

*I motivate my team through having step goals for progression. It's important that some gain promotions, so that everyone can see what is possible. Best outcome for me is having a completely synced team, sharing a common goal. And this makes my job a lot easier, and makes me look great in regards to my role, and future progression.*

2. How would you describe the perceived influences on your team members' commitments to the organization after gaining their trust and confidence?

*They will do whatever is asked of them, without needing constant explanations of why we are doing tasks as they trust in me, and that what we are doing is efficient and is in everyone's best interest. They all want to be the best, and in doing this will help achieve our shared goal.*

3. What are your main actions to intellectually encourage your team members to improve their skills for daily challenges? What are the perceived positive impacts regarding their positive interactions to the organization?

*I try to improve their skills under the understanding that this is what they need to help them grow and develop. Most people want this, some do not, so I then try to sell upskilling as a way to be better at their job and keep me off their back, and to have an easy life. But finding out what everyone wants to achieve individually helps tailoring skills development, and then uptake.*

4. What kind of individual encouragement do you address with your followers? Are those encouragements connected with their individual work? How do you perceive that?

*So it can be different for different people. I try to have a lot of one on 1 one interaction, in these sessions I would like them to know how they are performing, and give them positive*

*reinforcement in regards to how they are doing. But then also take some time to talk to them, not about performance but about how they are doing within the job personally, and really take time to pay attention to what they are saying. Some people open up, and some do not. They just want to be told they are doing a good job.*

5. How would you perceive individual perceptions from an employee regarding their commitment with their tasks? Do you feel transparency in those interactions?

*Honesty is a huge part of working with people. If I do not have it, then a good working relationship will never work. If, for example, someone is going through a hard time - maybe personally - and they are communicating at some level with me. I can make allowances in the short term for performances. If they are not communicating with me it's very hard for me to give the same support to that person.*

6. Are there any other approaches that you believe that best influence your team members, commitment towards the organization? Would you like to share more thoughts or experience?

*In this day and age I believe that the company's position and commitment to things like LGBTQ, wellness, environment, charity, and employee welfare, help drive commitment with our younger employees and have strong inclusive policies in these areas can really help drive commitment for this new generation of employees. They are not so important for me, but those coming behind me really put a lot of importance on these things, so it would be foolish not to embrace them. All I need to be committed to my organization is a good salary, pension, medical, and job security. But I'm from a generation that wants to stay at a company long term. Whereas the generation coming behind me, are not so long term in their personal plans, more long term thinking in the community sustainability. And that's our fault for building the industrial corporate machine that has tried to upend the planet and society.*

**Leader 2:**

**Personal Information:**

1. How long have you worked in this position?

*I've been a Service Delivery Lead since Jan 2021 and have been in a people leader role for 5+ years.*

2. How do you view your role in affecting your team members regarding the commitment to the organization?

*I feel any leader plays a key role here - as they say: 'people don't leave jobs, they leave managers.' As a leader, you often represent the values, policies etc. of the organisation. It's important to be clear, transparent, consistent and supportive in your communications with the team so that they build positive connections with the organisation and can relate to decisions being made. It's also important to treat each individual as an individual and try to balance their needs and the needs of the organisation.*

### **Transformational Leadership style and its component:**

1. When do you feel you are able to inspire and motivate your team members through your own attitudes?

*Every minute of every day! I have had both positive and negative conversations with people in my team which have caught me by surprise because I didn't realise that something I said in a moment had such an impact. But this has been very valuable feedback for me. I've started using analytics within MS Outlook and it is telling me I spend 50% of my time collaborating. And considering I use Google Calendar more, I reckon the true number is much higher. I have recurring meetings with several of the team, but also have lots of ad hoc conversations, emails, shared documents etc. Any and all interactions with the team are an opportunity to inspire and motivate.*

2. What kind of opportunities do you see when you create an identification between you and your follower? How would you describe your capability of influencing your team members?

*From my perspective, creating these relationships is one of the most rewarding parts of the job. I also think in the current circumstances building these relationships remotely is more challenging but the impact of doing so is even greater. Both, for me and for the other person, I believe these are opportunities for greater understanding, greater perspective, new ideas, and growth. I believe I am a strong influencer, as it is something I practice all day every day, and I try to make sure that I am clear about how the other person feels so that I can refine*

*my approach. This is an area where no matter how good you think you are, there are always opportunities to improve.*

3. Do you encourage your followers to analyse and solve issues in new and innovative ways? If so, how would you do that and what are the benefits identified?

*I would say yes I do, but I also believe I can do more of this. The challenge I see is that innovation is often seen as an 'extra' when things are busy. One of my roles in the team is to drive our innovation agenda, so certainly part of this role is to help others to think in different ways. I do this by asking good questions, making time for open discussion with team members, sharing examples of innovation ideas, and incentivising the team to submit ideas e.g. as part of a competition. The benefit is that the people who really know the customer and the business are part of the conversation about where we should go next.*

4. How do you address the individual needs of your followers? What are the situations when you consider personal development and coaching with your team?

*The first thing I do is to understand what the needs of each individual are! Often in my very first conversation with a person I will ask them what their career expectations are, their interests, their challenges etc. Over time you can also learn what their strengths are, and what works best for them in terms of a coaching relationship. In terms of when to consider development, sometimes the conversation can lead to a question which the person is struggling to address, and is looking for my input and advice. In those situations I will help as I can. In other situations which are less clear or require more thought, I will try as best I can to help the person to think through the situation themselves. In that way, they can develop new perspectives, and learn to solve problems independently.*

## **Employee commitment**

1. How do you encourage and motivate the commitment of your team members? What are the best outcomes observed when you inspire your followers by an example?

*It's important to treat the team as human beings. Some of the best conversations I've had are when I clearly communicated the business need, but then showed genuine curiosity about how the other person or people would respond to the situation. If the team believe that you will force an outcome, even though it could have a negative outcome on them, the conversation is likely to leave negative feelings. An example that sticks in my mind is having*

*a weekend overtime conversation with people from different teams on a Friday, to clear a backlog for a team which was struggling. The Team Leaders had asked their teams if there were volunteers to work overtime and got zero positive responses. But this was very important for the team with the backlog. So I walked the floor, speaking to other team members one by one to explain the difficult situation, explain why we were asking for their help, understanding their concerns, and working through these as much as possible. The result was I got 100+ hours overtime confirmed by the team in a couple of hours to be worked over the next two days.*

2. How would you describe the perceived influences on your team members' commitments to the organization after gaining their trust and confidence?

*There are broadly three types of conversations I have had with people in the team when it comes to motivation and their decision to stay in the company. There is the conversation where they have identified an opportunity externally, believe it is a better fit, and are talking with you to let you know they will be leaving. There is the conversation where the person is considering external opportunities as they are not happy about something in their current role and are raising it with you in the hopes it can be worked out. And then there is the conversation where they have not raised a concern and you are proactively talking with them about how they believe they can grow in their existing role, putting specific actions in place to help them be successful. For me, the best sign of increasing commitment to the organisation is that you have more of the second and third types of conversation instead of the first kind. You can't always avoid team members getting a better offer externally, but if they are talking with you about that and are hoping to stay, that is a great sign.*

3. What are your main actions to intellectually encourage your team members to improve their skills for daily challenges? What are the perceived positive impacts regarding their positive interactions to the organization?

*Not an exhaustive list, but the main ones that come to mind are:*

- Make sure there is open communication. Team members should be comfortable bringing challenges and ideas to you and also talking with each other about these challenges where they can support each other*
- Continuously clarify priorities, especially when pressure is high. The danger is that when people are busy, communication happens less and mistakes/ re-work increase, which again creates pressure, and limits time for forward planning and development*

- Empower team members to make decisions - do this gradually and based on the situations, as sometimes team members just need your input to keep moving with an activity (e.g. when pressure is increasing!)
- Encourage team members to do training and get involved in new areas - it's good for the team to get experience with different activities - progression can be lateral, not just vertical
- Delegate increasingly complex tasks to more junior members of the organisation. This is a win-win and gives both parties opportunities to grow
- Celebrate successes - do this as publicly as possible, so that the person feels appreciated for their contribution

*In terms of positive impact, when people grow, everyone benefits - the individual, the team they are working in, the management, the client, and the business. Growth means more opportunities for the person, but also better output and outcomes for those they work with.*

4. What kind of individual encouragement do you address with your followers? Are those encouragement connected with their individual work? How do you perceive that?

*I believe most people in the team are motivated by trying to solve problems and support their fellow members. Sometimes the best encouragement I can give them is to simply listen, understand and offer perspectives. Most of my conversations are like this. If someone shows they are continuously going above and beyond their role, are thinking creatively, are supporting others, are leading by example etc. then I reinforce this with words of thanks (written or verbal) and in stand-out cases an award so that they are encouraged to continue their efforts. I believe there is a more positive outcome when encouraging people to work as a team, support each other, lead by example etc. So in that sense, I feel I am not just recognising individual work, I'm encouraging and recognising team work as well.*

5. How would you perceive individual perceptions from an employee regarding their commitment with their tasks? Do you feel transparency in those interactions?

*One good way to 'see' commitment to a person's core role or tasks is through seeing consistent strong or weak performance. If someone is underperforming, I believe often it is because an opportunity has been missed to really understand and support that person. This is the role of the team lead or manager. The longer the issue is allowed to continue without being addressed, the higher risk there is that the person will not recover quickly from the challenge. Equally, if someone is over performing and this is not recognised, the person may start to switch to a negative mindset. I am disappointed when I see these scenarios, as I feel the situation is completely controllable. In terms of transparency so much of the interaction is*

*down to the mindset of the two people having the conversation. I've had conversations with underperformers which has led to immediate understanding and positive results, and ones where the person did not recover. In both of those conversations it's important to identify if the issue is 'skill or will' - i.e. an issue with knowledge or motivation. In some situations the person might not have reflected on the issue and just needs someone to talk to. Transparency in these situations makes all the difference, and requires high levels of trust to begin with.*

6. Are there any other approaches that you believe that best influence your team members' commitment towards the organization? Would you like to share more thoughts or experience?

*Overall, I believe the best way to influence someone's commitment to the organisation is open, honest, frequent communication. This builds understanding and trust which in return drives better outcomes for the employee and makes them more likely to stay committed. There are external factors which can mean that even when all of this is in place, the person might still leave e.g. personal circumstances, or an external pressure. I believe commitment is built on trust and trust takes time to build. It is also easily destroyed. People managers need to invest and be patient in building trust and commitment from their teams, listen and respond to the needs of their people, be able to change their approach to different conversations, show empathy and understanding and bring a 'human' face to the organisation. An organisation with a human face creates more connections and commitment from team members.*