Effect of leadership style on organisational commitment of international employees working in Ireland

Magda Yazmin Gallegos Peña

A Dissertation submitted in partial fulfilment of an MSc in Management
National College of Ireland

Submitted to the National College of Ireland, May 2022

ABSTRACT

The main purpose of this research is to evaluate the effect of transformational and transactional leadership styles on international employees' organisational commitment by working in Ireland. Additionally, the researcher used as an example of rewarding the employment permit to evaluate the correlation with the commitment of employees in transactional style. In total 162 valid questionnaires were collected. The research used the non-probability sampling method to collect primary data. The respondents were selected based on the convenience and availability approach using the judgment of the researcher. The instrument of collecting data in this study was a quantitative method by a deductive approach using the Multifactor Leadership Questionnaire (MLQ form 5X) to evaluate leadership styles behavior and Organisational Commitment was measured using the Affective, Continuance, and Normative Organisational and Occupational Commitment Scales. The researcher used SPSS v 27 and Microsoft Excel to analyze the results of the survey using descriptive statistics, Pearson correlation, and regression analysis to have a better understanding of the effect of transformational and transactional leadership styles on organisational commitment. Findings reveal that both styles had a positive correlation with organisational commitment but the transformational had a higher effect on the dependent variable. Additionally, the example of an employment permit as a reward showed contradictory results due to the responses indicating it has a negative effect on employees' commitment. But in the interpretation of the researcher this kind of compensation may be used by companies in the short term as a motivator and to develop a strong relationship in the long term companies and leaders may build commitment by applying more transformational leadership and adding more internal and external benefits that can bring to the employee more affective commitment to the corporation.

Keywords: Transformational Leadership, Transactional Leadership, Organisational Commitment, Employee Reward.

<div align="center">

Submission of Thesis and Dissertation
National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

</div>

Name: Magda Yazmin Gallegos Peña
Student number: 20166893
Degree for which thesis is submitted: MSc in Management
Title of Thesis: Effect of leadership style on organisational commitment of international employees working in Ireland
Date: 04/05/2022

Material submitted for award

A. I declare that this work submitted has been composed by myself.

B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.

C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA.

D. I declare that no material contained in the thesis has been used in any other submission for an academic award.

Signature of research student: Magda Yazmin Gallegos Peña
Date: 04/May/2022

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student Name: Magda Yazmin Gallegos Peña   **Student Number:** 20166893

School: National College of Ireland, School of business

Course: MSCMGMTD1

Degree to be awarded: MSc in Management

Title of Thesis: Effect of leadership style on organisational commitment of international employees working in Ireland

I agree to a hard bound copy of my thesis being available for consultation in the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository TRAP.

Signature of candidate: Magda Yazmin Gallegos Pena

For completion by the school:

The aforementioned thesis was received by: _____

Date: _____

Table of content

List of Tables

List of Figures

List of Graphs

List of Abbreviations

SMART- Specific, measurable, achievable, realistic, within a timescale.

OC- Organisational commitment

SET- Social Exchange Theory

LS- Leadership style

CHAPTER ONE
INTRODUCTION

1.1 Background of the research study

Ireland has become, through the last decade, an attractive destination for immigrants. Due to the strong Irish economy and the accessible system to get a student/work visa or working visa directly if the employees' career applies to critical skills. Based on the latest census of the population in April 2020, it was estimated that 30,400 non-Irish nationals from outside the EU were resident in Ireland, accounting for 35.6% of the total immigrants (Central Statistics Office,2020). It is worthy to investigate the following research question "What is the effect of leadership style on international employees' organisational commitment to working in Ireland?" because the results of this study may help leaders in Ireland who have international employees to evaluate which style could be more beneficial if transformational or transactional leadership style for the company in order to obtain more commitment between international employees. For that reason, the findings of this study may fill the gap in the literature developing the research with international employees working in Ireland, to evaluate the effect of leadership styles (transformational and transactional) on international employees' commitment. Having as an operational factor of reward the provision of employment permits to prove the exchange on transactional leadership style.

1.2 Overview of the research problem

The success of a company has so many factors involved but the one which is essential is the employee's commitment to organisational goals; for that, leadership is a key factor. Nowadays, one of the fundamental issues that corporations are facing is the lack of commitment that can influence an employee's performance, high turnover rates, and absenteeism (Daud and Afifah, 2019; Ahmad et al. 2016). This can also influence the financial cost of hiring and training new employees (Misko *et al.*, 2021) as well as influence in an indirect manner customer satisfaction and profits of the company (Dale and Fox, 2008). For this reason, the research aims to evaluate the effect of transformational and transactional leadership styles on international employees' organisational commitment by working in Ireland.

1.3 Research aims and objectives

The aim of the research study is to evaluate the correlation between the independent variable (transformational/transactional leadership style) and the dependent variable (organisational commitment). Based on past studies that support this rationale and by applying social exchange theory as a theoretical framework (Ahmad et al, 2016; Romani-Dias et al, 2021). The researcher will be able to critically analyze the findings of the investigation with the purpose of accepting or rejecting the hypotheses presented.

The objectives of the study are:

a. To analyze what is the effect of transformational leadership on the commitment of international employees.

b. To examine what is the effect of transactional leadership on the commitment of international employees.

c. To investigate which leadership style has a more positive effect on international employees' commitment.

d. To define in a clear way the concepts used transformational and transactional leadership styles and organisational commitment.

e. To evaluate if the organisational commitment of international employees is affected by receiving or not receiving an employment permit.

1.4 Research methods

Based on the literature, this study is quantitative in nature. The instruments selected for the measurement of the variables are MLQ 5-X. To measure transformational and transactional leadership styles the questions used in the questionnaire were taken from Kesto and Aregawi (2021) and to prove the organisational commitment of the employees a questionnaire developed by Meyer et al. (1993) was used. The analysis starts with the information gathered from the respondent's demographic. Followed by the descriptive statistics analysis between the variables which is explained using mean and standard deviation. Reliability test to prove that the measures applied were valid, and Pearson correlation and regression analysis to find out the effect of leadership style as a dependent variable over organisational commitment as an independent variable.

1.5 Overview and content of the research study

Chapter 1: Introduction

The purpose of this chapter is to bring an overview of the research project. Also, explain the rationale and worth of the study, addressing the aims and objectives that the researcher planned to achieve. Gives a clear idea about the methods that were applied during the investigation.

Chapter 2: Literature review

In this chapter, the main objective is to develop the breadth and depth of the research topic. Having better understanding and knowledge about transformational/ transactional leadership style and organisational commitment in order to evolve critical analysis of past research. That will bring clarity to the purpose of the present study.

Chapter 3: Research question

This chapter consists of the hypotheses and objectives that were developed based on the theoretical framework. The main objective during the process of the project is to verify the correlation between the independent variable leadership style and the dependent variable organisational commitment.

Chapter 4: Methodology

In the methodology chapter, the researcher explained in detail the selected methods that were applied in the investigation process and the rationale based on previous research. Gives insight into the tools used for data collection and the instruments that were selected to analyse this information.

Chapter 5: Analysis and Findings

In this chapter, the researcher presents the results that were obtained after the statistical analysis. For a proper quantitative analysis was necessary to apply SPSS v 27 as an instrument of analysis after the data was collected. The purpose of this section is to verify the correlation between transformational/transactional leadership style and organisational commitment.

Chapter 6: Discussion

The objective of this chapter is the carry out critical analysis that the researcher develops after having the findings of the primary data comparing the results with previous studies. Allowing the confirmation or rejection of the hypotheses and theory proposed at the beginning of the investigation.

Chapter 7: Conclusion and recommendations

Finally, in this chapter, the researcher concludes by compelling the knowledge learned in the process of the project. Additionally, gives future recommendations for other researchers interested in leadership style topics.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The aim of this literature review is to evaluate and understand several past research, literature, theories, frameworks, and models on the research topic of the effect that leadership styles have on international employees' organisational commitment. Critique and develop a reflective evaluation of the current literature to build a strong knowledge of the topic. By doing this, the purpose is to be able to find any gaps in the literature that may be explained with the results that the study will provide after conducting quantitative research to develop a conclusion and recommendation for future research on leadership.

2.2 Content of the literature review

The content that will be composed of the literature has the purpose to explain the relationship between principal concepts of the study such as transformational and transactional leadership styles with an organisational commitment by critically reviewing previous studies in relation to the research question. Also, this section includes an analysis of some factors that have an effect because of the relationship between those concepts such as employee performance and job satisfaction. Additionally, the differences between leaders and managers and how leadership can be developed in the organisation. The literature review will conclude by demonstrating the need for further studies into leadership styles and organisational commitment.

2.3 Background of the study

The history of the evolution of leadership starts in the earliest civilisations, where power and position were heritage by divine relationships. Different cultures and religions shared that belief since ancient Egypt (McClellan,2021). In Classic Greece Plato's philosophy of the Republic explained the characteristics that the ruler of the State must have (Roupnel *et al*, 2019). However, it wasnt until the 19th century, that companies and researchers focused on the concept of leadership after the "great man theory" arose (McClellan,2021. This theory is leader-center which sustains the belief that leaders are born with all the qualities that an individual needs to be in a position of power and it does not give a chance of the idea that leaders can be made by the development of the necessary skills. This theory portrays the leader with the following characteristics: intelligence, self-confidence, determination, integrity, flexibility, sociability, and emotional maturity (Orazi *et al*, 2013). Although, during the second half of the 20th century, researchers and theories started to focus on the leader's behavior instead of only the traits of the figure of the leader itself (Orazi *et al*, 2013; Roupnel *et al*, 2019).

The behavioral approach to leadership:

Several studies were conducted based on two dimensions: the *task-oriented* was focused on the accomplishment of the goal in a more effective manner and the *relations-oriented* approach put emphasis on the mutual relationship between leader and follower with the ideal to increase job satisfaction and performance (Yulk et al, 2019). The University of Michigan, Ohio State University, and Blake and Moulton (1964) were pioneers in that research (Storey, 2004). Although the findings of the studies had variations in the interpretation due to the metrics and methods applied. The results had inconsistency due to many of the studies revealing that employees were more satisfied with a leader who was supportive and considerate but with other sources, the relationship demonstrated weaker (Yulk et al, 2019).

Contingency approaches to leadership:

Contingency theories compared to behavioral and traits theories, supporting the idea that the leadership style may vary depending on the situation (Khurana, 2010). Fiedler's (1964) contingency theory explains that the leader's effectiveness may have a higher outcome where the leader's style matches the situation. Leaders can not change their style to suit the situation. For that reason, Fiedler developed a survey called the least preferred co-worker (LPC), to measure a higher score which means people-oriented and a low score is task-oriented. Also, the theory of situational leadership explains that the effectiveness of the leader may depend on their capacity to be flexible by applying different leadership styles depending on the situation (Roupnel *et al*, 2019; Orazi *et al*, 2013). However, McClellan (2021) argues that those theories did not change the emphasis on the leader as a center making a similarity to the great man theory.

Transactional and transformational leadership theory:

Burns (1979) established two revolutionary concepts transformational (inspiring, motivating way of leadership) and transactional leadership styles (based on punishment and reward in order to motivate employees) (Khurana, 2010). This approach is focused on the effect on the performance of followers as a consequence of the style applied by the leader. It made a mark in the history of the field, making a distinction before and after this theory. Also, it is known as a modern leadership style. That will be explained in detail later in the literature.

2.4 Definition of research concepts

2.4.1 Leadership

Leadership has become one of the most important topics in management, organisations, and societies. Currently, leadership is considered to be an asset for every company because employees can develop a new way of thinking and transform themselves to become leaders (Roupnel, *et al.*, 2019). Researchers have been focused on this international phenomenon due to the impact that the role of a leader and their particular style can create on employees and their outcomes. It is seen as a competitive advantage and as an organisational strategy (Purnomo *et al*.,2021). Worldwide is a large investment in this theme because there exists the belief that leadership has the power to change how problems are solved (Storey, 2004).

Leadership is a process where leaders influence individuals or groups to carry out specific goals (Machmud, 2020; Voon *et al*., 2011). Gross (2018) explained that leadership is effective when the leader creates an environment of trust with his/her subordinates and that relationship works towards organisational goals. Linking leadership theory with the complexity of effective leadership, several studies have found that the full-range leadership theory which focuses on transformational and transactional leadership styles has a positive relationship between organisational commitment, high performance, and job satisfaction. Those elements are used as a corporate strategy to increase market competitive advantage (Sivarat *et al,* 2021; Qadir and Yesiltas, 2020). Leaders have the power not only to encourage employees to give their best and accomplish organisational goals but also to motivate them to work as a team and those factors together will result in strengthening the company. In recent years, researchers have focused on the relationship between leadership styles and organisational commitment due to the effects that it has carried as a consequence of leaders' behavior.

2.4.2 Organisational Commitment

Nowadays companies have a need for a talented and stable workforce to obtain long-run success. The decline in commitment creates an issue because employers need employees, especially in these times, when employees are ready to easily walk out and find another job. For that reason, commitment is recognised as a business necessity (O' Malley,2000). It is acknowledged that leaders have the power to influence employees' behavior and consequently, their choices to remain or quit the organisation (Nel and Rodriques, 2015).

Organisational commitment is the connection between employees and the organisation (Dale and Fox, 2008). Where the employees feel a strong connection with the organisational culture, goals, and values (Ahmad *et al*., 2016), or gratitude for the behavior of the leader that can influence positive or negative responses to the company. As a mediating factor, it could be of benefit to get an employment permit in Ireland that many companies are giving for some international employees who need this document to be resident in the country. This may have a positive result in those employees due to them having the feeling of staying in that firm for longer as a response of gratitude.

According to Allen and Meyer (1990), organisational commitment has three components: affective, continuance, and normative commitment. *Affective commitment* is the emotional connection or attachment with the organisation, and the desire to stay because there exists a strong identification between the individual and the organisation's values and goals. Also, the strong psychological identification with their leader, group members, and the company itself helps employees to satisfy the necessity of belonging and social affiliation. The meaning that the individual creates about the connection that he/she has with the company will reduce the probability that this individual wants to leave the company or search for more job opportunities outside the firm. This psychological attachment can be noticed in the way that employees express it, for example when someone says, "I'm Google's sales agent", the statement itself reflects the feeling of belonging. The close identification with the company's purpose is inspiring by leaders to employees due to leaders take ownership of the goals and challenges that the firm could have and makes employees participate as a key factor of the solution, this action offers to cover an intrinsic need and as a consequence the individual feels good about himself or herself.

The continuance commitment component refers to the employee recognition of the cost to leave the company (Jehanzeb and Mohanty, 2018). It is when an individual feels that he/she has invested a lot of time, effort, and so on. For example, a person that has been working as an accountant but is not satisfied with his/her job anymore and has a desire to start his/her own business or change the job, the fear of losing what the person feels secure, scare most of the people to start again. However, the psychological fear to leave the corporation could be based on the status that he/she had acquired. *Normative commitment* is the employees' disposition to continue the relationship with the company due to a feeling of obligation (Ndlovu et al, 2021). Also, individuals sometimes continue with their jobs only because they have to, so many reasons can influence this feeling of obligation.

Notwithstanding, the positive result that past research attached to organisational commitment, for example, high employees' performance, decrease in absenteeism, and reduce employee turnover (Jehanzeb and Mohanty, 2018). Normally researchers are applying affective commitment (Ndlovu et al, 2021; Huo, C et al, 2020). Genevičiūtė-Janonienė and Endriulaitienė (2014) in their study demonstrated the positive and the negative effect that every one of the components of commitment and how those can have an impact on employee's behavior, for example, some consequences of continuance commitment are:

withholding effort, cynicism, burnout, and resistance to change. Also, normative commitment as a result in this study shows that may have a positive influence on employee turnover and the behavior of cynicism (Genevičiūtė-Janonienė and Endriulaitienė, 2014).

This research is worthy to study as the results will help leaders in Ireland who have international employees to analyse if to help them with the process of the employment permit may have a positive effect on their organisational commitment or if only with the appreciation and encouragement from their leader can create a positive influence to stay longer in the company. Due to the existing ambiguity in previous studies where some argue that there is a higher positive effect from the transformational leadership style rather than the transactional leadership style while other researchers argue the contrary. It has been proposed to evaluate both leadership styles to have a better understanding of the topic and to assess the evidence of international employees' commitment while working in Ireland.

2.4.3 Modern leadership styles

Leadership style has been the focus of several researchers during that time because it influences employees' organisational performance and organisational commitment (George, et al,2017). The development of the concept of leadership style has been changing over time. In 1978, Burns explained two concepts that were a revelation for the field. Theories of transformational and transactional leadership styles, that still in debate these days. Transformational leadership according to Avolio *et al.* (2004) leaders influence and motivate employees to raise their performance and organisational commitment by involving them in decision-making, challenging them to find new ways to solve problems, and developing a vision for their personal and professional goals. This style is recognised by the close relationship between leader and follower without any reward in exchange for the results. On the contrary, the transactional leadership style is when leaders stimulate their followers with rewards when the results were positive and punishments in the opposite scenario (Purnomo *et al*, 2021; Valldeneu *et al*, 2021, Gross, 2018).

Previous research has proved the relationship between modern leadership styles and organisational commitment in different industries. The study by Ahmad et al (2016) also supports the notion based on the social exchange theory, proving in their results a positive relationship between transactional leadership style and organisational commitment.

Explaining that at the moment employees obtain rewards, they will feel motivated and in exchange, they will repay with a commitment to the firm. Also, the research from Huo et al (2020) in the healthcare sector demonstrates that the transformational leadership style has a positive influence on the commitment of the followers. This relationship can be explained by the SET due to the appreciation that the leaders give to the employees, producing feelings of support and fairness in the people that inspire them to pay back with organisational commitment.

2.5 Relationship between modern leadership styles and OC

2.5.1 Transformational leadership style

According to Avolio *et al.* (2004), transformational leaders are focused on influencing followers to develop their potential by involving them in decision-making, motivating them to find new ways to face challenges, and encouraging them to see beyond with an attractive vision of the future. Several studies found that transformational leadership has the power to inspire employees to work hard to get personal and professional goals which has a positive result in organisational commitment, loyalty, trust, job satisfaction, and organisational performance (Qadir and Yesiltas, 2020; Daud and Afifah, 2019; Kibozi and Michael, 2018).

Transformational leadership is developed into the following elements: idealised influence inspirational motivation, intellectual stimulus, and individual focus (Avolio *et al.,* 2004; Purnomo *et al,* 2021). The first component, *Idealised influence* refers to the leader who is respected, trusted, and perceived as an example by the employees (Bass *et al,* 2003; Voon *et al.*, 2011) by demonstrating to be trustworthy, had integrity, being enthusiastic, optimistic, and having high ethical and moral behavior (Voon *et al.*, 2011). The leader makes an impact on the employees by rising to the challenge and providing a feeling of meaning and mission in their daily activities (Antonakis et al., 2003). The charisma that the leader has is a key component to influencing the employees to behave in a similar manner (Long *et al.,* 2016). Also, the strong connection that the leader creates with their followers, by demonstrating authentic caring about their personal and professional growth.

The second component of transformational leadership is *inspirational motivation* which is described as a method to inspire and encourage the employees to create strong individual team spirit (Bass *et al,* 2003). Leaders motivate employees to achieve organisational goals and also inspire organisational commitment (Long *et al.,* 2016). By encouraging them to envision the future with enthusiasm and optimism. Teaching them to work through clear objectives and goals in order to achieve expected standards (Antonakis *et al.*, 2003; Voon *et al.*, 2011). Transformational leaders have the characteristics to be motivated people with the purpose to share that energy with the team, which benefits employees in their professional but also in their personal lives.

The third component is *intellectual stimulation* which refers to the leader who develops analysis and logic in the way that employees solve problems (Antonakis *et al.*, 2003) by encouraging them to think in an effective and innovative manner in order to increase productivity in their daily activities which in turn shows they can have more creative ideas because they are more involved in the process (Long *et al.,* 2016). Leaders stimulate employees by challenging them to approach old problems with a newer, more creative and intelligent way of thinking (Valldeneu *et al.*, 2021; Bass *et al,* 2003; Voon *et al,* 2011). Those leaders understand that taking into account the ideas of their followers will benefit the company more due to the people who face those problems every day can create better solutions because they own the process. For that reason, it is important to make them part of the decision-making and problem-solving.

The final component is *individualised focus* which is recognised when the leader gives his/her support and pays attention to the employees' needs and desires (Antonakis *et al.*, 2003). The leader tends to act as a mentor or coach (Voon e*t al.*, 2011) and as a result the employees develop higher levels in their performance (Bass *et al,* 2003) and promotes a strong relationship between followers and transformational leaders, where leaders use that relationship to influence the follower to carry out better outcomes (Valldeneu *et al.*, 2021). Transformational leadership has a significant role in the personal life of employees and the level of commitment to the organisation (Kibozi and Michael, 2018).

Prior studies have found a positive relationship between transformational leadership and organisational commitment (Huo *et al*., 2020; Long *et al.,* 2016). For example, the study from Avolio *et al.* (2004) found that transformational leaders through the empowerment of employees and by using intellectual stimulation to challenge followers' thoughts and imagination, can improve the way problems are solved using more creative ideas. This can result in an increase in followers' commitment to the organisation. It is important that transformational leaders create an environment of trust, joy, respect, and effective communication, bringing to the followers a feeling of belonging with the company but most importantly a sense of purpose in their daily job. Also, in the study from Ekmekci, et al (2021) the results indicate that employees become more affectively and normatively committed to the companies when the leader applies transformational leadership due to employees having less stress and tension while working.

2.5.2 Transactional leadership style

The transactional leadership style is characterised by leaders who give rewards for task completion, such as promotions, raises, more responsibilities, and so on to the followers in order to accomplish organisational goals. This style is recognised by focusing on existing organisational culture (Purnomo *et al*, 2021; Gross, 2018). On the other hand, when the task is not completed, the leaders use several tactics, for example, corrective criticism, negative feedback, punishments, and so on, depending on the situation (Sivarat *et al,* 2021; Valldeneu *et al*., 2021). The transactional leadership style is inclined to be task-oriented rather than people-oriented (Long *et al.,* 2016). The reward is used as a motivation to get better performance.

Voon *et al.* (2011) explain the three dimensions of transactional leadership which are: *contingent rewards*, which refer to the leader explaining beforehand what is expected of the employee and which standards must be achieved (Bass *et al,* 2003). The leader is involved in the process of giving feedback to the employee (Long *et al.*, 2016), measuring the performance that will be necessary to know who successfully achieve the goals and objectives in order to exchange the reward that could be a monetary reward or psychological rewards, such as recognition or praise (Antonakis et al., 2003). Based on previous studies it has been found that the transactional contingent reward style has a positive correlative

relationship with employees' loyalty, organisational commitment, performance, and satisfaction (Long *et al.*, 2016; Bass *et al,* 2003; Qadir and Yesiltas, 2020).

Based on Antonakis et al. (2003) *management by exception (active),* refers to the leader who is actively monitoring the performance, errors, mistakes (Long *et al.*, 2016) of the employees whose purpose is that the objectives will be accomplished in the desired quality and to act quickly when the results are not achieved in the level that was required. Also, to punish employees who demonstrate ineffective performance (Bass *et al,* 2003).
Transactional leaders focus on encouraging followers to obtain rewards and develop better performance in the organisation (Qadir and Yesiltas, 2020).

Management by exception (passive) is when leaders appear after a mistake occurs and problems arise consequently (Bass *et al,* 2003) In this style of leadership, the employees are working by not supervision until a situation happens or when the follower asks the leader for feedback (Antonakis et al., 2003). Passive leaders are recognised due to they avoid giving clear instructions and developing a plan for the followers in order to accomplish goals and objectives for the company. In simple words, they are not there when the employee needs the support of the leader (Long *et al.*, 2016).

Valldeneu *et al* (2021) argue that this style does not seek to fulfill the needs of employees and motivations if not only pursues the achieving of specific objectives, resulting in the influence of workaholic behaviors may be rewarded. The improvement in organisational goals is measured for example in customer satisfaction, cost reduction, high quality in production, and so on (Qadir and Yesiltas,2020). The relationship between transactional leaders and followers tends to be only focused on the accomplishment of organisational outcomes which pursue reward and increase employees' performance and commitment. The transactional leadership style focuses on the trade between employees and organisations where each of the elements obtains something in return (Ahmad *et al.*, 2016).

2.6 Theoretical foundation- Social exchange theory

The notion for this research is supported by social exchange theory (SET). A theory that is well known in different fields such as management, sociology, social psychology, and anthropology. It is explained as the interaction between two or more parties and how individuals create relationships based on the exchange of tangible and intangible goods. Cropanzano *et al* (2017) discuss the idea by giving examples of the process of reciprocity between individuals that are seeking to fulfill a need or obtain a benefit as a consequence of that interaction. Also, to point out how the process is developed in work settings. Starting with an initial action effectuated by the actor, the action may be positive or negative. And how this initial action may have an effect on the response of the target, who may give back benefit or harm to the actor that effectuated the action. Researchers found that organisational commitment is one of the variables that is affected in this employer-employee relationship.

For example, when a company gives some kind of compensation to the employees as a reward for their good performance. It is expected that the individual will repay with a higher commitment to the company by applying transactional leadership. The notion has been proven by Ahmad *et al.* (2016) that developed research based on the notion of social exchange theory proving the effect of compensation as a reward applying transactional leadership style in employees working in the public sector from Pakistan and the reciprocity as a response with organisational commitment. The author's findings confirm the positive relationship between transactional leadership style and organisational commitment.

On the other hand, based on transformational leadership, when a company or leader supports employees by covering intrinsic needs, such as appreciation, encouragement which will be an instrument to motivate employees to give an extra effort in their jobs in both cases, the expected return will be higher commitment with the firm. The study developed by Huo et al. (2020) also approaches the perspective of social exchange theory with the difference that the author's research was focused on the relationship between transformational leadership style and organisational commitment. Findings revealed a significant positive correlation between the variables. The study was conducted in the healthcare sector of Pakistan. As a result, companies will experience a higher performance of their employees, less turnover, high job satisfaction savings for the cost of hiring and training new employees, and as an indirect result high customer satisfaction.

"The fact is that people are good. Give people affection and security, and they will give affection and security to their feelings and behavior" (Abraham Maslow cited in Misko et al., 2021).

Figure 1. Generic Model of Social Exchange
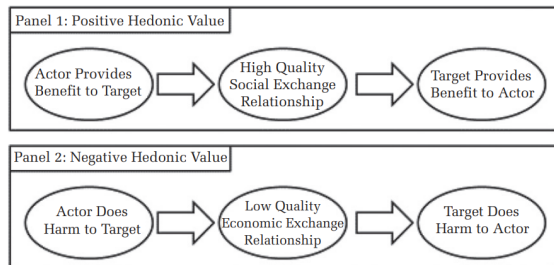
Source (Cropanzano et al.,2017) figure that is used to explain the process of positive and negative interaction between individuals based on the model of social exchange.

2.7 Factors that leadership style and OC has an effect on

2.7.1 Job performance

Several past research have proved the positive relationship between leadership styles and job performance. In addition, to this relationship researchers have used organisational commitment as a mediator factor between leadership styles (transformational and transactional) and job performance. (Kesto and Aregawi, 2021: Qadir and Yesiltas, 2020; Daud and Afifah, 2019). Employee performance or job performance is a key factor in the success or failure of every company worldwide and for that reason studies have been focused on leadership styles and the effects that they have on different concepts. Based on, Kesto and Aregawi (2021) research that was conducted in the Commercial Bank of Ethiopia, their findings demonstrated that transactional, transformational, and laissez-faire leadership styles were positively correlated with job performance. On the contrary, in the same study, it was found that authoritative leadership style was found negatively correlated. The concept of employee performance or job performance is defined as the manner that which the task is completed, focusing on quality and time to demonstrate satisfactory results.

Additionally, Qadir and Yesiltas (2020) found that organisational commitment was mediating the relationship between leadership styles and organisational performance. The findings showed that transactional and transformational leadership styles have a positive effect on organisational commitment. On the other hand, the transformational leadership style had a higher positive effect on organisational performance than the transactional leadership style. Also, in the research developed by Daud and Afifah (2019) carried out in State-Owned Banks in West Kalimantan, Indonesia, it was demonstrated that transformational leadership style had a positive relationship with organisational commitment and a statistically significant relationship between organisational commitment and job performance. The evidence proved that organisational commitment was a mediating factor between transformational leadership style and job performance. The effective decision-making of leaders and managers creates a significant effect on employees and on organisations. For that reason, the topic of leadership is so important to go deeper and understand more empirical knowledge but also take action by changing the mindset of individuals that want to develop their skills to become effective leaders.

2.7.2 Job satisfaction

Job satisfaction plays a key role in organisations because not only do employees get the benefit of the good feeling that it represents to like the work, but they are also doing it to create a better work environment. If not, it can influence their performance, commitment, and also customer satisfaction that can be monetised into more profits for companies. Authors have defined the concept of job satisfaction in different ways but in essence, it is the same. All of them write about how happy an individual is with the things they are doing at work. Also, several researchers have been focused on how the style of the leaders can influence increase or decrease the emotion to like or dislike their jobs (Birbirsa and Lakew, 2020).

According to Dalluay and Jalagat (2016), past studies have proven that the effectiveness of the leadership style has a direct positive effect on job satisfaction. Leaders encourage employees to perform better through motivation and rewards which as a consequence will increase the time that the individual stays in the same company. On the contrary, when the subordinate has low job satisfaction their performance will be poor. Also, Goktas (2021) in

his research on the effectiveness of school leadership styles and teachers' job satisfaction, explains two components of job satisfaction.

One is job comfort which is related to extrinsic motives, for example salaries, status, and benefits that the employee can get through work. The other component is job fulfillment which is connected with the intrinsic motives of the individual, about the purpose of meaning by doing his/her job. Halim et al (2021) argue in their study that job satisfaction is a mediate factor between leadership style (transformational, transactional, and pass-avoidant) and organisational commitment. Having in their findings confirmation of their hypothesis. Additionally, they confirm that job satisfaction positively affects the work environment and commitment.

2.8 Leaders versus Managers

It is a controversial topic to develop a debate about leadership versus management due to some authors agree that it exists differences between both and that managers should become leaders by learning new skills, for example, emotional intelligence, communication, innovation, strategic decision making, and so on (Watkins, *et al.*, 2017). Others argue that both are necessary for the success of organisations (Storey, 2004; Nen, 2015).

It is recognised that leaders and managers are different kinds of people. Some characteristics that are attributed to leaders are the following: goal setting, resilience, and emotional intelligence as Goleman (2017) explained that to become a great leader it is important to develop each of the components of EI in order to maximize their own and employees' performance. Goleman (2017) describes the five components as *self-awareness*, *self-regulation, motivation, empathy,* and *social skills.*

Although, for the development of a strong team that can excel to their full potential towards organisational goals and fulfill the actual high demands of customers and the fast market environment. Companies are challenged to have a clear vision and plan, and some authors suggest that the key is that managers and leaders work together as a complement. Their particular skills, for example, are well known that leaders are visionary, innovative, and creative in contrast managers are task-oriented, control, focus on structure plans, and problem-solving (Nen, 2015).

2.9 Leadership development

Leadership development strengthens individuals to build a vision, exhibit skills, create a new way of thinking and inspire others through emotional intelligence and social communication (Bower *et al,* 2021). Leadership development is defined as a process that is learned with the guidance of an expert developer professional by applying specific exercises that are designed to encourage individuals to learn new skills and motivate them to make a difference in their workplaces through the empowerment of others (Roupnel *et al*, 2019). Also, Roupnel *et al* (2019) promotes three different programs to develop leadership in work settings: coaching, mentoring, and action learning.

The key role of senior and top managers as leaders is to keep developing their leadership skills to be able to inspire others to do the same. Social learning theory explains that human behavior is learned by observation of others' actions and behaviors, that the individual is able to adopt new conduct to perform later and use it as a new guide to act (Bundura, 1977 cited in Allen, 2007). Conger who is cited in (Allen, 2007) suggested four different categories of leadership development programs. The first one is *personal growth* that is focused on-increment self-awareness and self-exploration because leaders are individuals who passionately pursue their dreams and goals. The following program is *conceptual understanding* that basically emphasises leadership theory.

The third program of leadership development is the *feedback* that centers on the improvement of the individual by applying an instrument called 360-degree feedback. As a first step, this technique encourages the person to be aware of the areas that need to be developed. Then by working with an experienced development professional who will empower the individual to follow SMART objectives and who frequently will give them feedback on the progress (Storey, 2004). Last but not least, the four-category *skill-building* attempts to prepare individuals to develop and recognise the talents of others by using some skills such as caring and decision-making, and so on (Conger cited in Mitchelson, 1993). Also, some studies reveal that by applying 360-degree feedback and 180-degree feedback (when the staff can anonymously give feedback to their leaders) companies can have as benefit the increment the effectiveness and commitment of the employees and managers (Storey, 2004).

2.10 Conclusion

Based on the literature those elements link with each other due to leadership style (transformational and transactional) has been proved to have a direct effect on the organisational commitment of employees. Additionally, the statement is also supported by the Social exchange theory that applies to both styles in one way by looking at the insights of the transformational leadership style which is based on the close relationship between leader and follower without any reward in exchange for the results of their performance only by supporting employees' intrinsic needs, such as appreciation, encouragement which will be an instrument to motivate them to give extra effort in their jobs, the expected return will be higher commitment with the firm. On the other hand, by applying the transactional style, leaders exchange extrinsic motivations such as rewards, compensations, or some extra benefits in order to motivate them to achieve better performance. It is expected that the individual will repay with a higher commitment to the company. In this case, the researcher decided to use as a reward the employment permit which is important for the selected sample, to prove or reject the hypothesis proposed.

Due to the existing ambiguity in previous studies where some argue that there is a higher positive effect from the transformational leadership style rather than the transactional leadership style while other researchers argue the contrary. It has been proposed to evaluate both leadership styles to have a better understanding of the topic and to assess the evidence of international employees' commitment while working in Ireland. But what if the expected commitment is not so positive after all, for that reason the researcher will be measuring the affective, normative, and continuance commitment of the sample to analyse in detail after the data is collected.

As the researcher went deep into the literature they noticed some gaps, for example, in past studies, researchers used the concept of compensation or reward in a generalised way by applying transactional LS. Which gave the idea to have a tangible specific reward (the employment permit) to evaluate at the end of the investigation how strong or wake the effect may be on the organisational commitment of employees. Another gap was that the majority of past research used the concept of organisational commitment as a generally positive outcome, but by going deep the researcher decided to evaluate the three dimensions of commitment to be able to analyse if, in reality, the outcome may be positive or negative in the long term.

CHAPTER THREE

RESEARCH QUESTION AND OBJECTIVES

In prior studies, the positive relationship between leadership styles and organisational commitment has been proved. They have been approached in different industries and in different countries (Purnomo *et al*., 2021; Siverat *et al*., 2021; Valldeneu *et al*., 2021; Qadir and Yesiltas, 2020; Gross,2018; Voon *et al*., 2011). For that reason, the proposal of this study may fill the gap in the literature by developing the research with international employees working in Ireland, to evaluate the effect of leadership styles (transformational and transactional) on international employees' organisational commitment. Having as an operational factor of reward the provision of employment permits proves the exchange on transactional leadership style.

What is the effect of leadership style on international employees' organisational commitment working in Ireland?

Hypothesis 1: Transformational leadership style has a positive effect on the level of organisational commitment of international employees working in Ireland.

Hypothesis 2: Transactional leadership style has a positive effect on the level of organisational commitment of international employees working in Ireland.

Hypothesis 2a. Transactional leadership style through the provision of an employment permit as a reward has a positive effect on the level of organisational commitment of international employees working in Ireland.

 Hypothesis 3: Not receiving an employment permit as a reward has a negative effect on the level of employees' organisational commitment.

The objectives of the study are:

a. To analyze what is the effect of transformational leadership on the commitment of international employees.

b. To examine what is the effect of transactional leadership on the commitment of international employees.

c. To investigate which leadership style has a more positive effect on international employees' commitment.

d. To define in a clear way the concepts used transformational and transactional leadership styles and organisational commitment.

e. To evaluate if the organisational commitment of international employees is affected by receiving or not receiving an employment permit.

3.1. Research model
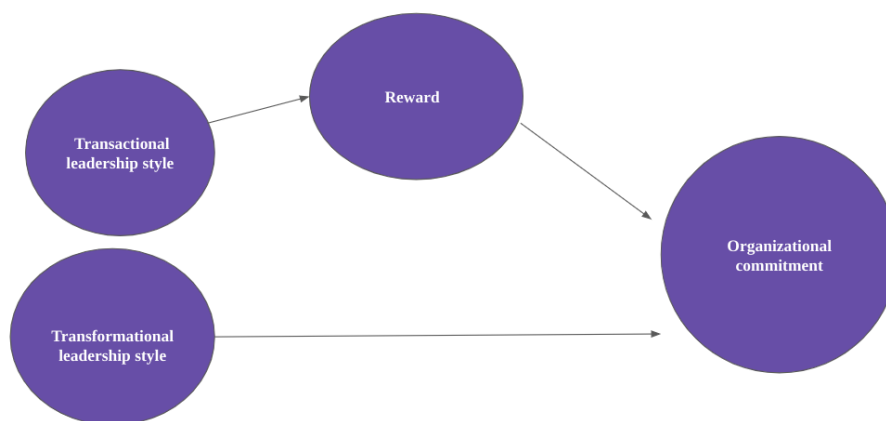
Figure 2. Research model of the relationship between transformational leadership styles with organisational commitment and transactional leadership style using an operational factor as a reward through the provision of employment permit and the effect on the level of organisational commitment on international employees working in Ireland. The main idea to use the employment permit as a reward came to the importance for international employees may represent in order to continue working in Ireland. The plan is to analyse the effect (positive or negative) that this specific reward could influence the level of commitment.

CHAPTER FOUR
METHODOLOGY

4.1 Introduction

The aim of this chapter is to explain in detail the methods and procedures to have a better understanding of the decision-making of the research philosophy and the framework used in this study. Also, provide the information on the data collection, population, and samples that are needed in order to test the hypotheses established by the author. The literature review provides knowledge of the field of leadership and explores further research. For that, the objective of this study is to fill the gap in the literature on the effect of leadership styles on international employees' commitment research. By critically analysing the link between transformational and transactional leadership styles with the organisational commitment of the employees while working in Ireland. The research gathers primary data where personal information is protected by ethical considerations and also will be described. The method to collect this information was using an online survey as a research strategy.

The illustration has the name "Onion" because represent the layers and the steps that researchers should follow to structure studies, starting with the point of the philosophy that the author will use and finishing with the detail about how the data will be collected and the most important how this data will be analysed and interpreted (Saunders, *et al*., 2019).
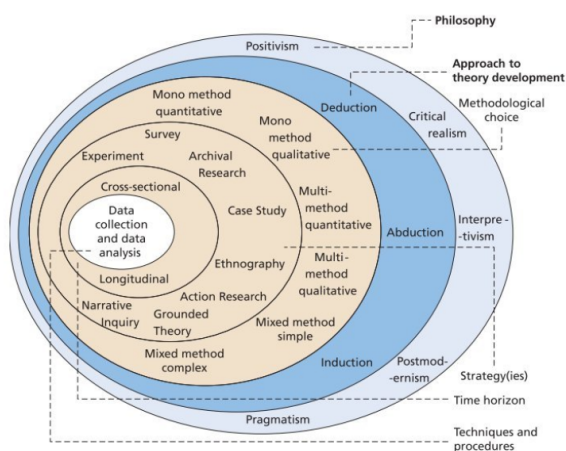
Figure 3. 'The research onion' (Saunders, *et al*., 2019).

4.2 Research Aims and objectives

Several studies have been carried out in the field of leadership with a similar direction of interest, to find out if a positive relationship exists between leadership styles and organisational commitment. But none were conducted amongst international employees working in Ireland.

For that reason, this research aims to address the following:

a. To analyse what is the effect of transformational leadership on the commitment of international employees.

b.To examine what is the effect of transactional leadership on the commitment of international employees.

c.To define in a clear way the concepts used transformational and transactional leadership styles and organisational commitment.

d.To investigate if the organisational commitment of international employees is affected by receiving or not receiving an employment permit.

4.3 Research philosophy

The concept of research philosophy is explained by Saunders (2019) as the process where an individual develops new knowledge by applying a system of beliefs and assumptions in the field. Assumptions that will be encountered during the journey of the research. The author divided the type of assumptions into three different categories: epistemological, ontological, and axiological assumptions.

- a. Ontological assumptions: it is concerned principally with assumptions focused on the nature of reality. As Saunders (2019) describes with an example in the book of research methods, reality can be seen with different perceptions depending on the researcher. Also, the author suggested that the research project should be shaped

by the ontological assumptions the researcher has and it will determine the way that he/she sees the investigation and how the objectives will be approached.

b. Epistemological assumption: It is explained as the assumption of knowledge that has been proved to be legitimate and valid, and also the way that the knowledge will be passed to others. For the knowledge to be considered legitimate it may be presented in a different format, for example, numerical data, textual and visual data. It is important that the researcher understands the method that will be applied to the study. Also know the limitations and strengths of the choice that he/she chooses to follow as a method of study (Saunders, 2019).

c. Axiological assumption: It is concerned with the aspect of the value and ethics of the research. Additionally, Saunders (2019) explained that researchers must be aware of their personal value position about the topic that has been developed to be able to notice if their personal beliefs are making judgments at the moment to write conclusions from the data collection.

4.3.1 Positivism philosophy

According to Sauders (2019) positivism philosophy refers to a scientific position where the design of the research is focused on facts. Based on existing theory and through observation and by developing hypotheses on a specific field. The researcher is able to collect valid data for their later statistical analysis with the clear objective of explaining certain phenomena. Using certain tools, for example, questionnaires that were already valid and reliable to measure and have a scale to test and confirm the hypothesis proposed at the beginning of the study. Also, this position is recognised due to the researcher remaining neutral in the investigation and in the interpretation of the findings avoiding bias in the final results.

Therefore, in this particular study, the position taken was positivism due to the researcher taking on an existing theory in the field of leadership and developing hypotheses to prove them later by scientific method. Starting with social exchange theory as the main theoretic framework based on prior research. Additionally, trying to prove the positive relationship of two variables that is modern leadership style, transformational and transactional leadership style with an organisational commitment to international employees working in Ireland.

The objective is to analyse the effect of the independent variable (transformational and transactional leadership style) on the dependent variable (organisational commitment). The hypothesis has been tested from the perspective of international employees due to this will give novelty to the field due to is the first study that is developed in Ireland to focus on this sector of the population. The data was collected using an online questionnaire because this method will detach the researcher to influence the answers of the participants. To measure transformational and transactional leadership styles the questions used in the questionnaire were taken from Kesto and Aregawi (2021) MLQ 5-X which is a short version inspired by the Multi-factor Leadership Style developed by Avolio and Bass in 1995. Also, to prove the organisational commitment of the employees, it was used the questionnaire developed by Meyer et al. (1993). Both questionnaires were chosen by the researcher due to the reliability and validity that they have in the field used for numerous prior studies.

4.4 Research approach

Three main approaches to theory development have been explained in Sauders (2019) book which is deductive, inductive, and abductive approaches. The one that is relevant for this study is a deductive approach which is identified as a scientific method due to is based on existing theory. This will bring to the researcher's ideas to establish a hypothesis that will be worthy to test using a quantitive method with the objective to prove true or false the previous propositions. Usually testing the relationship between two or more variables. The process is characterised by the collection of valuable data with the purpose of measuring the independent and dependent variables with reliable and valid scales after analysing them. The results may confirm or reject the presented theory.

The present research adopted a deductive approach due to is based on existing literature that supports the hypothesis presented with the aim to test them. Collecting data using an online questionnaire that is based on previous reliable and valid questions. Applying valid scales to be able to measure the results to prove the relationship between variables of leadership style and organisational commitment. Using quantitative methods to analyse the outcome of the study.

4.5 Research design

Based on Sauders (2019) the research design is vital in the process of planning a research project. By elaborating in a coherent manner all the stages that need it in order to answer the research question and accomplish the objectives established at the beginning of the study. Taking into consideration the time and resources that are needed for every stage and the due day to deliver the findings.

According to the literature review, this research is a quantitative method in nature. Using a cross-sectional approach to measure the effect of LS on OC. Because the researcher is examining the relationship between two variables are leadership styles and organisational commitment. Those are measured numerically and analysed statistically after the data are collected. Also, another characteristic of the chosen approach is that the researcher had been asking closed-ended questions through an online survey. Those questions were taken from reliable and valid questionnaires using an exploratory approach. The questionnaire technique gives the findings a real vision of the respondent's answers without adding bias from the researcher's point of view.

4.5.1 Instrument of data collection

Primary and secondary data were used for the present research. The instruments used to collect primary data were through an online questionnaire that was issued in a convenient manner for the researcher with the purpose of taking less time and resources in the process. The online questionnaire was created using Google forms which is an online free platform that allows the researcher to adapt and give a form of the information that will need it for the analysis. After the survey was checked and approved by the mentor of the project. The respondents received a link with the invitation to complete the survey through the following online apps: WhatsApp, Facebook Messenger, and Instagram. This method brings several advantages due to the researcher could take less time the approach the sample and also is an advantage for the respondents to have an easy way to read the questions and answer using their mobile phone or another device such as a laptop or pc. By choosing their own time and availability to go through the link and easily answer the questions.

In order to measure leadership style as an independent variable, the Multifactor Leadership Questionnaire was applied as an instrument to the survey. Based on Kesto and Aregawi (2021) they present in their study a short version called the MLQ form 5X. This version of the questionnaire was used in this research taking the elements of transformational leadership style with 12 items and transactional leadership style with 6 items. The items are rated on a 5-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree). Additionally, to measure Organisational commitment as a dependent variable the questions are based on Meyer et al (1993). 12 items were used which are rated on 7-point scales (1: strongly disagree, 2: moderately disagree, 3: slightly disagree, 4: neither agree nor disagree, 5: slightly agree, 6: moderately agree and 7: strongly agree).

These questionnaires have good reliability in past studies in the field (Hadjimanolis *et al*., 2015). The decision to follow this approach is because after reviewing the literature, it has been found that most of the studies used the quantitative method to prove the hypothesis between leadership styles and organizational commitment (Purnomo *et al*., 2021; Sivarat *et al*., 2021; Valldeneu *et al*., 2021; Qadir and Yesiltas, 2021; Gross, 2018; Voon *et al*., 2011; Avolio *et al.*, 2004).

4.5.2 Data Analysis

According to Kesto and Aregawi (2021), data analysis is a process to transform the numerical results that were obtained from the respondents into a piece of meaningful information with the objective to approve or reject the hypothesis. In the quantitative approach, the use of statistics is essential for the analysis. For the present research, a cross-sectional design was applied. The collected data was coding using Likert scales to be analysed using Statistical Package for Social Sciences v 27 (SPSS) and Microsoft Excel. The analysis starts with the information gathered from the respondent's demographic, followed by the descriptive statistics analysis between the variables which is explained using mean and standard deviation. Reliability test was carried out to prove that the measures applied were valid, and Pearson correlation and regression analysis to find out how is the effect of leadership style as a dependent variable over organisational commitment as an independent variable. Results are presented in tables and graphics, for further analysis. Those findings may bring clarity about which leadership style could influence in a better positive way the organisational commitment of employees. The researcher decided to use the explained analytical

instruments due to the results as they are purely based on numbers which eliminate the possible bias in the researchers' opinion. Additionally, past studies demonstrated in their investigations positive insight into the research design (Kesto and Aregawi,2021; Qadir and Yesiltas, 2021).

4.5.3 Research population and sample

The study population for this research takes into consideration international employees who are working in Ireland. According to Kesto and Aregawi (2021), (Table 1a) the sample size is a technique that gives the study a representation of the whole population by testing a particular segment. The research used the non-probability sampling method to collect primary data. The respondents were selected based on the convenience and availability approach using the judgment of the researcher.

The sample consisted of 162 participants from different countries that are currently living and working in Ireland. The age range is between 21 and 45years old. The main objective of the researcher was to have different perspectives on the findings. That is the reason for the selection of respondents working in different sectors in Ireland. To have an overall idea about what leadership style has a greater effect on international employees' organisational commitment. Although, for the researcher, it would have been beneficial if the respondents were from the same company and sector. Nevertheless, the findings would not have been as effective, due to the data being only represented by one company (Saunders, et al., 2019).

Table 1a. Sample Size Determination

Population Size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10,000	80	200	315
10,000-35,000	**125**	**315**	**500**
35,001-150,000	200	500	800

Source: Carvalho (1984), as cited in Kesto and Aregawi (2021).

4.6 Limitations

During the process of the research, some limitations were present challenging the researcher to find out different solutions. Starting with the number of questions that both questionnaires MLQ and Organisational commitment have in the compound in a total of 150 questions plus the demographic questions. This forced the researcher to alter the questionnaires by choosing blocks that were relevant to the study. The decision was previously consulted with the supervisor of the project. Due to if the researcher keeps the complete questionnaires will face another challenge the rate of respondents will produce boredom by answering so many questions or do not have participants at all. Perhaps the alteration will have an effect on how reliable the results are because it does not apply the full version of the MLQ and organisational commitment questionnaire. Another constraint is that the number of respondents may limit the generalisability of the findings.

4.7 Ethics

The present research was developed based on ethical considerations in the process of collecting data from the respondents and by correctly managing the information for only study purposes. Before the respondents filled the answers to the questionnaire, general information about the research and the ethical considerations was realised at the beginning of the form asking for the voluntary consent of the respondents to participate in the research.

CHAPTER FIVE
ANALYSIS AND FINDINGS

5.1 Introduction

The main objective of the present chapter is to illustrate the analysis and findings that were developed after the data was collected. The first step was to transfer the information from Google forms to an excel sheet to codify the answers to be able to export the data into SPSS v 27 which was the instrument used for statistical analysis. The purpose of the analysis is to accept or reject the previous hypotheses that were established in chapter three.

The survey was sent to 200 participants having back valid answers of 162 (response rate of 81%). The analysis starts with the information gathered from the respondent's demographic. Follow by the descriptive statistics analysis between the variables which is explained using mean and standard deviation. Reliability test to prove that the measures applied were valid, and Pearson correlation and regression analysis to find out how is the effect of leadership style as a dependent variable over organisational commitment as an independent variable.

5.2 Demographic information

The first assessment was to ask about gender and the respondent's nationality, time working in the current job, and a question to know if their current employer gave them their first work permit. Results show that the majority of the respondents were female with 103 respondents (63.6%) and male with 59 respondents (36.4%) (see Table 1). Regarding nationality, the researcher got employees from 20 countries outside the EU (see Table 2) who are working in Ireland to answer the survey, the majority of the respondents were from Mexico with 48.8% followed by Brazil with 9.3% and Argentina with 9.3%. Regarding working time (see Table 3) 53.1% of the respondents have less than a year, 24.7% have 1 to 2 years, 15.4% have 2 to 5 years and 6.8% have more than 5 years working in their current job. Regarding employment permit by a sponsor (see Table 4) 18.5% got their first work permit with their current job and 81.5% did not get their first work permit with their current job.

5.3 Descriptive statistics analysis

5.3.1 Overall results

The descriptive statistics show the summary of the independent variable (transformational/ transactional leadership style) and the dependent variable (organisational commitment). Table 5 contains the mean and standard deviation. As the table demonstrates organisational commitment has an average mean of 47.15 and a standard deviation of 9.48; transformational leadership style has an average mean of 42.73 and a standard deviation of 9.59 and transactional leadership style has an average mean of 21.72 and a standard deviation of 4.17. The descriptive statistic in each category of the questionnaire helped the researcher to analyse in a deeper manner each item with the total percentage of the respondents' answers, having a better idea of the overall and particular situation.

5.3.2 Transformational LS descriptive statistics

As a deep understanding of the findings, the researcher developed several tables where the questionnaires were separated by the variables of the study. The answers were distributed by options of each scale showing the frequency, the mean, and standard deviation for further analysis. Starting with the transformational leadership style (see Table 6) which was measured using 12 items (MLQ Form 5X) that were graded on a scale of 1 to 5 (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree). Accordingly, with Kesto and Aregawi (2021) and Bycio *et al* (1995) questions 1-3 are applied to measure charismatic leadership, for example, item 1 "The presence of my manager helps people to feel good" 4.3% strongly disagree, 8% disagree, 24.7% were neutral, 41.4% agree and 21.6% strongly agree with the statement. In the section of questions, 4 to 6 the level of inspirational motivation was measured. In item 6 for example, which presents the following statement "My manager helps me find meaning in my work", the answers were 8.6% strongly disagree, 14.2% disagree, 25.3% neutral, 34.6% agree and 17.3% strongly agree. The level of intellectual stimulation is measured by applying questions 7 to 9. To evaluate the answers in item 8 "My manager provides people with better ways to look at challenging situations" the results show that 3.7% strongly disagree, 15.4% disagree, 14.8% were neutral, 52.% agree and 13.6% strongly agree. For questions, 10-12 authors affirm that is applied to measure the individualised consideration that the leader has with employees. For example, question 12 "My manager gives individualised consideration to those who feel abandoned" findings

reveal that 5.6% strongly disagree, 14.8% disagree, 35.8% remain neutral, 29.6% agree and 14.2% strongly agree. On average the mean was 3.55 and the standard deviation of 1.025. After analyzing all the percentages in every question it seems to indicate that the majority of the respondents agree to have leaders who apply a transformational style in most of the cases.

5.3.3 Transactional LS descriptive statistics

In the measurement of transactional leadership style 6 questions were taken from MLQ form 5X (Multifactional Leadership Questionnaire by Bass and Avolio, 1995). The items used in the questionnaire were graded on a scale of 1 to 5 (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree). Based on Kesto and Aregawi (2021) questions 1 to 3 are applied to measure contingent reward. An example in the statistics (see Table 7) in item 2 "When others achieve their goals, our manager recognises and honors them" the results show that 25% strongly disagree, 7.4% disagree, 22.8% remain neutral, 45.7% agree and 21.6% strongly disagree. In the next section questions, 4 to 6 of the questionnaires were developed to measure management by exception. In item 6 "My manager informs us of the milestones we must meet to complete our task" the statistics are the following 2.5% strongly disagree, 9.9% disagree, 23.5% neutral, 47.5% agree and 16.7% strongly disagree. Having as an overall result a mean of 3.61 and a standard deviation of .93.

5.3.4 Organisational Commitment descriptive statistics

Regarding the measurement of organisational commitment, several studies have been applying the affective, continuance, and normative organisational and occupational scales that were developed by Allen and Meyer (1993). Items are assessed on 7-point scales (1: Strongly disagree, 2: Moderately disagree, 3: Slightly disagree, 4: Neither agree nor disagree 5: Slightly agree, 6: Moderately agree, and 7: Strongly agree) (see Table 8). To measure the level of affective commitment questions 1,2,7 and 8 were used. As an example, in this section, question 1 "I regret having entered my job" reveals the following statistics: 3.1% strongly disagree, 3.7% moderately disagree, 6.2% slightly disagree, 15.4% neither agree nor disagree, 11.7% slightly agree, 15.4% moderately agree and 44.4% strongly agree. Continuance commitment level is measured with questions 3,4,9 and 10. To illustrate an example of this section, question 9 "Right now, staying with my organisation is a matter of necessity as much as desire" where statistics show that 8.6% strongly disagree, 8% moderately disagree, 10.5% slightly disagree, 25.3% neither agree nor disagree, 16.7% slightly agree, 14.2% moderately agree and 16.7% strongly agree. In questions 5,6,11 and 12, the level of normative commitment is measured, as an example of the answers received in

item 6 "I would feel guilty if I left my job" 30.9% strongly disagree, 10.5% moderately disagree, 9.3% slightly disagree, 16% neither agree nor disagree, 14.8% slightly agree, 5.6% moderately agree and 13% strongly agree. An average mean of 3.92 and a standard deviation of 1.83. By analysing of the total percentage of each item showed that the respondents are not so committed to their jobs. This result was unexpected for the researcher due to based on the theory and the style that the leaders are applying which is the transformational LS, it was expected higher level of commitment.

5.4 Reliability test

Following Qadir and Yesiltas (2020) the researcher measured the internal consistency reliability test with Cronbach's alpha by using SPSS (Statistical Package for the Social Sciences V 27). Accordingly, to the literature, the result value should be above .70 to demonstrate acceptability. Based on Kesto and Aregawi (2021) the results of Cronbach's alpha test are considered good when it is between 0.7 to 0.8, very good between 0.8 and 0.9, and a value superior to 0.9 is considered to be more reliable.

In the present study, the results indicated in Table 9 show that for transformational leadership style a Cronbach's alpha of .939, for transactional leadership style it was found .832, and organizational commitment of .701, which brings trust to the measurement used in the research. Also, the validity of the questionnaires was checked with previous research founding the MLQ (Multifactor Leadership Questionnaire) by Bass and Avolio (1995) and The Affective, Continuance, and Normative Organisational and Occupational Commitment Scales by Allen and Meyer (1993) have high validity and have been used in several important studies.

Table 9. Internal Consistency Reliability test, Means and Standard Deviations

Variables	Number of items	Cronbach's alpha	M	S.D.	N
Transformational LS	12	.939	47.16	9.48	162
Transactional LS	6	.832	42.73	9.59	162
Organisational commitment	12	.701	21.72	4.17	162

N = frequency, M = mean, S.D. = standard deviation

5.5 Hypothesis testing

5.5.1 Correlation analysis

The hypotheses were tested with correlation and regression analysis based on Kesto and Aregawi (2021) and Qadir and Yesiltas (2020). According to the literature, a relationship between independent and dependent variables is significant if a 2-tailed Pearson correlation analysis indicates a result between the following values of 0.05 and 0.01. By running Pearson correlation analysis in the present study, the researcher measured the correlation between transformational, transactional leadership styles, and organisational commitment. The results indicate that there exists a significant positive correlation between the variables. Findings indicate that between transformational leadership style and organisational commitment, a Pearson correlation of .282** resulted significant due to 2-tailed is .001 (see Table 10). Also, between transactional leadership style and organisational commitment, the results showed that the Pearson correlation is .231** and it is a significant positive correlation between the variables with a 2-tailed of .003 (see Table 11). Therefore, based on the results of the present analysis, hypotheses 1 and 2 were supported (see Graphs 1 and 2). However, the relationship between transactional LS and OC with a mediator factor of the example of reward that is the employment permit instead of positive effect which was expected the results showed a negative effect (Person correlation of -.003 2-tailed of .989 that is not significant) hypothesis 2a is rejected (see Table 12).

Graph 1. Correlation between transformational LS and OC
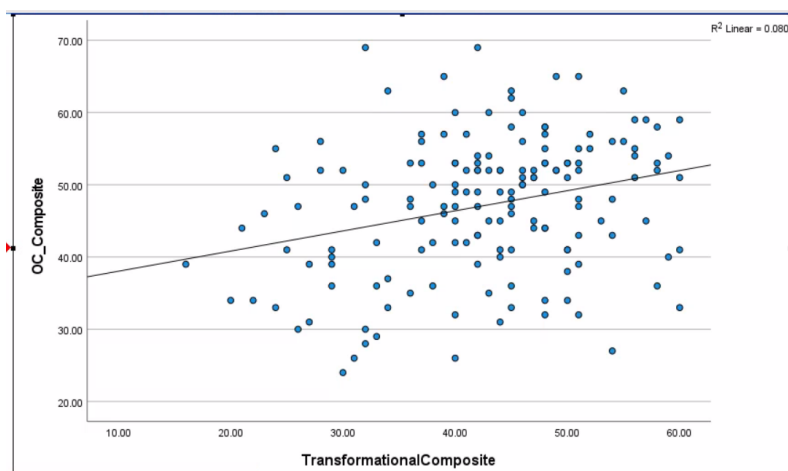
Table 10 and 11. Pearson correlation between Transformational LS/ Transactional LS and OC

Correlations

Correlations		OC_Composite	TransformationalComposite
OC_Composite	Pearson Correlation	1	.282**
	Sig. (2-tailed)		<.001
	N	162	162
TransformationalComposite	Pearson Correlation	.282**	1
	Sig. (2-tailed)	<.001	
	N	162	162

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

➡ Correlations

Correlations		OC_Composite	Transactional_Composite
OC_Composite	Pearson Correlation	1	.231**
	Sig. (2-tailed)		.003
	N	162	162
Transactional_Composite	Pearson Correlation	.231**	1
	Sig. (2-tailed)	.003	
	N	162	162

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

Graph 2. Correlation between Transactional LS and OC
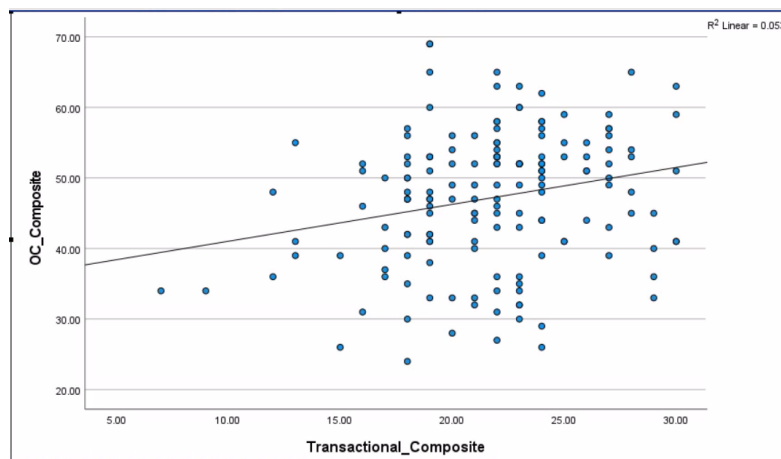
Also, in order to test hypothesis 3, the researcher did a correlation analysis between the following variables: transactional leadership style as an independent variable, comparing the results that by obtaining or not an employment permit and the effects that could be made in the organisational commitment of the employees. Finding that the results reject the statement made in hypothesis 3 it does exist a positive significant correlation (Pearson correlation of .276** of 2-tailed of .001) between transactional LS and OC when the employee does not get an employment permit that suggests that the effect of not obtaining the mentioned reward has, as a result, may have a positive effect on the employee's commitment (see Table 12).

This finding was unexpected and relevant due to literature supporting the idea that through compensation or reward employees may tend to increase their level of organisational commitment. In this specific example may be interpreted that the employees who did not get the employment permit yet can show a positive outcome in the level of commitment in the short term because is a motivation factor that could be used by leaders in Ireland. In contrast the respondents who did get in the past the employment permit and have a long time working in the same company could have a negative effect by increasing normative or continuance commitment this statement is supported by Genevičiūtė-Janonienė and Endriulaitienė (2014).

Also, another finding that is relevant to the study is that the employees who have been working for five years or more in the same company, indicate to have leaders who apply the transformational style. That may combine with other important factors to stay in the company, for example, the size of the firm, the status, age of the respondent, extra benefits, career development, and so on.

5.5.2 Regression analysis

The researcher used regression analysis to measure the effect between the independent variable (transactional and transformational leadership style) on the dependent variable (organisational commitment). By applying multiple linear regression the author had a better understanding of the variables that have strong or weak effect on the dependent variable.

According to the findings of the regression analysis, the coefficients indicate that both leadership styles transformational and transactional have a significant positive effect on organisational commitment. Tables 14 and 15 demonstrated the results where hypotheses 1 and 2 were supported. The standardised coefficients illustrated that transformational LS will lead to 28.2% growth in organisational commitment, and the result confirms to be positive significant with .000 < 0.05. Also, for transactional LS the coefficient indicates 23.1 % which will affect the increase in an organisational commitment by applying this method. The result is statistically significant due to .003 < 0.05. Table 16 brings the summary of the model indicating that RSquare of .080 which represents 8% of the effect on OC is a result of both leadership styles.

Table 14. Regression analysis between transformational LS and OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.249	3.284		10.735	.000
	TransformationalComposite	.279	.075	.282	3.718	.000

a. Dependent Variable: OC_Composite

Table 15. Regression analysis between transactional LS and OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.789	3.864		9.262	.000
	Transactional_Composite	.523	.175	.231	2.996	.003

a. Dependent Variable: OC_Composite

Table 16. Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282^a	.080	.068	9.15621

a. Predictors: (Constant), Transactional_Composite, TransformationalComposite

Furthermore, the regression analysis was applied to prove hypotheses 2a and 3. Both hypotheses were rejected. Based on the results of Table 17 employees who got the employment permit showed a negative effect on OC with -.003 was not a significant result of .989. On the contrary, people who did not get an employment permit demonstrated a significant positive effect on OC with a coefficient of .276 sig. of .001. The results indicate that 27.6% will increase their organisational commitment by not obtaining an employment permit as a reward. Both findings were unexpected and relevant to the study. Because based on the literature and the SET, the researcher was expecting to have a positive outcome in the level of commitment for the people who got the employment permit but it brings a feeling of

obligation on the employees. On the other hand, the positive effect was from the employees who did not get their employment permit yet. This can be interpret based on the information gathered that the respondents who do not have their reward are motivated to get it in one point in time with the company because the majority of the sample have been working less than a year.

Table 17. Regression analysis between transactional LS and OC with the mediate factor of the employment permit.

Coefficients[a]

Work permit by sponsor	Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
Yes	1	(Constant)	46.549	10.589		4.396	.000
		Transactional_Composite	-.007	.469	-.003	-.014	.989
No	1	(Constant)	33.971	4.154		8.178	.000
		Transactional_Composite	.619	.189	.276	3.279	.001

a. Dependent Variable: OC_Composite

5.6 Conclusion

After the hypotheses were tested with the different instruments of analysis proposed for the present study. The researcher noticed unexpected results, starting with the respondents' answers in the organisational commitment questionnaire, that represent a low level of OC even if the leaders were applying transformational LS. Another interesting finding was that the example used as a reward (the employment permit) for international employees showed that could make a negative effect on those who received it and a positive effect on those who did not get it yet. This can be explained in terms of time, due to the people who did not receive the reward yet could be used it as a motivation to stay in the company, which can work in the short term. But in contrary to the employees who already got it maybe are feeling obligated to stay as a repay of the benefit. That confirms that normative and continuance commitment may bring negative effects on the relationship between leader-employee. In the long term, it is important that companies keep working on the development, benefits and challenges of those employees, to maintain the relationship and to make it stronger. This investigation also proved that rewards are not enough to increase organisational commitment.

CHAPTER SIX
DISCUSSION

6.1 Introduction

The objective of this chapter is the critical analysis that the researcher develops after having the findings of the primary data. By comparing the results with previous studies. Allowing the confirmation or rejection of the hypotheses and theory proposed at the beginning of the investigation. Details about the effects observed in the results are discussed below.

6.2 Effects of Transformational Leadership Style on OC

According to the findings, there is a significant positive relationship between transformational and transactional leadership styles over international employees' organisational commitment. However, transformational leadership had a greater positive effect than transactional leadership style. Results are consistent with previous studies (Qadir and Yesiltas, 2020; Huo, *et al* 2020). Also, the outcome demonstrates to be aligned with the literature which suggests that leaders who genuinely are involved in the relationship with employees by showing individualised consideration, inspirational motivation, and intellectual stimulation may generate followers with a positive effect on the level of organisational commitment. Findings corroborate the past studies of Long et al (2016) and Ekmekci et al (2021) where it was found that transformational leadership style has more effect on employees' affective commitment.

Furthermore, leaders who involve employees in decision making and allow them to work in a flexible and free environment with the purpose to challenge them to find innovative ways to solve problems may tend not only to have an effect on organisational commitment but also to have a positive effect in organisational performance (Qadir and Yesiltas,2020).

Several studies have proved that organisational commitment mediates the relationship between leadership styles and some different factors such as organisational performance, and job satisfaction (Kesto and Aregawi, 2021). As a result, companies may experience a higher performance of their employees, less turnover, high job satisfaction savings for the cost of hiring and training new employees, and as an indirect result high customer satisfaction and increased profits.

Additionally, the social exchange theory also supports the findings of the present research due to employees who feel appreciation, encouragement, motivation, and support from their leaders and companies may tend to give an extra effort in their jobs and showed as a return have a higher commitment with their organisations. Results are aligned with the study developed by Huo et al. (2020) that also applied the perspective of social exchange theory in the healthcare sector of Pakistan proving the positive correlation between transformational leadership style and organisational commitment.

6.3 Effects of Transactional Leadership style on OC

Based on the observations transactional leadership showed to have a more positive effect on women than men on the level of organisational commitment. For the present model, the researcher applied as a reward the employment permit that international employees need to stay and work in Ireland. In past studies, it has been proven the effectiveness of compensation as a mediate factor between transactional style and organizational commitment (Ahmad *et al* 2016). However, the findings did not support the statement with the example used as compensation in this case. That may be related to the feeling of obligation that the employees may have after the employment permit was obtained by the company which can have a negative effect on commitment. Results are alined by the study of Genevičiūtė-Janonienė *et al* (2014) that investigates the negative effects of organisational commitment, finding out that continuance and normative commitment may affect burnout and turnover. Also, it generates negative emotions such as frustration and exhaustion. Although, an affective commitment was found to have positive effects on organizations.

SET also supports the relationship between transactional leadership and organisational commitment. According to this theory employees who received some kind of compensation or reward such as a higher salary, a better position in the company, and so on, are expected to reciprocate with an increase in their organizational commitment. As the example of the employees who have been working for more than 5 years, the results showed that it exists a positive correlation with organisational commitment. It is consistent with the research that Ahmad *et al* (2016) where it was demonstrated that compensation can increase the level of commitment in employees and with the study of Hadjimanolis et al (2015).

6.4 General observations

Based on the results it is interesting to see that even though the outcome showed that transformational leadership style has a greater correlation with organisational commitment than transactional leadership style. Exist a lot of work to do to create a stronger relationship and get better results for Irish companies in the future. A factor that could influence is that the majority of respondents have been working less than a year so their commitment is still in process. Another factor that the researcher noticed is that the participants who have been working for more than 5 years are people who are older than 38 years old and they are working in medium and big companies. This is supported by literature in two aspects. One is a generational difference, generation X is supposed to be more stable employees than generation Y, well known as millennials. Another aspect maybe the size of the company, due to employees may feel more attracted to companies that are well known, that have history and power in the market. Also, the installations and the flexibility of work hours or work remotely that some big companies offer. For example, at Google, a lot of foreign employees' goal is to work there, due to is a worldwide company with a lot of benefits. Adding to that the Covid-19 pandemic came to dramatically change the way of working for so many companies. Forcing employees to work from home nowadays makes it hard for so many people to go to the office again. For that corporations had evolved in a new way of working where maybe employees who work for medium and big firms decide to travel and keep working from the place they want to visit or for people who want to spend more time with their families at home and do not waste time to commute every day, incrementing job satisfaction and commitment by stimulating the feeling of freedom.

6.5 Practical Implications of the Study

The findings that the present research brings to the field as a theoretical and practical contribution to the effect that transformational and transactional leadership styles have on organisational commitment. Demonstrating that the transformational leadership style heightens organisational commitment in a higher proportion than the transactional style. Results are supported by past studies (Qadir and Yesiltas, 2020; Huo, *et al* 2020). Applying an employee reward, in this case, an employment permit that people need to continue working in the country, illustrates a negative effect, maybe because the employees could feel obligated to stay in the company. Also, the responses indicate that not obtaining the reward may have a positive effect on employee commitment as a result, which may appear contradictory, but the literature suggests that employees want to feel free in their decisions. No prior study has investigated this concept of employment permit before as compensation and the effect that it can have on international employees. The information that was analysed in this study can help managers and companies in Ireland to understand better which type of leadership style is more effective for international employees and in the future apply the one which is more appropriate for their business and employees.

6.6 Conclusion

In this section, the researcher compared the findings obtained through the investigation with past studies. Having as a main conclusion that the transformational leadership style has a greater effect on organisational commitment than the transactional leadership style. Another main finding is that affective commitment has a better positive outcome with both styles of leadership than normative and continuance commitment. It has been proven that SET supports the model proposed at the beginning of the study. Also, another main finding was that the example of reward was not enough in the long term to maintain a strong commitment with employees.

CHAPTER SEVEN
CONCLUSION AND RECOMMENDATIONS

In this chapter, the researcher concludes by compelling the knowledge learned in the process of the project. Additionally, gives future recommendations for other researchers interested in the topic of leadership style.

The purpose of the present research was to investigate the effect of transformational and transactional leadership styles on international employees' organisational commitment to working in Ireland. Four major conclusions can be made based on the findings. The first conclusion suggests that employees tend to become more committed to organisations where leaders apply a transformational leadership style (leadership based on motivation, inspiration, and emotions) than transactional leadership behaviors (leadership based on rewards and punishments).

The second conclusion is that affective commitment has a positive relationship with both leadership styles in comparison with normative and continuance commitment. Additionally, the literature suggests based on previous studies that the most effective form of commitment is affective that originate from the emotions of employees. This brings as a result stronger and longer relationships between employer-employee. Authors compare this relationship to a romantic one in which every side takes care of the other, helping each other to grow and develop their best version of themselves. On the contrary, normative and continuance are generated for the feeling of obligation and the cost of leaving the organisation accordingly. Both had been seen as a negative effect on employees' commitment, because they may influence negative behaviors such as emotional exhaustion, burnout, the propensity to turnover, and so on (Genevičiūtė-Janonienė et al, 2013).

The third conclusion is that an employment permit can be managed as a motivator in the short term as compensation/reward for international employees. But the company, managers, and HR need to be aware that in order to maintain the relationship for a long time, will require more effort and effective plans such as career development for employees where human talent feel that they can grow, challenge, and learn new skills in the same company. Create programs of innovation where employees are invited to collaborate with their ideas to make the work process easier and faster. Also, consider additional benefits, for example, life insurance, and medical expenses, flexible hours to work some days remotely and others at the office. The fourth conclusion is that the difference between the commitment that the sample showed in the study may be related in one part to the employees' generation, which goes beyond the study scope. It will be interesting for future researchers to go deeply into the topic.

7.1 Limitations and Future Research Recommendations

The limitations of this research, firstly, the sample in this study are only international employees that need an employment permit to continue working in different sectors of business in Ireland. Hence, future research may focus on only one sector of the market and investigate if cultural differences may be a factor of preference in leadership style. Secondly, the number of respondents is rated as a small sample, therefore in the future researchers can obtain more participants by adding Irish employees to the study to make a comparison between international versus local perspectives. Third, the present study is showing the effect of transformational/ transactional leadership style on organisational commitment, future studies may select only one kind of leadership style transformational or transactional, and only one factor of organisational commitment (affective, normative, or continuance). Fourth, the present research is using an employment permit as a reward for applying a transactional leadership style, future researchers may select another example as compensation. Fifth, the sample of the study had a variety of cultures, ages, full-time and part-time employees working in the small, medium, and big companies from Ireland. It would be interesting to go deeper in future research into the generation and cultural differences and also the size of the companies. Additionally, it will be interesting if future studies investigate the mediate effect between leadership styles and OC with other factors such as job satisfaction, emotional intelligence, trust, or co-worker support.

ANNEX

Table 1. Gender

Respondents gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	36.4	36.4	36.4
	Female	103	63.6	63.6	100.0
	Total	162	100.0	100.0	

Table 2: Nationality

Country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mexico	79	48.8	48.8	48.8
	Argentina	15	9.3	9.3	58.0
	Uruguay	1	.6	.6	58.6
	Chile	9	5.6	5.6	64.2
	Bolivia	2	1.2	1.2	65.4
	Brazil	15	9.3	9.3	74.7
	El Salvador	2	1.2	1.2	75.9
	Honduras	2	1.2	1.2	77.2
	Paraguay	1	.6	.6	77.8
	Colombia	5	3.1	3.1	80.9
	Peru	1	.6	.6	81.5
	Turkey	5	3.1	3.1	84.6
	Nigeria	7	4.3	4.3	88.9
	India	7	4.3	4.3	93.2
	Malaysia	2	1.2	1.2	94.4
	South Korea	3	1.9	1.9	96.3
	Iran	1	.6	.6	96.9
	Cameroon	1	.6	.6	97.5
	Russia	1	.6	.6	98.1
	Japan	3	1.9	1.9	100.0
	Total	162	100.0	100.0	

Table 3. Time working

Time working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	86	53.1	53.1	53.1
	1 to 2 years	40	24.7	24.7	77.8
	2 to 5 years	25	15.4	15.4	93.2
	More than 5 years	11	6.8	6.8	100.0
	Total	162	100.0	100.0	

Table 4. Employment permit

Work permit by sponsor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	18.5	18.5	18.5
	No	132	81.5	81.5	100.0
	Total	162	100.0	100.0	

Table 5. Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	N
OC_Composite	47.1605	9.48547	162
TransformationalComposite	42.7346	9.59541	162
Transactional_Composite	21.7222	4.17661	162

Table 6.Transformational LS descriptive statistics

Item	Questions	SD		D		N		A		SA		Total	
		N	%	N	%	N	%	N	%	N	%	x	S.D.
1	The presence of my manager helps people to feel good	7	4.3%	13	8%	40	24.7%	67	41.4%	35	21.6%	3.67	1.03
2	I have total confidence in my manager	4	2.5%	13	8%	38	23.5%	66	40.7%	41	25.3%	3.78	.99
3	I am delighted to be associated with my manager	4	2.5%	14	8.6%	41	25.3%	65	40.1%	38	23.5%	3.73	.99
4	My manager explains in simple terms what we want to achieve	4	2.5%	16	9.9%	23	14.2%	82	50.6%	37	22.8%	3.81	.97
5	My manager provides attractive visuals of what we intend to do	10	6.2%	19	11.7%	47	29%	56	34.6%	30	18.5%	3.47	1.11
6	My manager helps me find meaning in my work	14	8.6%	23	14.2%	41	25.3%	56	34.6%	28	17.3%	3.37	1.17
7	My manager inspires people to think about and solve old issues in novel ways	8	4.9%	24	14.8%	41	25.3%	70	43.2%	19	11.7%	3.41	1.03
8	My manager provides people with better ways to look at challenging situations	6	3.7%	25	15.4%	24	14.8%	85	52.5%	22	13.6%	3.56	1.02
9	My manager persuades people to reconsider ideas they had never explorer before	6	3.7%	21	13%	47	29%	64	39.5%	24	14.8%	3.48	01.01
10	My manager helps others develop and make a difference themselves	1	.6%	17	10.5%	56	34.6%	60	37%	28	17.3%	3.59	.91
11	My manager lets others know how they think we are doing	5	3.1%	24	14.8%	46	28.4%	63	38.9%	24	14.8%	3.47	1.01
12	My manager gives individualised consideration to those who feel abandoned	9	5.6%	24	14.8%	58	35.8%	48	29.6%	23	14.2%	3.32	1.06
	Average											3.55	1.025

N= Frequency, M= Mean, S.D= Standard deviation

Table 7. Transactional LS descriptive statistics

Item	Questions	SD		D		N		A		SA		Total	
		N	%	N	%	N	%	N	%	N	%	x	S.D.
1	My manager instructs others on what they must accomplish in order to be rewarded for their efforts	5	3.1%	21	13%	53	32.7%	62	38.3%	21	13%	3.45	.97
2	When others achieve their goals, our manager recognises and honours them.	4	25.%	12	7.4%	37	22.8%	74	45.7%	35	21.6%	3.76	.95
3	My manager draws attention to what others can gain as a result of their accomplishment	5	3.1%	15	9.3%	55	34%	63	38.9%	24	14.8%	3.53	.95
4	My manager is always delighted when a team members fulfill agreed-upon criteria	3	1.9%	5	3.1%	49	30.2%	69	42.6%	36	22.2%	3.80	.88
5	My manager makes no changes as long as things are operating properly	1	.6%	23	14.2%	54	33.3%	60	37%	24	14.8%	3.51	.93
6	My manager informs us of the milestones we must meet to complete our task	4	2.5%	16	9.9%	38	23.5%	77	47.5%	27	16.7%	3.66	.95
	Average											**3.61**	**.93**

N= Frequency, M= Mean, S.D= Standard deviation

Table 8. Organisational Commitment descriptive statistics

Item	Questions	SD		MD		SD		N		SA		MA		SA		Total	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	x	S.D.
1	I regret having entered my job.	5	3.1%	6	3.7%	10	6.2%	25	15.4%	19	11.7%	25	15.4%	72	44.4%	5.53	1.70
2	I am enthusiastic about my job.	8	4.9%	8	4.9%	7	4.3%	19	11.7%	34	21%	42	25.9%	44	27.2%	5.25	1.68
3	I have put too much into my job to consider changing now.	19	11.7%	13	8%	20	12.3%	48	29.6%	18	11.1%	24	14.8%	20	12.3%	4.14	1.82
4	There are no pressures to keep me from changing my job.	35	21.6%	30	18.5%	19	11.7%	38	23.5%	21	13%	8	4.9%	11	6.8%	3.29	1.80
5	I do not feel any obligation to remain in my job.	34	21%	21	13%	27	16.7%	37	22.8%	26	16%	5	3.1%	12	7.4%	3.38	1.78
6	I would feel guilty if I left my job.	50	30.9%	17	10.5%	15	9.3%	26	16%	24	14.8%	9	5.6%	21	13%	3.41	2.12
7	I would be very happy to spend the rest of my career with this organisation.	53	32.7%	24	14.8%	16	9.9%	33	20.4%	13	8%	10	6.2%	13	8%	03.06	1.95
8	I do not feel "emotionally attached" to this organisation.	25	15.4%	16	9.9%	21	13%	32	19.8%	21	13%	30	18.5%	17	10.5%	04.02	1.93
9	Right now, staying with my organisation is a matter of necessity as much as desire.	14	8.6%	13	8%	17	10.5%	41	25.3%	27	16.7%	23	14.2%	27	16.7%	4.42	1.81
10	If I had not already put so much of myself into this organisation, I might consider working elsewhere.	28	17.3%	14	8.6%	22	13.6%	48	29.6%	25	15.4%	14	8.6%	11	6.8%	3.70	1.75
11	I do not feel any obligation to remain with my current employer.	37	22.8%	23	14.2%	23	14.2%	38	23.5%	16	9.9%	15	9.3%	10	6.2%	3.35	1.84
12	I would not leave my organisation now because I have a sense of obligation to the people in it.	33	20.4%	20	12.3%	18	11.1%	41	25.3%	24	14.8%	18	11.1%	8	4.9%	3.54	1.81
	Average															3.92	1.83

N= Frequency, M= Mean, S.D= Standard deviation

Table 12. Correlation between Transactional LS, OC, and work permit by a sponsor

Correlations

Work permit by sponsor			Transactional_Composite	OC_Composite
Yes	Transactional_Composite	Pearson Correlation	1	-.003
		Sig. (2-tailed)		.989
		N	30	30
	OC_Composite	Pearson Correlation	-.003	1
		Sig. (2-tailed)	.989	
		N	30	30
No	Transactional_Composite	Pearson Correlation	1	.276**
		Sig. (2-tailed)		.001
		N	132	132
	OC_Composite	Pearson Correlation	.276**	1
		Sig. (2-tailed)	.001	
		N	132	132

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

Table 13. Group Statistics

Group Statistics

	Respondents gender	N	Mean	Std. Deviation	Std. Error Mean
TransformationalComposite	Male	59	42.4407	8.64485	1.12546
	Female	103	42.9029	10.13682	.99881
Transactional_Composite	Male	59	21.8136	3.86619	.50333
	Female	103	21.6699	4.36202	.42980
OC_Composite	Male	59	47.8475	8.71347	1.13440
	Female	103	46.7670	9.92047	.97749

Table 18. Correlation between transactional LS and Affective, Continuance and Normative commitment.

Time working	AC		CC		NC		
	PC	Sig 2-Tailed	PC	Sig 2-Tailed	PC	Sig 2-Tailed	N
Less than a year	.283**	.008*	.068	.533	.115	.290	86
1 to 2 years	.575**	.000*	-293	.066	.282	.078	40
2 to 5 years	.497*	.011*	-132	.530	-.036	.866	25
More than 5 years	.585	.059	-.770**	.006*	.209	.538	11

Table 19. Correlation between transformational LS and Affective, Continuance and Normative commitment.

Time working	AC		CC		NC		
	PC	**Sig 2-Tailed**	**PC**	**Sig 2-Tailed**	**PC**	**Sig 2-Tailed**	**N**
Less than a year	.452**	.000*	-.017	.877	.109	.319	86
1 to 2 years	.748**	.000*	.339*	.033*	.275	.086	40
2 to 5 years	.606**	.001*	-.254	.221	-.070	.738	25
More than 5 years	.823**	.002*	-.760**	.007*	.131	.700	11

AC= Affective commitment
CC=Continuance commitment
NC= Normative commitment
PC= Pearson Correlation
N= Frequency

REFERENCE LIST

Ahmad, A., Bibi, P. and Majid, A. H. A. (2016) 'Co-worker support as moderator on the relationship between compensation and transactional leadership in organizational commitment', *International Journal of Economic Perspectives,* 10(4), pp. 695-709, Business Source Ultimate.

Allen, S. (2007) "Adult Learning Theory & Leadership Development," Kravis Leadership Institute, Leadership Review, Vol. 7, pp. 26-37, Education Source, DOI: 10.1177/10525629211008645.

Allen, N. and Meyer J. (1990) 'The measurement and antecedents of affective, continuance and normative commitment to the organization' Journal of Occupational Psychology, The British Psychological Society, Business Source Ultimate, DOI: 10.1111/j.2044-8325.1990.tb00506.x.

Antonakis, J., Avolio, B. J., & Sivasurbramaniam, N. (2003) 'Context and leadership: An examination of the nine factor full-range leadership theory using the multifactor leadership questionnaire', The Leadership Quarterly, 14(3), pp. 261-295, ScienceDirect, DOI: 10.1016/S1048-9843(03)00030-4.

Avolio, B. J., Zhu, W., Koh, W. and Bhatia, P. (2004) 'Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance', *Journal of Organizational Behavior*, 25(8), pp. 951-968, Business Source Ultimate. doi: I0.1002/job.283.

Bass, B.; Avolio, B.; and Jung, D. Berson, Y. (2003) 'Predicting Unit Performance by Assessing Transformational and Transactional Leadership, Journal of Applied Psychology, 88 (2), pp. 207-218, Publisher: American Psycological Association; APA PsycArticles, DOI: 10.1037/0021-9010.88.2.207.

Birbirsa, Z., and Lakew, D. (2020) 'The Effect of Leadership Style on the Job Satisfaction of Micro and Small Enterprises', International Research Journal of Business Studies, 13 (1), pp.27-32, Business Source Ultimate, doi.org/10.21632/irjbs.

Bower, K.. Kelsey, K. Fuhrman, N.; Griffeth, L. (2021) 'Generative Leadership Development in agricultural Leadership program', Journal of Leadership Education, 20 (4), pp19-34, Education Source DOI: 10.12806/V20/I4/R2.

Bycio, P., Hackett, R. D. and Allen, J. S. (1995) 'Further assesments of Bass's (1985). Conceptualization of transactional and transformational leadership' Journal of Applied Psychology, 80(4), pp. 468-478, APS PsycArticles. doi: 10.1037/0021-9010.80.4.468.

Central Statistics Office (2020) Population and migration estimates: April 2020. Available at: https://www.cso.ie/en/releasesandpublications/er/pme/populationandmigrationestimatesapril2020/ [Accessed 6 December 2021].

Cropanzano, R., Anthony, E., Daniels, S., Hall, A., (2017) 'Social exchange theory: A critical review with theoretical remedies', *Academy of Management Annals,* 11(1), pp. 479-516, Business Source Ultimate DOI: 10.5465/annals.2015.0099.

Dale, K. and Fox, M. L. (2008) 'Leadership style and organizational commitment: Mediating effect of role stress', *Journal of Managerial Issues,* 20(1), pp. 109-130, JSTOR Journals.

Dalluay and Jalagat (2016) 'Impacts of Leadership Style Effectiveness of Managers and Department Heads to Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines', International Journal of Recent Advances in Organizational Behaviour and Decision Sciences, 2 (2), pp. 734-751, Business Source Ultimate.

Daud, I. and Afifah, N. (2019) 'The relationship between leadership style and employee outcomes: The mediating role of organizational commitment', *Journal of Management and Marketing Review*, 4(2), pp. 100-106, Business Source Ultimate. doi: 10.35609/jmmr.2019.4.2(1).

Ekmekci, O., Camgoz, S., Guney, S. and Oktem,M. (2021) 'The Mediating Effect of Perceived Stress on Transformational and Passive-Avoidant, Leadership-Commitment Linkages', International Journal of Organizational Leadership, 10(4), pp.348-366, Business Source Ultimate, DOI: 10.33844/ijol.2021.60595.

Geneviciute-Janoniene, G. and Endriulaitiene, A. (2014) 'Employees' Organizational Commitment: Its Negative Aspects For Organizations' Journal of Social and Behavioral Sciences. 140, pp. 558-564, ScienceDirect, DOI: 10.1016/j.sbspro.2014.04.470.

George, R., Chiba, M. and Scheepers, C. B. (2017) 'An investigation into the effect of leadership style on stress-related presenteeism in South African knowledge workers', *Journal of Human Resource Management*,15(1), pp. 1-13, Business Source Ultimate. doi:10.4102/sajhrm.v15i0.754.

Goktas, E. (2021). Effectiveness correlates of school leadership styles and teachers' job satisfaction: A meta-analytic review, International Online Journal of Educational Sciences, 13(4), pp.1023-1044, Education Source, DOI: 10.15345/iojes.2021.04.006.

Goleman, D. (2017) What Makes a Leader?, Harvard Business Review. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=e076mww&AN=1798818&site=eds-live&scope=site&custid=ncirlib [Accessed 9 March 2022].

Gross, R. (2018) 'Connecting the links between leadership styles and virtual team effectiveness', *Journal of Enterprising Culture*, 26(2), pp. 185-205, Business Source Ultimate. doi: 10.1142/S0218495818500073.

Hadjimanolis, A., Boustras, G., Economides, A., Yiannaki, A. and Nicolaides, L. (2015) 'Work attitudes and safety performance in micro-firms- Results from a nationwide survey:(The opinion of the employees)', Safety Science, 80, pp. 135-143, ScienceDirect. doi:https://dx.doi.org/10.1016/j.ssci.2015.07.026.

Halim, N., Hassan, A., Basri, R., Yusof, A. and Ahrari, S. (2021) 'Job Satisfaction as a Mediator between Leadership Styles and Organisational Commitment of Teachers in Malaysia', Asian Journal of University Education, 17(2), pp.61-68, ERIC.

Huo, C., Waheed, M., Arslan, M., Kashif, M., Abbas, K., Hasan, M. and Iqbal, K. (2020) 'Transformational Leadership Spur Organizational Commitment among Optimistic Followers: The Role of Psychological Capital', International Journal of Organizational Leadership, 9(2), pp.93-104, Business Source Ultimate.

Jehanzeb, K. and Mohanty, J. (2018) 'Impact of employee development on Job satisfaction and organizational commitment: person-organization fit as a moderator', International Journal of Training and Development, 22(3), pp.171-191, Business Source Ultimate, DOI: 10.1111/ijtd.12127.

Kesto, D. and Aregawi, G. (2021) 'Effect of Leadership Styles on Employee Performance: The Case of Commercial Bank of Ethiopia', International Journal on Leadership, 9(½), pp.14-34, Business Source Ultimate.

Khurana, R and Nohria, N. (2010) 'Handbook of Leadership Theory and Practice', Boston, Mass : Harvard Business Review Press. . eBook., Database: eBook Subscription Harvard Business Publishing Collection (EBSCOhost).

Kibozi, S. and Michael, F. (2018) 'Nexus between work-life balance practices and affective organisational commitment: The mediating role of transformational leadership style' Business Management Review, 21(1), pp. 60-73, Business Source Ultimate.

Long, C., Yong, L. and Chuen, T. (2016) 'Analysis of the Relationship between Leadership Styles and Affective Organizational Commitment', International Journal of Management, Accounting and Economics, 3(10), pp. 572-598, Business Source Ultimate.

Machmud, S. (2020) 'The influence of motivational leadership that is moderated by perceived uncertainty and work discipline on employee performance', Journal of Management, 11(1), pp. 55-62, Business Source Ultimate, doi: 10.18311/sdmimd/2020/23595.

McClellan, J. (2021) 'Leadership as a Momentary Phenomenon: Proposing a Taxonomy of Leadership Moments', International Leadership Journal, 13(3), pp. 123-151, Business Source Ultimate.

Misko, D., Vagas, M., Birknerova, Z., Tej, J. and Benkova, E. (2021) 'Organizational commitment of human resources in the context of leadership styles in the organization', TEM Journal, 10(3), pp. 1059-1063, Directory of Open Access Journals. doi:10.18421/TEM103-0.

Mitchelson, B. (1993) 'Credibility—How Leaders Gain and Lose It, Why People Demand', *Journal of Sport Management, 7(2),* pp171-172. 2p. DOI: 10.1123/jsm.7.2.171. , Database: Business Source Ultimate

Ndlovu, T., Quaye, E.S., & Saini, Y.K. (2021) 'Predicting organisational commitment: The role of line manager communication, employee trust, and job satisfaction, South African Journal of Business Management, 52(1), pp. 1-11, https://doi. org/10.4102/sajbm. v52i1.2355.

Nel, P. and Rodriques, W. (2015) 'Talent Management of International Staff in the New Zealand Public Health Sector', Journal of Human Resources Management, 15(1), pp. 62-92, Business Source Ultimate.

Nen, Madlena (2015) 'Leader vs Manager. Influences and contributions to team development' SEA: Practical Application of Science, 3(8), pp. 269-272, Directory of Open Access Journals.

O' Malley, M., (2000) 'Creating commitment: How to attract and retain talented employees by building relationships that last', New York ; Chichester : Wiley.

Orazi, D. C., Turrini, A., and, Valotti, G. (2013), 'Public sector leadership: new perspectives for research and practice', International Review of Administrative Sciences, 79(3), pp. 486-504, DOI:https://doi. org/10.1177/0020852313489945.

Purnomo, E. N., Supriyanto, A., Mustiningsih and Dami, Z.A., (2021) 'The effectiveness of principal leadership styles in crisis management', *Pedagogy studies,* 141(1), pp.5-25, Education Source. doi: 10.15823/p.2021.141.1.

Qadir, K. H. and Yesiltas, M. (2020) 'Effect of leadership styles on organizational commitment and performance in small-and medium-sized enterprises in Iraqi Kurdistan', *Social behavior and Personality: An International Journal*, 48 (9), pp. 2- 12, Academic Search Complete. doi: 10.2224/ sbp.9197.

Romani-Dias, M., Scroccaro, A., Carneiro,J., dos Santos, A. (2021) 'The Internationalization of Business Schools based on Faculty Activities: Explanations From the Social Exchange Theory, RAE-Revista de Administração de Empresas (Journal of Business Management), 62(1), pp. 1-16, Business Source Ultimate, DOI: 10.1590/S0034-759020220105.

Roupnel, S., Rinfre, N., & Grenier, J. (2019). Leadership development: Three programs that maximize learning over time, Journal of Leadership Education, 18(2), pp. 126-137, Education Source https://doi.org/10.12806/V18/I2/T1

Saunders, M., Lewis, P. & Thornhill, A., (2019). Research Methods for Business Students.

8th ed. Harlow: Pearson Education Limited.

Sivarat, N., Thamma, P. and Kenaphoom, S. (2021) 'Full range leadership concepts', *Ilkogretim Online*, 20(5), pp.208-216, EBSCO Open Access Jornal, Education Source, doi: 10.17051/ilkonline.2021.05.19.

Storey, J. (2004) 'Leadership In Organizations: Current Issues And Key Trends', London & New York: Routledge.

Valldeneu, M., Tarrats, E. and Ferras, X. (2021) 'Leadership styles and organizational outcomes: A study across international hubs', *Organization development journal,* 39 (1), pp. 13-22, Business Source Ultimate.

Voon, M. L., Lo, M. C., Ngui, K. S. and Ayob, N. B. (2011) 'The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia', *International Journal of Business, Management and Social Sciences,* 2(1), pp. 24-32, Business Source Ultimate.

Watkins, M. (2017) 'How managers become leaders', Harvard Business Review Press. Series: HBR's 10 Must Reads. Boston, Massachusetts : Harvard Business Review Press. eBook., Database: eBook Subscription Harvard Business Publishing Collection (EBSCOhost).

Yulk, G. and Gardner, W. (2019) 'Leadership in organizations' London. Pearson Prentice Hall, 556 p. : ill. Database: NCI Library Catalogue.