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# Employees' Perceptions of Managerial Transformational Leadership Behaviors and Effectiveness Among Information Technology Managers

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Walden University
2015

Abstract

Employees' Perceptions of Managerial Transformational Leadership Behaviors and

Effectiveness Among Information Technology Managers

by

Olusesan Ogunsakin


MS, University of Ottawa, 2007

BS, Obafemi Awolowo University, 1994



Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration



Walden University

June 2015

Abstract

The selection of effective leaders is critical to improving organizations' performance in the current dynamic global business landscape; however, the inadequacy of leadership selection criteria in many organizations had led to an increase in the rate of chief executive officers' dismissals within the last 3 decades in the United States. The purpose of this correlational study was to examine the relationship between employees' assessments of their managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness for improved leadership selection. Bass' transformational leadership theory and Herzberg's motivation-hygiene theory guided the study with data gathered, using an online survey, from randomly selected information technology professionals employed at telecommunication service companies located in the State of New Jersey ($n = 190$). Data analysis using a multiple linear regressions indicated a statistically significant relationship between managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness, $F(5, 184) = 237.578$, $p < .0005$, and $R^2 = 0.866$. The final model indicated that each of the 5 predictors examined that represented managers' transformational leadership behaviors were statistically significant in predicting employees' perceptions of managerial leadership effectiveness. The results of this study may have implications for social change by providing information for business executives to improve leadership selection criteria. Adopting the findings from this study might increase effective leaders who proactively align organization's vision with societal expectations, thus improving an organization's public perceptions and financial outlook.

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Dedication

I dedicate this research paper and the entire doctoral program to the glory of God,

who has guided me through the entire journey, and to the memory of my late parents,

who taught me to be strong and aim high in every area of my life.

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Section 1: Foundation of the Study

Leadership is an essential aspect of an organization because successful leaders empower groups of people within the organization towards achieving the organization's goals (Germain, 2012). Leaders are a source of influence that can assist groups of individuals towards personal goal attainment (Germain, 2012). Leadership studies have evolved in the late 20th century from traits-based approach towards a more recent transformational leadership that emphasizes leadership behaviors rather than traits (Sant'Anna, Lotfi, Nelson, Campos, & Leonel, 2011). Transformational leadership is a model of leadership used to initiate and sustain transformational change within an organization (Du, Swaen, Lindgreen, & Sen, 2013). Transformational leaders inspire their followers by using transformational behaviors that motivate followers to attain performance levels beyond the leaders' expectations (Ishikawa, 2012; Lincoln, 2012).

The rapidly changing economy and continuing globalization of businesses in the developed world in the 21st century have propelled strong competition among business organizations' leaders in many different regions of the world (Ramanauskas, Sergeev, & Ponomarenko, 2014). The dynamic nature of the global economic landscape has reshaped both the threats and opportunities facing business organizations (Nicolae, Florin, & Vlad, 2013). This landscape has led to an increased urgency on the part of many business executives to adapt to the changing context of the global economy (Camelia & Luminita, 2013). Despite the development of leadership studies, many organizations still face leadership problems because they lack effective succession plans (Klein & Salk, 2013; Vinkenburg, Jansen, Dries, & Pepermans, 2014). This leadership

problem is evident in the self–centered and poor judgments of some business leaders that, in part, contributed to the 2008 U.S. economic meltdown (Moravec, 2011).  The U.S. economic meltdown led to a 37% reduction in American wealth as reflected in the New York Stock Exchange stock values (Moravec, 2011).  In addition, ineffective responses from business executives to changing business landscape have led to the decline of many business organizations resulting from poor performance (Amar, Hentrich, Bastani, & Hlupic, 2012).

Managers' leadership behaviors have a direct impact on employees' motivation, commitment, and performance (Simola, Barling, & Turner, 2012).  This influence is due to the presence of a direct relationship between the managers and their followers (Brunelle, 2013).  The uniqueness of this relationship between managers and their employees allows employees to evaluate the effectiveness of their managers' leadership behaviors first-hand (van Vugt & Ronay, 2014).  One of the goals of leaders is to lead subordinate employees towards the attainment of their organization's goals, because employees are an essential group of stakeholders in an organization (Inyang, 2013; Kaiser & Curphy, 2013; Poulain-Rehm & Lepers, 2013).  However, leaders require behaviors that emphasize a relational approach to accomplish the goals of effectively leading their employees.

Employees' stakeholder role and contact with leaders indicates that their opinions on the effectiveness of their leaders' behaviors can provide an early indication of the present and future success of the organization (van Vugt & Ronay, 2014).  This study indicated the existence, strength, and direction of a relationship between transformational

leadership behaviors and employees' views of leadership effectiveness. Prior research supported a relationship between leadership styles, employees' effectiveness, and organizational performance in many business sectors including rural electric cooperatives (Jones, 2013). However, a research gap exists in the context of employees' assessments of transformational leadership behaviors of information technology (IT) managers in the telecommunication service industry. Hence, the needs for this study as a potential pathway for improving leadership selection criteria.

## Background of the Problem

### Historical Perspective

Leadership is deeply rooted in human evolution and civilization, and leadership studies in one form or the other have been in existence for two centuries (van Vugt & Ronay, 2014). Organizational focus of leaders in the U.S. economy has also evolved from an authoritarian to a liberal form of leadership in which leaders empower the employees (Derue, Nahrgang, Wellman, & Humphrey, 2011). Authoritarian leaders use cohesion on their followers, without regard for their opinions, to achieve organizations' common goals (Schoel, Bluemke, Mueller, & Stahlberg, 2011). Liberal leaders build relationships with their followers, value their opinions, and encourage them towards achieving common organization's goal (Schoel et al., 2011). The complexity of the modern economy has led to the general acceptance of the liberal leadership approach where leaders and employees accomplish organizational goals by exerting mutual influence on one another through the dynamics of interaction (Tourish, 2014).

The Industrial Revolution ushered in an increased interest in leadership studies (Tongo, 2012). As the U.S. economy changed from an agricultural-based to an industrial economy with people organized to work with machines in different factories, human thought began to evolve and align with the automation of business operations (Stone & Patterson, 2005). This change in the economy also created a paradigm shift in which ordinary people obtained recognition as leaders by virtue of their skills as opposed to their social status (Reinsch & Gardner, 2014). The paradigm shift in the business landscape provided an underlying foundation for the current leadership studies.

**Early Leadership Studies**

Early research on leadership was classified under either classical management or scientific management theory (Parker & Ritson, 2011). Weber and Fayol's bureaucracy theory in the late 1800s was one of the early classical theories of management and Taylor's study of time, motion, and control of workers in 1911 was one of the early scientific theories of management (Myers, 2011). One of the early scientific studies of leadership traced back to a seminar in 19th century to identify traits and characteristics that make an effective leader (Sant'Anna et al., 2011). The outcome of this seminar led to the formulation of the trait theory of leadership (Sant'Anna et al., 2011). The theory remained popular until 1940s as a way to identify effective leaders (Sant'Anna et al., 2011).

Studies employing trait theory have not consistently identified a common set of traits or attributes associated with effective leadership (Perruci & McManus, 2012). These inconsistencies led to the development of a behavioral approach to leadership

study (Perruci & McManus, 2012; Sant'Anna et al., 2011).  Research from 1940 to 1980 on the role of behavior in leadership effectiveness increased with an emphasis on how leaders influence the performance of individual employees (Yukl, 2012).  Research conducted at Michigan State University and Ohio State University were pioneering studies on leadership behavior (Marshall, 2012); their findings characterized leadership behaviors on a continuum from task to relationship-oriented (Ritz, Giauque, Varone, & Anderfuhren-Biget, 2014).  This leadership research led to the development of Blake and Mouton's leadership grid theory, which proposed combining both task-oriented and relationship-oriented behaviors to maximize an organization's benefit (Blake & Mouton, 1964).

Several other research studies published between 1950 and 1960 include Maslow theory of needs, and the McGregor Theory X and Theory Y.  Maslow described a theory of needs in 1954, stating that individuals become effective when their needs are satisfied (Maslow, 1954).  McGregor, in Theory X and Theory Y in the 1960s, explained that people can be creative and effective if properly motivated (McGregor, 1960).  McGregor extended Maslow theory to indicate that leaders can motivate their employees once they learn to satisfy the employees' needs (McGregor, 1960).  The authors of these theories identified the significance of employees-centered approaches to increasing productivity in business organizations.

Other researchers such as Fielder, House, Bass, and Avolio expanded the work of Maslow and McGregor to study the role of leadership behaviors in a leader-follower relationship in organization management.  The contingency theory became prominent in

1960 through the work of Fiedler (Wang, Tee, & Ahmed, 2012).  The contingency theory indicates that leadership effectiveness is contingent on a leader's ability to strike a balance between style and the situation with appropriate behaviors (Wang, Tee, & Ahmed, 2012).  The path goal theory provided another perspective to contingency theory with a proposition that effective leaders motivate their employees by clarifying a clear path to attain employees' individual and organization's goals (House, 1971).  In the late 1970s, leadership theory progressed beyond situational supervision, with a focus on the relational interaction between leaders and their employees with the concept of transactional/transformational leadership (Northouse, 2012).  Bass and Avolio (2004) acknowledged the initial introduction of transformational leadership by Burns (1978) and further developed and conceptualized transformational leadership in 1985.  Effective business management requires leaders who understand the significance of relating to their followers' needs and align such needs with organizational goals.

**Current Business Environment**

The global business markets continue to evolve with competitions within and between regionals markets (Nicolae et al., 2013).  United States businesses constantly face both internal and external factors such as technological, environmental, political, and economic factors that lead to change (Warner & Zheng, 2013).  Global competition has also enabled U.S. economy to influence global integrations and trades through free trade agreements and international communication standards (Nicolae et al., 2013).  For example, the globalization of the U.S. economy enabled the media as a tool to drive foreign demands for U.S. products and culture (Bond & O'Byrne, 2014).  Ramanauskas et

al. (2014) noted that factors such as technology, global competition, increasingly complex global market, and growing scarcity of natural resources are all catalysts to change in U.S. business organizations.  Even when all these factors properly align to generate positive change in an organization, an effective leader is still required to lead and align employees' expectations with the company's vision (Yukl, 2012).

Business executives need good strategies and good leadership teams to implement strategies to sustain and improve their companies' status in the market.  In addition, successful implementation of strategies leads employees in the right direction towards accomplishing organizational goals and objectives (De Waal & Sivro, 2012).  Leadership teams create a strategic vision and align organizations' resources to attain the vision (Mallia, Windels, & Broyles, 2013).  People in a leadership position are responsible for (a) establishing a course for the organization, (b) setting standards, (c) building trust, (d) encouraging loyalty, and (e) challenging current processes toward improving them to meet the demands of a rapidly changing business landscape (Shaw, 2008).  However, the global economic downturn in 2008 led many scholars to challenge past assumptions about leadership effectiveness (Reed, Vidaver-Cohen, & Colwell, 2011).  Pollach and Kerbler (2011), for example, posited that a chief executive officer's positive reputation, charisma, and symbolic power have a positive effect on corporate reputation and an organization's effectiveness, and help establish a positive outlook for publicly owned organizations.  Leadership is also a significant contributor to projects' outcomes (Nixon, Harrington, & Parker (2012).

Technological improvements enabled managers in the late 20th century to become people of action and thoughtful, superior problem solvers and planners (Ha & Park, 2014). Although leaders with such skills have established the significance of critical thinking ability to business sustenance, the business landscapes in most regions of the world remain dynamic and continue to evolve into a complex and dynamic global economy (Ramanauskas et al., 2014). Leadership selection approaches in many organizations have not addressed current business needs and trends (Vogelgesang, Clapp-Smith, & Osland, 2014). Critical thinking capabilities in modern leaders are no longer sufficient in a rapidly changing environment (Jenkins, 2012); consideration of leadership behavior is essential when evaluating leaders' performance (Yukl, 2012). I designed this quantitative study to address this need by examining the extent and nature of the relationship between transformational leadership behaviors and leadership effectiveness. This relationship might assist business executives to identify current and potential leaders who have the most positive impact on their employees' performances in a business organization.

## Problem Statement

Despite yearly investment of about $14 billion on leadership development in the United States, effective leadership skills among managers are still lacking (Kaiser & Curphy, 2013). Since leadership tasks at all organization levels are becoming increasingly difficult due to greater diversity among the organizations' stakeholders (Latham, 2014), business leaders require complex and adaptive management skills to lead individuals toward improved organization and personal performance (McKnight, 2013).

However, the performance ratings of 60% of managers in corporate America are below

average thereby preventing an optimal utilization of employees' potentials (van Vugt &

Ronay, 2014).  The general business problem in this study was that the use of inadequate

leadership selection criteria by business executives had led to substantial increases in the

rate of chief executive officer (CEO) dismissals in the United States within the last 3

decades (Carter & Greer, 2013).  The specific business problem was that business

executives have little information concerning the relationship between employees'

assessments of their managers' transformational leadership behaviors and employees'

perceptions of managerial leadership effectiveness towards improving leadership

selection.

## Purpose Statement

The purpose of this quantitative correlational study was to examine the

relationship between employees' assessments of their managers' transformational

leadership behaviors and employees' perceptions of managerial leadership effectiveness

for improved leadership selection.  Direct relationships between managers and employees

enable employees to spend extensive time communicating with their managers (Brunelle,

2013).  Hence, employees' assessments of their managers' behaviors based on the unique

employee-manager relationship provide another dimension, apart from technical skills

and accomplishments, to evaluate leadership effectiveness among IT managers (van Vugt

& Ronay, 2014).

The predictor variables used in this study were the factors used in the Multifactor

Leadership Questionnaire (MLQ) to assess transformational leadership behaviors such as

idealized behavior and intellectual stimulations.  The criterion variable was the MLQ's

*effectiveness* factor that measured the employees' perceived leadership effectiveness of

their managers.  The targeted population consisted of IT managers and their subordinate

employees employed in telecommunication service organizations in the State of New

Jersey.  The social change effect from the findings from this study indicates how business

leaders in companies may improve the promotion of effective IT managers with adequate

leadership behaviors using employees' perceptions of managerial leadership

effectiveness.  Increased leadership effectiveness result in improved employee morale

(Tonkin, 2013), and thereby improve organizational performance and benefitting

organizations' stakeholders and their families with higher incentives from increased

financial performances, derived from sales and higher market valuations (Jones, 2013).

## Nature of the Study

Quantitative correlation research measures how variation in one variable relates to

variation in another variable (Polit, Beck, & Stannard, 2012).  Correlation design was an

appropriate design for this study because using correlation enabled the determination of

the relationship between transformational leadership behaviors (predictors) and perceived

leadership effectiveness (criterion).  Quantitative and qualitative methods represent two

distinct perspectives in the study of nature and the relation of beings that exist in nature

(Slevitch, 2011).  Qualitative study is an in-depth exploration of phenomena that exist in

the context of real world by using interpretive techniques to understand, decode, and

provide meaningful explanation of the phenomena (Cooper & Schindler, 2013; Yin,

2013).  A qualitative method was not appropriate for this study because the method is

mostly appropriate for exploratory studies that involve open-ended interviews or observations of human participants (Poore, 2014). The goal for this study was not to describe a phenomenon but to examine the relationship between the criterion and predictor variables.

Quantitative study is a methodology that uses close-ended questions in a precise measurement of entities such as opinions, behaviors, and attitudes (Cooper & Schindler, 2013). Theoretical assumptions act as a foundation for conducting quantitative studies and quantitative studies commonly use statistical analysis on numerical data to estimate study outcomes (Poore, 2014). I designed this study to assess the relevance of employees' perception in leadership selection by examining the extent, nature, and direction of the relationship between employees' assessments of their managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness. Since my intention was to assess relationship between study variables, quantitative method was the right choice for this study.

A mixed method was not appropriate for this study due to the lack of any components in this study that required qualitative analysis. A mixed method is an appropriate choice for studies that manipulate data from both numerical and non-numerical sources to address studies' research questions (Frels & Onwuegbuzie, 2013). A mixed method is ideal for a study that requires the combination of the strengths of both qualitative and quantitative methods into a single research. A mixed method is useful to address the complexity of research objectives requiring multiple phases beyond the scope of either quantitative or qualitative method (Wisdom, Cavaleri, Onwuegbuzie, & Green,

2012).  A mixed method is not appropriate for this study since the focus is to assess relationship between study variables using numerical data.

The correlation design approach used for this study provided a means for assessing the degree of the relationship between transformational leadership behaviors and the perceived effectiveness of these behaviors among IT managers.  Correlation provides an inferential statistical test of the relationship between criterion and predictor variables (Ando & Tsay, 2011).  Breen, Holm, and Karlson (2014) noted that a correlation study allows a statistical comparison of two or more variables by measuring the degree of association between or among the variables.  The results from the analysis of a randomly selected sample from a population of IT professionals might indicate the strength and nature of the relationship between leadership behaviors and leadership effectiveness from employees' perspective.  Therefore, a correlational design approach was appropriate to study a sample that is large enough to provide a statistical representation of the population.  An experimental design approach would not have been appropriate for this study due to the difficulty in controlling other factors that might influence the outcome of a behavioral study (Cooper & Schindler, 2013).

## Research Question

The objective for this study was to examine the relationship between managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness.  Research questions formulation is a critical step in focusing studies and research questions on the problem under study (O'Brien & DeSisto, 2013). The main research question for this study was:

What is the relationship between employees' assessments of their managers'
transformational leadership behaviors and the employees' perceptions of managerial
leadership effectiveness?

## Hypotheses

While research questions are queries about the relationships that exist among
variables, quantitative hypotheses are assertions about the answers to these queries (Polit
et al., 2012).  I used the MLQ assessment tool to assess key leadership behaviors that
Bass and Avolio (2004) associated with effective and transformational leaders.  The
MLQ is a comprehensive survey instrument that evaluates behaviors associated with
different leadership styles demonstrated as good predictors of both subordinates' and
organizational performance (Sadeghi & Pihie, 2012; Sahaya, 2012).  Bass and Avolio
(2004) recommended the use of five behaviors – shown in the hypotheses – to assess
transformational leadership style.

The null and alternative hypotheses for this study were:

$H_o$:     There is no statistically significant relationship between employees' assessments

of their managers' (a) Idealized attribute, (b) Idealized behavior, (c) Inspirational

motivation, (d) Intellectual stimulation, and (e) Individualized consideration

behavior and employees' perceptions of managerial leadership effectiveness.

$H_a$:     There is a statistically significant relationship between employees' assessments of

their managers' (a) Idealized attribute , (b) Idealized behavior, (c) Inspirational

motivation, (d) Intellectual stimulation, and (e) Individualized consideration

behavior and employees' perceptions of managerial leadership effectiveness.

**Survey Questions**

A survey instrument is a means for data collection to gather facts, attitudes, and opinions that provide a description, explanation, and exploration of the target population (Cooper & Schindler, 2013). In this study, I adopted close-ended questionnaire to present 24 assessment items to study participants who report to IT managers. These items are a subset of the entire MLQ leadership assessment instrument. Copyright compliance prevented full disclosure of all the items in this study; however, permission to use the instrument is in Appendix B. With Bass and Avolio's (2004) recommendation to score MLQ items using a 5-point scale of *0* (not at all) to *4* (frequently, if not always), I used the MLQ assessment items to assess transformational leadership behaviors and leadership effectiveness.

## Theoretical Framework

Herzberg's motivation-hygiene theory and Bass' transformational leadership theory provided the theoretical foundations for this study. Theories provide a framework for a study and act as a model for the research questions, hypotheses, data collection, and analysis procedures (Ekekwe, 2013). Management is an essential aspect of any organization and members of the management team require leadership skills to manage successfully (da Cruz, Nunes, & Pinheiro, 2011). Leadership entails leading others to achieve and sustain an organizational vision (Kaiser & Curphy, 2013). Theoretical frameworks allow better understanding of leadership paradigm in the context of this study.

Part of the leadership process includes a constant interaction with subordinates employees, peers, seniors, and others whose support is necessary to accomplish organization's goals (Inyang, 2013). In the realm of leadership study, understanding the difference between leadership's views based on personality traits and the leadership model reflecting the relational leadership process is essential. The relational leadership process entails a bidirectional relationship between leaders and followers (Raffo, 2012). Figure 1 shows the unidirectional interaction of personality traits-based leadership style with the bidirectional interaction of a relational leadership. In Figure 1, trait definition of leadership indicates leader-follower relationship from personality traits perspective such as height and intelligence, while process definition of leadership indicates leadership from interaction perspective.
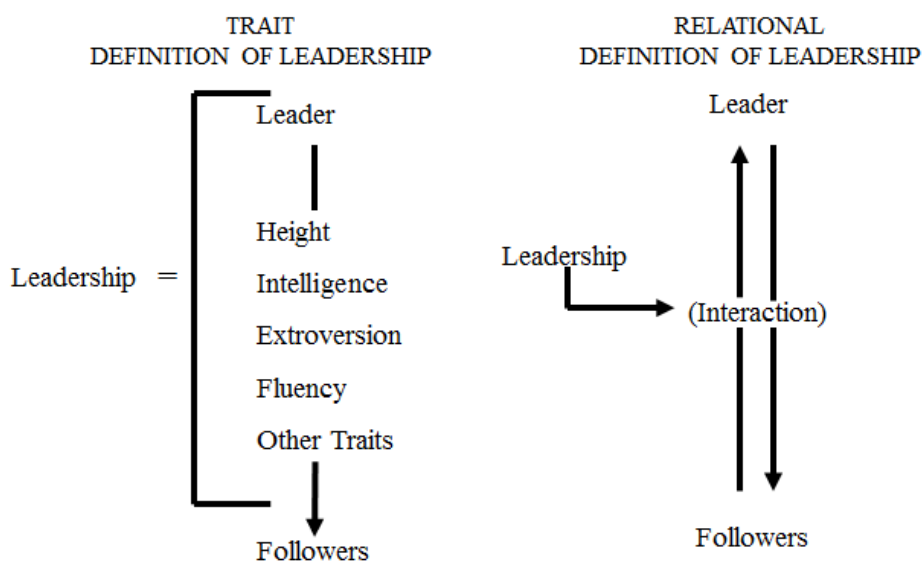


*Figure 1*. A comparison between personality traits and process-based leadership approaches showing underlying characteristics that dictate leader-follower interaction. Adapted from *The Relationship between Leaders' Behaviors & Organizational Learning Actions*, by Lu, 2010, ProQuest Dissertations and Theses database (UMI No. 3487793). Copyright 2010 by UMI Dissertations Publishing.

An effective leader must learn to motivate others and to accomplish this motivation requires an understanding of human nature (Griskevicius, Cantú, & van Vugt, 2012).  Human nature is the state of mind and social interactions that make human being unique relative to other living organisms (Dweck, 2012).  People behave according to certain principles of human nature that are unique and nontrivial (Smaers et al., 2011).  While human values, beliefs, and cultural backgrounds vary from one region of the world to another, human beings share some common basic needs (Herzberg, Mausner, & Snyderman, 1959).  In addition, to being effective, leaders must understand these basic needs to motivate their followers.

**Herzberg's Motivation-hygiene Theory**

Herzberg's motivation-hygiene theory provided one of the main theoretical backgrounds for the research topic under study.  Fredrick Herzberg in 1959 characterized people's mental responses to working condition under motivation and hygiene frameworks (Herzberg et al., 1959).  Herzberg concluded that hygiene factors, such as a working condition and supervision, may create job dissatisfaction when absent; however, the presence of these factors does not motivate or create satisfaction (Herzberg et al., 1959).  The implication of this theory is that the state and nature of work environments may play a role in employees' productivity.

Herzberg's motivation-hygiene theory relies on a distinction between hygiene and motivator factors (Islam & Ali, 2013).  Hygiene factors refer to the work environment (Teck-Hong & Waheed, 2011).  Hygiene factors, usually, related to dissatisfaction with

work such as working conditions and relationship with supervisor and coworkers (Teck-Hong & Waheed, 2011). Motivator factors relate to personal growth and self-actualization and these factors align with the satisfaction with the work (Teck-Hong & Waheed, 2011). Motivator factors include the nature of the job itself, responsibility, recognition, and accomplishment (Bhatia & Purohit, 2014). According to Sell and Cleal (2011), Herzberg demonstrated that although some factors may cause dissatisfaction among employees, other factors could lead to strong affections and long-lasting dedication to the organization.

In a report presented in 1959, Herzberg, with research colleagues Mausner, and Snyderman first showed that a worker has two sets of needs (Herzberg et al., 1959). The first need is the desire to satisfy human animal instinct by avoiding pain and the second is human need to grow psychologically (Herzberg et al., 1959; Khan, Shahid, Nawab, & Wali, 2013). These two needs led to the formulation of dual factors that explain the two categories of needs affecting employees in the workplace (Herzberg et al., 1959; Hyun & Oh, 2011). Sell and Cleal (2011) advanced the positive factors of Herzberg's theory further by showing that factors that affect both physical and mental states of individuals have considerable effects on such individuals' job contentment. Herzberg's theory aligns with this study because studies in the literature have shown a strong correlation between employee motivation and performance (Choudhary, Akhtar, & Zaheer, 2013; Lorinkova, Pearsall, & Sims, 2013; Kusurkar, ten Cate, Vos, Westers, & Croiset, 2013). Hence, Herzberg's theory provided a basis for understanding the significance of the behavioral relationship between leaders and subordinate employees.

**Transformational Leadership Theory**

Burns developed transformational leadership theory in 1978 (Burns, 1978). Transformational leadership is a form of leadership that fosters a positive relationship between leaders and their employees (Gandolfi, 2013; Humphrey, 2012). Such positive relationship motivates and transforms the employees to perform above the minimum expectations (Simola et al., 2012). Burns (1978) originally conceptualized both transformational and transactional leadership but differentiated these leadership styles by the level of motivation they instill and the nature of the interaction involved.

Bass extended Burn's initial concept to include other components beyond the transformational and transactional concept that Burns defined (Bass & Avolio, 2004). Avolio also refined the factor structure and questions of Multifactor Leadership Questionnaire instruments commonly used to measure the full range of leadership (Bass & Avolio, 2004; Goussak, Webber, & Ser, 2011). Transformational leaders motivate by engaging in behavior that stimulate and inspire their employees to a higher level of performance (Grant, 2012). Transformational leaders influence the self-efficacy of their employees by designing their organizations and jobs for self-determination (Cavazotte, Moreno, & Bernardo, 2013; Den Hartog & Belschak, 2012). Transformational leaders are change agents because the leaders transform organizations by guiding the corporate vision and overall change management (Gandolfi, 2013). Since business' leaders are responsible for guiding the mission and sustainability of the organization through effective leadership (Cavazotte et al., 2013), transformational leadership theory aligns

with the business problem of leadership selection for identifying behaviors of effective

leaders addressed in this doctoral study.

## Definition of Terms

Definitions of the terms in this study are as follows:

*Effective leadership*: Effective leadership is a leadership style that motivates

followers to achieve organization's goals and improve themselves by using positive

human relations effectively to sustain effective communication (Conchie, 2013; Hamstra,

Van Yperen, Wisse, & Sassenberg, 2011).

*Multifactor Leadership Questionnaire (MLQ)*: MLQ is a survey instrument

commonly used to assess transformational leadership behaviors (Bass & Avolio, 2004;

Northouse, 2012).

*Stakeholder*: Stakeholder is anyone who either has a direct stake or has an indirect

stake in an organization or someone who can influence the achievement of the

organization's objectives (Barnett, 2012; Brandon & Fukunaga, 2014; Ni, Qian, & Crilly,

2014).

*Transformational leadership*: Transformational leadership is a model of

leadership that initiates and sustains transformational change within an organization (Du

et al., 2013).

## Assumptions, Limitations, and Delimitations

### Assumptions

The first assumption was that the survey respondents would provide an honest

assessment of their leaders' behavior.  The significance of honest responses to all the

questions was emphasized in the survey questionnaire, so as to support this assumption.

Another assumption was that respondents would return the questionnaire within the data

collection period with the same response rate found in the literature; I encouraged this by

sending out a reminder notice to all participants one week before the data collection

period ended.

**Limitations**

The study limitations were those characteristics of design methodology that might

constraints the study's conclusions and generalizability (Ekekwe, 2013). There were a

number of limitations to this study. One limitation was the absence of the causal effect

because a correlation among the variables in this study did not imply causation; hence,

direct cause and effect among the variables was not part of the study (Russo, 2011).

Another potential limitation was the *halo effect* inherent in survey designs that might

affect the discriminant validity of the design due to inherent cognitive bias that could

influence research subjects in judging others' performance (Olsen, 2011; Pollock, 2012).

**Delimitations**

There were two delimitations for this study. The first delimitation was the subset

of the MLQ questionnaire I used in this study to assess transformational leadership and

leader's effectiveness. The subset of the MLQ questionnaire was limited to the

examination of 24 specific items (Bass & Avolio, 2004; Zhu, Riggio, Avolio, & Sosik,

2011). The other delimitation was the selection of the study population among IT

professionals who reported directly to a manager in telecommunication service

organizations, in the State of New Jersey.  Since the state of New Jersey delimited this study, I did not intend to generalize the results elsewhere.

## Significance of the Study

An ineffective selection of candidates for leadership positions has occurred among several Fortune 500 companies (Bishop, 2013).  Hewlett Packard's board of directors appointed and fired four CEOs within a period of 13 months (Bishop, 2013).  Yahoo's board of directors hired and fired the company's CEO within 4 months based on inaccurate depiction of educational qualification embedded in his resume (Bishop, 2013).  Chen and Cheng (2012) concluded that, the ability to predict which behaviors lead to optimal effects is necessary to change existing business practices for the potential benefit of enhancing organizations' performance.  Van Vugt and Ronay (2013) reported higher success rates in executives' selection when employees play an active role in the selection process.  Since leadership is a dynamic process that entails constant interaction between employees and managers (Tourish, 2014), employees are more satisfied with the outcome of leadership selection when senior executives consider employees' input in the selection process (van Vugt & Ronay, 2013).

The outcomes of this study expanded the existing body of knowledge on leadership behaviors, leadership effectiveness, and leadership selection to telecommunication service sector in the State of New Jersey.  The results might assist organizations' leaders in developing effective ways to identify current and potential leaders with the optimal behaviors that enhance organizations' effectiveness. Adoption of the recommendations of this study may also provide a bottom-up dimension to staff

appraisal and might reduce the incidence of an inappropriate selection to fill leadership

positions within an organization.  The findings from this study might benefit many

organizations' leaders by enhancing their existing methods for selecting leaders through

the assessment of the behaviors that the leaders' employees perceive in the leaders.  Such

an approach may also prevent the selection of leaders such as the ones who led MCI,

WorldCom, and Enron to bankruptcy (Bishop, 2013).  The findings from this study might

also be useful to business leaders in designing training programs that identify and

improve potential leaders' weak skill sets and behaviors that relate to employees'

productivity.

**Contributions to Business Practice**

The constructs of leadership behaviors, leadership effectiveness, and employees'

performance are worthy of further study to address the gap in business practice relating to

organizational leadership effectiveness (Wang, Oh, Courtright, & Colbert, 2011).  The

results from this study filled an existing gap in leadership selection process that currently

lacks employees' voice in many telecommunication service companies.  Human

Resources personnel in business organizations commonly use the top-down approach

where managers appraise employees to decide staff promotion and overall status within

the business leadership hierarchy (van Vugt & Ronay, 2014).  Inclusion of employees'

assessments of their managers' leadership behaviors provides a bottom-up dimension to

staff appraisal.  Employees' assessments might reduce the incidence of wrong selection

to fill a leadership position within an organization, thereby improving teams'

performance, and potentially increasing organizations' financial performance.

**Implications for Social Change**

The positive social change implications of the study may entail potential improvement of the existing leadership selection process that business leaders currently use. The study's results validated the significance of employees' perspective of their managers' effective leadership behaviors as an additional criterion. The cost and reduced staff morale associated with leadership succession failures have led to a reduction in the stock market capitalization of many publicly traded organizations (Antonacopoulou & Sheaffer, 2014). A key aspect of positive social change entails improving the dignity, worth, and positive development of employees reporting to ineffective managers. Hence, accurately identifying effective managers through behavioral analysis is imperative (Bishop, 2013) since such identification can improve employees' commitment to organization's goals and thereby improve overall business performance.

Determining employees' perceived effectiveness of leadership behaviors can improve current leadership selection practices. Such determination has the potential to reduce organizational turnover through selection of effective leaders that promotes subordinates' overall improvement and job satisfaction (Davis, 2014). Employees' assessments of their managers' leadership behavior may also improve leadership accountability since such assessments may encourage these managers to practice behaviors that improve the employees' professional and personal lifestyles (Tourish, 2014).

**A Review of the Professional and Academic Literature**

The purpose of this quantitative correlational study was to examine the relationship between employees' assessments of their managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness for potentially improving leadership among IT managers in the telecommunication service industry. The research question for this study was the following: What is the relationship between employees' assessments of their managers' transformational leadership behaviors and the employees' perceptions of managerial leadership effectiveness? I used a null hypothesis to investigate the research question. My assumption for the null hypothesis was that there was no statistically significant relationship between the attributes of employees' perceptions of their managers' (a) idealized attribute, (b) idealized behavior, (c) inspirational motivation, (d) intellectual stimulation, and (e) individualized consideration behavior and employees' perceptions of managerial leadership effectiveness.

Failures of large business organizations such as Enron and an increasing rate of CEO dismissals have generated awareness on the significance of leadership in organizations' performance (Carter & Greer, 2013). Such awareness has also resulted in an increase in academic research and literature related to the effectiveness of leadership behavior and leaders' relationship with subordinate employees and other stakeholders. A literature review is an essential step in the research process. Literature review represents a thorough and sophisticated foundation for a quality research (Onwuegbuzie, Leech, & Collins, 2012).

The literature review for this study included information from sources ranging from books, journals, periodicals, and doctoral dissertations on different theories related to human behavior, relations, and research studies on leadership behaviors styles. I conducted an extensive search of business and management related databases such as (a) Business Source Complete, (b) Emerald Management Journals, (c) SAGE Premier, (d) ProQuest, (e) ABI/INFORM, and (f) Google Scholar. I also searched psychology-related databases such as PsycINFO and PsycARTICLES for human relations theories related to the study, and searched other sources of peer-reviewed articles on the Internet such as the Google scholar.

Some of the keywords I used for the literature review include *(a)behavior learning, (b) business leadership, (c) human relation, leadership, (d) leadership failure, (e) leadership theories, (f) leadership behavior, (g) transformational leadership, (h) technology, (i) multifactor leadership questionnaire, (j) motivation, (k) effectiveness, and (l) human needs*. My strategy for the literature review was to identify and search publications on different aspects of leadership in business organizations. Identification of relevant scholarly research articles led to the creation of annotated bibliographies. The study referenced 289 sources, which include 271 (93%) peer-reviewed sources and 251(86%) peer-reviewed sources published within 5 years of my anticipated date of graduation. Organization of the literature review follows five themes, and these themes are (a) leadership traits, (b) leadership behavior, (c) transformation model of leadership, and (d) effectiveness of transformational leadership.

**Evidence of the Problem from the Literature Review**

Research in leadership studies has increasingly gained attention among management scholars worldwide (Northouse, 2012).  The significance of effective leadership in an increasingly dynamic, complex, and the global economy has also driven an increase in leadership studies.  Smith and Howard (2009) estimated that executive failures through illogical decision-making among leaders are about 50% due to insufficient preparations of the people taking over leadership positions.  Smith and Howard attributed this failure to poor leadership selection through over reliance on unstructured interviews and reference checks as the basis of electing leaders.  For example, Falk and Blaylock (2012) attributed the U.S. financial meltdown between 2007 and 2009 to the behavior of a small number of leaders in the core financial organizations. Falk and Blaylock posited that ignorance, human action, and inaction of leadership in some different, but highly inter-related businesses were the cause of the financial crisis.

Leadership definitions from different contextual perspectives have resulted in different views on how to conceptualize and study leadership (Brocato & Gold, 2010). While perspective may differ, Northouse (2012) and Tonkin (2013) agreed leadership is an essential phenomenon for an organizations' effectiveness.  The current leadership approach and selection have failed in many business organizations (Carter & Greer, 2013; van Vugt & Ronay, 2014).  Hence, the needs arise to expand on leadership studies, especially the impact of managerial leadership behaviors on employees.  The following study of leadership includes a review of the common approaches for describing leaders such as traits and behaviors.

**Traits-Based Leadership Approach**

Northouse (2012) and Olsen (2011) conceptualized leadership as based on behaviors or traits while Bass and Avolio (2004) viewed leadership from a relationship standpoint. In leadership studies, the traits a leader possesses are a good indication of the leader's effectiveness and managerial success (Hoffman, Woehr, Maldagen-Youngjohn, & Lyons, 2011; Walumbwa, Luthans, Avey, & Oke, 2011).

Derue et al. (2011) defined personality traits as stable and individual differences in behavior from one person to another. The personality trait perspective indicates the degree of a leader's personal qualities as the basis to assess a leader's ability to lead. These personal qualities include (a) extroversion, (b) characteristics, (c) neuroticism, (d) intelligence, (e) openness, (f) agreeableness, (g) conscientiousness, (h) background, (i) expertise, (j) knowledge, and (k) skill (Glover, Miller, Lynam, Crego, & Widiger, 2012; Holt & Marques, 2012; Lu, 2010; Rammstedt & Farmer, 2013; Samuel, Riddell, Lynam, Miller, & Widiger, 2012; Solomon & Jackson, 2014). Camgoz, Karan, and Ergeneli (2011), Fietze, Holst, and Tobsch (2011), and Papp (2011) used the psychological approach named the big five personality traits to study leadership. The big five personality traits, also referred to as the five factor model, is a good predictor of leadership traits that lead to higher job performance and professional success (Kalshoven, Den Hartog, & De Hoogh, 2011; Papp, 2011). For example, many studies occurred on narcissism between 1991 and 2011 (Godkin & Allcorn, 2011). Nicholls and Stukas (2011) studied narcissism among the Australian population and found that narcissists are likely to avoid anyone that outshines them and avoid a close relationship. Shaw (2008)

focused on the nature of narcissism in organization's leadership. Shaw used multiple reliable self-report assessment tools such as (a) the Narcissism Personality Inventory-16, (b) the Big Five Mini-Markers, (c) the Paulhus Deception Scales, and (d) the Attachment Style Relationship Questionnaire to gather data on personality traits and behaviors that predict a disposition toward narcissism in organization's leaders. Shaw concluded by identifying a positive correlation between narcissism and extraversion/openness and a negative correlation between narcissism and agreeableness.

Researches in personality-traits-based studies indicate a one-dimensional approach by assuming that personality traits are an adequate way to predict a leader. However, existing research has shown that this approach is inadequate. After conducting a literature review of 163 papers in 1974, Stogdill postulated that the personality traits are not sufficient to identify an effective leader (Stogdill, 1974). Stogdill concluded that further research should also include situational factors such as the level of interaction between leaders and followers (Jameson, 2011; Meng, Berger, & Heyman, 2011; Stogdill, 1974). Another criticism of the trait approach is the lack of consensus among trait's scholars on the common set of traits that predicts an effective leader (Northouse, 2012). A resulting inference is that a holistic view of leadership requires other approaches to complement personal traits studies.

**Leadership Behavior Approach**

This section of the literature review begins with a review of the evolution of the behavioral approach in leadership studies from the inadequacies of leadership traits approach. A review of the literature on the role of leadership behaviors and relationship

with subordinate employees follows.  Despite extensive research existing on leadership traits, leadership research in recent years has shown that leadership is a complex interaction between the leader, employees, and the organizational environment (Dust & Ziegert, 2012; Hargrove & Sitkin, 2011).  Employees are essential player in shaping interaction that create leadership since employees' observe and respond to the traits, behaviors, cognitions formed by encounters with their leaders (Moore, Cangemi, & Ingram, 2013).  Kilburg and Donohue (2011) viewed leadership as an emergent property of complex ecological systems and the components of the system include leaders, followers, other stakeholders, organizational systems, and external environments.

Leadership behaviors play a significant role in aligning employees' expectations to corporate goals when a change occurs within an organization (Oreg & Berson, 2011).  According to Oreg and Berson (2011), leaders' capabilities to engage and disengage employees' services from an organization create organizational climates with common beliefs and attitudes.  While transformational leadership, through positive interaction with peer and followers, improves organizations' and teams' success (Nixon et al., 2012), the complexity involved in leadership study is evident in the study of Steve Jobs, the late CEO of Apple, Inc.  Despite Steve's abrasive interpersonal behavior towards Apple's staff and shareholders, Jobs successfully made Apple the most profitable company in the world with stocks trading at $10 in 1997 to $376 in 2011 (Kaiser, McGinnis, & Overfield, 2012).  Many studies exist in the literature on personality and behavior in the context of leadership evaluation and selection (van Vugt & Ronay, 2014; Vogelgesang et al., 2014).  According to Bligh and Kohles (2014) and Fairhurst and Connaughton

(2014), management scholars, regardless of their theoretical background, have been studying leaders' behaviors by observing self or others' perception.

Derue et al. (2011) examined the lack of theoretical integration of traits and behaviors with leadership effectiveness and discussed the lack of integrations in leadership traits and behavioral theories in relationship to leadership effectiveness. The lack of integration is due to many researches focusing on a single trait or behavior without integrating across multiple traits and behaviors. Derue et al. (2011) also created hypotheses on traits and behaviors to validate the presence or absence of correlation between these independent variables and leadership effectiveness. Juras (2010) studied the leadership styles of managers in Croatian firms with a focus on how the traits and skills of these leaders affect their leadership style. Juras identified the lack of a multidimensional approach that involves traits and other skills in the study of leadership. Brocato and Gold (2010) focused on the conceptual ambiguity and ambivalence observed in leadership studies from the literature.

Brocato and Gold (2010) claimed existing research in leadership traits has indicated one-sided logical fallacies about leadership attribution, and a need exists to incorporate emergent social and psychological interactions among managers and employees in a leadership study. Raina and Shahnawaz (2011) focused on the effect of managers' attitude in relation to their work satisfaction and human resources practices. The study included an exploratory approach establishing a relationship between managers' satisfaction and organization's climate by measuring the effect of satisfaction predictors such as wages, benefits, and scope of advancement. Eagly and Chin (2010)

emphasized the significance of diversity and the role diversity plays in influencing leadership behavior towards the employees.  Eagly and Chin (2010) argued for the merge between leadership and diversity theories to enrich both domains of knowledge and provide guidelines that can optimize leadership in contemporary organizations and nations.  Weber conducted another relevant study related to leadership research when he defined charisma as both a rare physical and a spiritual gift to influence followers (Weber, 1947).  Weber (1947) posited that the few who possess charisma are true leaders.

Burns (1978) suggested behavioral analysis as another paradigm in the study of leadership.  The effect of this paradigm shift has reflected in many leadership theories, such as Blake and Mouton's managerial grid (Čudanov & Jaško, 2012; Koc, Kiliclar, & Yazicioglu, 2013), Dansereau, Graen, and Haga's leader–member exchange theory (Lawrence, & Kacmar, 2012; Lee, Scandura, Kim, Joshi, & Lee, 2012; Rockstuhl, Soon, Dulebohn, & Shore, 2012; Tse, Lawrence, Lam, & Xu, 2013).  The leadership theories also include Greenleaf's servant leadership theory (Parris & Peachey, 2013), Fiedler's contingency model (da Cruz et al., 2011), and recent studies on transformational and transactional leadership (Bass & Avolio, 2004; Derue et al., 2011; Northouse, 2012). Behavior is the characterization of the reaction to stimuli from the environment with reference to stable underlying dispositions such as personality traits (Bandura, 1977; Littlejohn, Milligan, & Margaryan, 2011).

In the domain of personal psychology, Sharma, Kohl, Morgan, and Clark (2013) observed that the use of personality trait to explain behavior disposition is common. According to Bandura (1977), human cognitive processes have played a significant role

in the acquisition and retention of new behavior patterns.  Ability to learn and unlearn

behavior is an essential concept in all leadership behavior theories (Braun & Bock, 2011;

O'Fallon & Butterfield, 2012; Over & Carpenter, 2012).  Learning depends on the

acquisition of response information (Bandura, 1977).  Human behavioral learning

develops through modeling by observing others to identify new behavioral patterns, and

the symbolic construction of such observation serves as a guide for action (Bandura,

1977).  The implication of Bandura's study, when applied to leadership studies, is that

leaders and followers can change their respective behaviors, in a way that enhances

organization's performance.  The interaction and environmental factors act as antecedents

toward the behavioral change reflected in positive consequences of action.

Cangemi (2009) supported the need to sustain an effective relationship with

employees, as a way, to improve their performance.  Cangemi showed the significance of

Maslow's hierarchy of needs in the resolution of a labor dispute in a large production

facility, located in Latin America.  The production facility had experienced an average of

four strikes within a year over a five-year period.  Cangemi showed how the intricate

relationship between management behavior and employees' expectation could lead to

dispute.  Cangemi emphasized the significance of a shift in management style from

finding fault accompanied with behavioral punishment toward encouraging good

behaviors accompanied with rewards.  With the characterization of charisma as a

behavior, Antonakis, Fenley, and Liechti (2011) showed that leaders could learn to be

charismatic.  Despite Weber's recognition of charisma as a desirable leadership behavior,

he recognized the significance of the charisma's validation by followers (Weber, 1947).

Hence, assessing the effectiveness of leadership behaviors from subordinate employees' perspective is essential.

Ethical behavior is an essential aspect of leadership in any organization. The study of ethics has provided extensive knowledge in the literature about ethical behaviors of leaders (Amernic & Craig, 2013; Dzuranin, Shortridge & Smith, 2013; McCann & Holt, 2013). For example, Stouten, van Dijke, and De Cremer (2012) provided an overview and future perspective of ethical leadership. Eisenbeiß and Giessner (2012) developed a conceptual framework that analyzed how organization practices embed ethical leadership. Effelsberg, Solga, and Gurt (2014) provided a unique perspective to the study of transformational leadership and ethical behaviors when followers experience transformational leadership behaviors that improve followers' organizational identification. Effelsberg et al. (2014) posited that transformational leadership might lead to followers' behaviors that are unethical but beneficial to an organization due to an increased level of organizational identification on the part of the followers. Kalshoven and Boon (2012) also examined the relationship between ethical leadership, employee well-being, and human resource management (HRM). The results of Kalshoven and Boon's (2012) examination indicated that a relationship existed between ethical leadership and helping, with employee well-being mediation, only at low HRM levels.

Groves and LaRocca's (2011) analysis of data from 112 managers with 458 followers revealed that leaders' deontological ethical values strongly correlate with followers' rating of the transformational leader. In addition, the leaders' teleological ethical values, such as altruism, relates to followers' rating of transactional leadership

(Groves & LaRocca, 2011).  Using a data sample of 341 personnel drawn from four large insurance companies in Taiwan, Yi-Feng (2014) examined the influence of leadership style and employees' trust in their leader on job satisfaction.  Yi-Feng (2014) observed that a strong correlation exists between job satisfaction and leadership style; however, leadership trust mediated leadership style influence on job satisfaction.  Although much research reported a positive relationship between emotional intelligence and transformational leadership, however, Liang and Chi (2013) reported that followers' individual emotional response to transformational leadership behaviors mediated the relationship between followers' perceptions of transformational leadership and followers' positive emotion.

## Motivation-hygiene Theory and Leadership Behavior

This section of the literature review covers the role of transformational leadership behavior on employees' motivation.  Relationship dynamics among organizations' personnel continue to evolve (Shuck & Herd, 2012).  Business leaders are becoming aware of the significance of human development as a critical factor in organization development (Lavine, 2014).  To improve employees' engagement, business leaders need to motivate an employee (a) emotionally, (b) cognitively, and (c) behaviorally towards attaining organizations' outcomes (Shuck & Herd, 2012).  Aggarwal and Krishnan (2013), Chi and Huang (2014), and Hernandez, Long, and Sitkin (2014) emphasized the connection between employees' (a) emotional needs, (b) trust, (c) motivation, (d) work performance and (e) leaders' behaviors.  Employees' motivation and emotional

satisfaction through perceived transformational leadership behaviors provide the underlying framework for followers' work improvement (Herzberg et al., 1959).

Han-Jen (2011) observed that the motivation of the contingent employees played an essential role in sustaining high performance. Aggarwal and Krishnan (2013) investigated the relationship between transformational leadership and employees' formal and contextual performance among Brazilian employees. The results from Aggarwal and Krishnan's (2013) study showed that employees' perceptions of leaders' transformational behavior associated with improvement in employees' performance. Hernandez et al. (2014) examined leaders' behaviors on the pathways to building employees' trust with three leadership paradigms - personal leadership, relational leadership, and contextual leadership. Hernandez et al. concluded that various leadership behaviors appear to promote followers' trust; however, relational behavior mediates effects of personal and contextual behaviors on followers' trusts. Holstad, Korek, Rigotti, and Mohr (2014) posited that transformational leaders might decrease employees' emotional strain through provision of social support to the employees. Using a sample of 199 employees in German company, Holstad et al. (2014) concluded that transformational leaders' social support had a health-promoting effect on ambitious employees and reduced their emotional strain. The results of Holstad et al.'s study supported the conclusions from Watson's motivational theory that predicted employees' performance improvement when employees' needs are satisfied.

Chi and Huang (2014) posited that transformational leadership improves team performance by shaping teams' goal orientation and group affective tone. With data from

61 teams, Chi and Huang's study results showed that positive group affective tone correlates with team performance. Chi and Huang's study also showed that transformational leadership has a strong positive relationship with positive group affective tone and negatively predicts negative group affective tone among the teams members selected for the study. Men (2014) analyzed data gathered from 400 participants in U.S. medium-sized and large corporations to conclude transformational leadership's ability to engage in effective communication improves organizations' symmetrical internal communication and employee relational satisfaction. The results from Tapke's (2011) study on nursing leaders showed that transformational nurse leaders engaged in frequent coaching of nursing staff, thereby improving leader-follower dyad and followers' work performance, job satisfaction, and organizational commitment. Zhu et al. (2011) compared the effect of transformational and transactional leadership behaviors on followers' moral identity using a survey data (N = 672) and experimental data (N = 225). Zhu et al. (2011) concluded that while both transformational and transactional leadership behaviors activated followers' moral identity, transformational leadership behavior indicated a stronger positive relationship with followers' moral identity. The implication of Zhu et al.'s (2011) study is that followers are better inclined to align their attitudes with the moral expectation of the organization when operating under a transformational leader.

Psychological empowerments of followers by transformational leaders provide another dimension to evaluate the effect of transformational leadership behaviors on followers' performance (Sangar & Rangnekar, 2011). Psychological empowerments lead

to (a) innovation, (b) job satisfaction, (c) organization commitment, and (d) creativity (Sangar & Rangnekar, 2011). In a study on leadership and organizational identification, Zhu, Sosik, Riggio, and Yang, (2012) posited that psychological empowerment mediates the effect of transformational and active transactional leadership on followers' organizational identification. Zhu et al.'s (2012) study results also showed that transformational leadership explained variance in psychological empowerment and organizational identity above transactional leadership. Laschinger, Wong, Grau, Read, and Stam (2012) studied the role of senior nurse managers' empowerment on subordinate nurse managers' outcomes in a Canadian hospital establishment. Wong et al. (2012) concluded that transformational leadership practices of senior nurse managers empower subordinate nurse managers, thus increasing subordinate nurse managers' perceptions of organizational support that improves quality care and decrease staff's intent to leave.

In further studies on the relationship between transformational leadership and psychological empowerment, Joo and Lim (2013) studied the mediating role of psychological empowerment on transformational leadership and career satisfaction. The results from Joo and Lim's (2013) study showed that employees displayed higher career satisfaction when empowered, and psychological empowerment mediated the relationship between transformational leadership and career satisfaction. Birasnav (2013) conducted a systematic literature review to identify the leadership style that optimizes supply chain management. Birasnav (2013) concluded that transformational leadership style leads to an effective supply chain management practices, especially in manufacturing organizations. Caillier (2014) explored the role of public service motivation and mission

valence in the influence of leadership practice on employee performance.  Caillier's

findings revealed a strong positive correlation between transformational leadership,

public service motivation, and employees' evaluations.  Mission valence strengthened the

relationship between transformational leadership and performance.  Psychological

empowerment is an antecedent to the employees' motivation.  When managers motivate

employees, employees' functional capacity and well-being improve (Sangar &

Rangnekar, 2014).

Employees' motivation is an essential aspect that affects job performance (Shuck

& Herd, 2012).  Employees' motivation increase when organizations' goals align with the

satisfaction of employees' needs.  Research in leadership style and employees'

motivation has expanded in recent years as part of transformational leadership study.  In a

study conducted on transformational leadership, goal setting, and work performance

using sample from a Dutch municipality, Bronkhorst, Steijn, and Vermeeren (2015)

concluded that direct relationships exist between transformational leadership style and

work motivation.  Tebeian (2012) built a conceptual model that postulate direct

relationships between leadership styles, employees' motivational model and job

satisfaction at the individual level.  The results from Tebeian's study supported the

assertion of the conceptual model by concluding that leadership style has a direct and

positive correlation with the employees' motivation.

Emotional intelligence provides another perspective to study the relationship

between transformational leadership style and employees' motivation. Emotional

intelligence influences employees' behaviors, work attitudes, and performance within an

organization (Lam & O'Higgins, 2013). Lam and O'Higgins (2013) compared the emotional intelligence level and leadership styles of American managers with Chinese managers and concluded that a positive correlation exists between emotional intelligence and transformational leadership style. Syrek, Apostel, and Antoni (2013) conducted a survey with a sample size of 262 employees from different German IT companies. The study results indicated that transformational leadership style is an essential factor in managing time pressure on employees' exhaustion and work–life balance. The implication of the results from Syrek et al.'s (2013) study is that transformational leadership style sustains employees' work-life balance and motivation. Wilson et al. (2012) conducted a study transformational teaching and child psychological needs with a sample size of 577 elementary school student. Wilson et al.'s (2012) study results showed that transformational teaching within school physical education is an indicator of health-enhancing cognitions and behaviors among elementary school children.

Graves, Sarkis, and Zhu (2013) conducted a study to test the relationship between transformational leadership, employees' autonomous and external motivation to engage in positive environmental behavior. The outcome of Graves et al.'s (2013) study indicated managers' transformational leadership relate to the employees' autonomous and external motivation. Wang and Gagne (2013) proposed a conceptual positive relationship between transformational leaders' behaviors and their employees' autonomous motivation. The results from the Wang and Gagne's study supported the conceptual relationship. Wang and Gagne also noted that transformational leaders' behaviors lead to higher autonomous motivation with high employees' collective values.

Cho and Perry (2012) conducted a study to test managerial intrinsic motivation on employees' attitudes and factors that mediate intrinsic motivation. Cho and Perry concluded that a positive association exists between intrinsic motivation with turnover intention and employee satisfaction. Cho and Perry also identified (a) goal-directedness, (b) managerial trustworthiness, and (c) extrinsic reward expectancy as the mediators of the association between intrinsic motivation with turnover intention and employee satisfaction. Motivation and self-actualization are some of the antecedents that potentially drive the emotional state of employees' work engagement (Wollard & Shuck, 2011). Empowered employees feel a sense of significance and accomplishment that positively influence employees' emotional state and work engagement (Moore et al., 2013). The indication from the literature on leadership behaviors and employees' motivation-hygiene is that leaders' transformational behaviors can influence employees' job performance.

**Transformational Leadership Theory**

Transformational leadership theory studies the effective behaviors among leaders and the effect of such behaviors on employees' performances (Bass & Avolio, 2004). Transformational leaders influence their followers using (a) exemplary behaviors, (b) inspiration, and (c) selfless attitude (Aggarwal & Krishnan, 2013). Transformational leaders also exemplify effective leadership, through their behaviors, and stimulate followers' commitment to organizational goals (Holstad et al., 2014). This section indicates a review of the literature on transformational leadership behaviors and its impact on employees' performance.

Transformational leadership is one of the recent models of leadership frequently researched (Caillier, 2014). There has been a significant shift from the conventional transactional leadership toward the transformational form of leadership due to the increasing complexity of the global market (Kamisan & King, 2013). The Leadership studies have experienced a paradigm shift (Olsen, 2011). The leadership study focus is shifting from psychologically-based theories, that overly focused on the individual role of a leader, to the new set of theories, that views leaders as part of a complex interacting system (Olsen, 2011). In such a complex system, transformational leaders are the catalyst that brings about a disruptive change. The primary goal of leadership is to bring about transformational change, and effective leaders relate their leadership style to the context in which they operate (Burnes & By, 2012). Burns (1978) conceptualized the transformational leadership model and categorized leadership into either conventional transactional or transformational leadership. In transaction leadership, leader and follower exchange labor for reward (Stevens, 2011), and transformational leader interacts with the followers to lead follower to a higher level of motivation through active engagement and interaction (Lincoln, 2012).

Bass extended the definition of the transactional and transformational leadership paradigms in his 1985 publication titled Leadership. Weber's theory on charisma indicated a leadership approach that goes beyond a social exchange between leaders and followers (Rafferty & Restubog, 2011). However, sociologists argued that this theory needed reinforcement with a transactional relationship that involves offering compensation for desired behavior (Rafferty & Restubog, 2011). Even with a

transactional leadership approach, capabilities of many followers' performances were not maximized (Guimaraes, 2011; Kastenmüller et al., 2014; Northouse, 2012). Bass and Avolio (2004) also observed that when a sample of followers comprised of managers, students, and project leaders from worldwide locations was asked to describe which leadership behaviors made the sample members most productive. The followers identified leaders with the greatest influence on their performance as transformational: intellectual stimulating, intellectual, inspirational, challenging, development oriented, and determined to maximize performance of the followers. The characteristics that the followers described went beyond the transactional leadership style that focuses on contingency reward for followers' performance or corrective behavior for any observed error.

Higher order of motivation and performance in followers emanate from transformational leadership behavior the followers experience from their leaders (Hayibor, Agle, Sears, Sonnenfeld, & Ward, 2011). Transformational leadership behavior influences a perpetual change in others and encourages independent thinking that may result in increasing the level of maturity and confidence in followers. Transformational leaders communicate a compelling vision that arouses strong emotions in employees; thus, appealing to employees' moral values (Aggarwal & Krishnan, 2013). Transformational leaders elevate employees' aspirations to transcend their self-interest and provide the employees the confidence and leadership to achieve the goals (Aggarwal & Krishnan, 2013; Karakitapoglu-Aygün & Gumusluoglu, 2013). Transformational leaders allow arrangement of the relationship around collective purpose in a way to

transform, enhance, and motivate the followers (Simola et al., 2012).  According to Den Hartog and Belschak (2012), transformational leaders inspire followers by developing an attractive vision and making work more meaningful through effective interaction with the followers.

Transformational leaders sustain employees' focus on the organization's objectives by articulating a vision that highlights the meaningful impact of a sustained focus to other stakeholders (Grant, 2012).  The expression of transformational leadership paradigm occurs through five key behavioral factors that are a subset of the full range leadership model.  The full range leadership model includes transformational leadership, transactional leadership, and passive/avoidant leadership (Fukushige & Spicer, 2011; Lu, 2010).  According to the full range leadership model, leadership's conceptualization is within a behavioral domain continuum (Ayman, Korabik, & Morris, 2009).  The model ranges from high-end transformational leadership based on behavioral charisma to the low-end passive form of leadership commonly referred to as laissez-faire leadership (Ayman et al., 2009).  The factors that make up the transformational leadership style are:

**Idealized influence.**  Followers view the leader in an idealized way.  This view of leaders allows followers to trust the leaders and followers wish to emulate their behavior.  The measurement of this behavior as both an idealized attribute and an idealized behavior provides a way to distinguish between attribute and behavioral aspect of the idealized influence (Wang, Meyer, & Jackson, 2013).  Idealized attribute measures the followers' perceptions of the leaders while idealized behavior measures the followers' observations of the leader's behavior (Bass & Avolio, 2004; Northouse, 2012; Sahaya, 2012).

**Inspirational motivation.** This behavior measures the leader's ability to communicate high expectation to followers through motivation (Northouse, 2012; Shatzer, Caldarella, Hallam, & Brown, 2014). Leaders exhibiting this behavior provide visions that guide followers on the right path. Leaders also articulate shared goals, promote positive expectations that are essential to their team, and encourage followers to attain the goals (Bass & Avolio, 2004; Brown & Arendt, 2011).

**Intellectual stimulation.** This behavior measures leaders' desire to stimulate their followers intellectually. Intellectual stimulation allows followers to be creative and independent in their approach to attaining shared goals. Leaders with this behavior create challenges for the followers to secure their focus toward attaining the shared goals (Mokgolo, Mokgolo, & Modiba, 2012).

**Individualized consideration.** Individualized consideration allows leaders to act as mentors for followers, which allows the followers to attain their needs for achievement and growth (Bacha & Walker, 2013). Individualized consideration behavior entails counseling and providing personal attention to employees toward improving the employees' personal development (Joo & Lim, 2013). Transformational leaders encourage constant communication with followers and show that they care by listening to followers' problems (Holstad et al., 2014).

The full range leadership model associated transactional leadership style with two factors: contingent reward and management-by-exception active (Ayman et al., 2009; Lai & Chu, 2011). The model also associated passive or avoidant leadership style with two factors: management-by-exception-passive and laissez-faire (Lai & Chu, 2011). In the

management-by-exception passive form, the leader only intervenes when a violation of the established rules and regulations occur or when objectives are not being met (Rafferty & Restubog, 2011).  The laissez-faire component refers to inactive leadership where such leaders avoid making decisions when followers require their leadership (Rafferty & Restubog, 2011).

The literature review on transformational leadership paradigm revealed an application of this paradigm to leadership studies in many fields since the beginning of the 21st century.  The widespread applications of transformational leadership model to study leadership problems result from the efficacy of the transformational leadership paradigm (Aggarwal & Krishnan, 2013).  This study contains a detailed discussion on some of the research in transformational leadership paradigm.

Hoffman, Bynum, Piccolo, and Sutton (2011) examined the level of influence that transformational leaders exert on work group effectiveness flows, as observed, through follower perceptions of a person–organization or person–supervisor value congruence. The study revealed the group-level effect of transformational leadership on work group effectiveness.  In addition, the study showed that transformational leadership fully accounted for the group-level effect of transformational leadership on follower perceptions of a person–organization value congruence, not by the transformational leadership's effect on follower perceptions of a person–supervisor value congruence. Stakeholders identified leadership as essential to the success of community health alliances.  However, research has been limited to anecdotal and prescriptive studies

without addressing the fundamental nature and assessment of alliance leadership (Alexander, Hearld, & Mittler, 2011).

Walumbwa and Hartnell (2011) studied how employee perceptions of relational identification with the supervisor and self-efficacy mediate the relationship between transformational leadership and supervisor-rated performance. With a data sample of 426 employees and their 75 immediate supervisors, Walumbwa and Hartnell (2011) concluded that the relational identification with the supervisor mediated the relationship between transformational leadership and self-efficacy that positively related to employee performance. McKnight (2013) supported the empirical studies in the literature that link transformational leadership to group dynamics, effectiveness, performance, and organization's network. McKnight identified six transformational leadership behaviors that enhance punctuated, revolutionary change. Kellis and Ran (2013) showed that a strong support through improved performance of public organizations exists for a proposed public leadership theory that rely on the combination of authentic, transformational, and distributed leadership approaches.

With a sample size of 238 nurses from a tertiary care hospital in China, Wang, Chontawan, and Nantsupawat (2012) indicated a statistically significant positive relationship between transformational leadership behaviors of nurse managers and the job satisfaction of the nurses. Using two different samples from the financial services and audit sectors, Kopperud, Martinsen, and Humborstad (2014) also showed that work engagement is a mediator for the relationship between transformational leadership behaviors and service climate. The outcomes of the studies from Kellis and Ran (2013),

Kopperud et al. (2014), and Wang, Chontawan, et al. (2012) showed that transformation leadership model is applicable to a wide range of professionals and industries; hence, transformational leadership is relevant to leadership study among IT professionals.

Basford, Offermann, and Behrend (2014) showed the transformational leadership concept positively relates to the level of satisfaction leaders derive from the leadership style. Brown and Reilly (2009) carried out a comparative analysis between the Myers-Briggs Type Indicator measure of personality elements and the MLQ's measure of transformational leadership behaviors. The conclusion was that no relationship existed between follower assessments of transformational leadership behaviors and leader personality elements.

Much of the research described in the literature relied on physical interactions, between leaders and followers, to study leadership behaviors. However, Salter, Green, Duncan, and Torti (2010) relied on virtual setting to assess for the existence of a relationship between personality and transformational leadership style among participants using the Big 5 personality model and MLQ. The results of the research showed that pariticpants postively relate high scores in (a) conscientiousness, (b) openness to experience, (c) agreeableness, and (d) extraversion to transformational leadership style while neuroticism negatively relates transformational leadership style.

**Effectiveness of Transformational Leadership**

An assessment of leaders' performance through the effectiveness of their behaviors and the creation of positive energy among followers is possible (Guramatunhu-Mudiwa & Scherz, 2013). The study of leadership behaviors provides the basis for a new

leadership theory, but meta-analytic evidence also indicates that leadership behaviors are a good predictor of leadership effectiveness (Derue et al., 2011). Since attaining effective leadership is a common goal of organizational management (Allen & Middlebrooks, 2013), an extensive literature in leadership studies from Year 2000 have increasingly associated transformational leadership with a broad range of desirable outcomes (Simola et al., 2012). Figure 2 shows how the factors in a full range leadership model related to leadership effectiveness. Figure 2 indicates a progressive increase in the effectiveness of leadership behaviors from left lower quadrant to right upper quadrant.

Kamisan and King (2013) noted that Burns (1978) showed that effective leadership is only possible through a transformational leadership approach. The entire premise of leadership rest on the need to develop, evaluates, and change followers' values and beliefs. Kamisan and King also noted that self-interest does not motivate transformational leaders, unlike transactional leaders, but transformational leaders' motivation emanates from the transformative desire to raise the consciousness of their followers. Transformational leadership style has a more positive effect on employees' satisfaction and motivation beyond transactional leadership style that relies on establishing a transactional exchange relationship (Hetland, Skogstad, Hetland, & Mikkelsen, 2011).

EFFECTIVE

4I's

CR

MBE-A

PASSIVE                                                              ACTIVE

MBE-P

LF
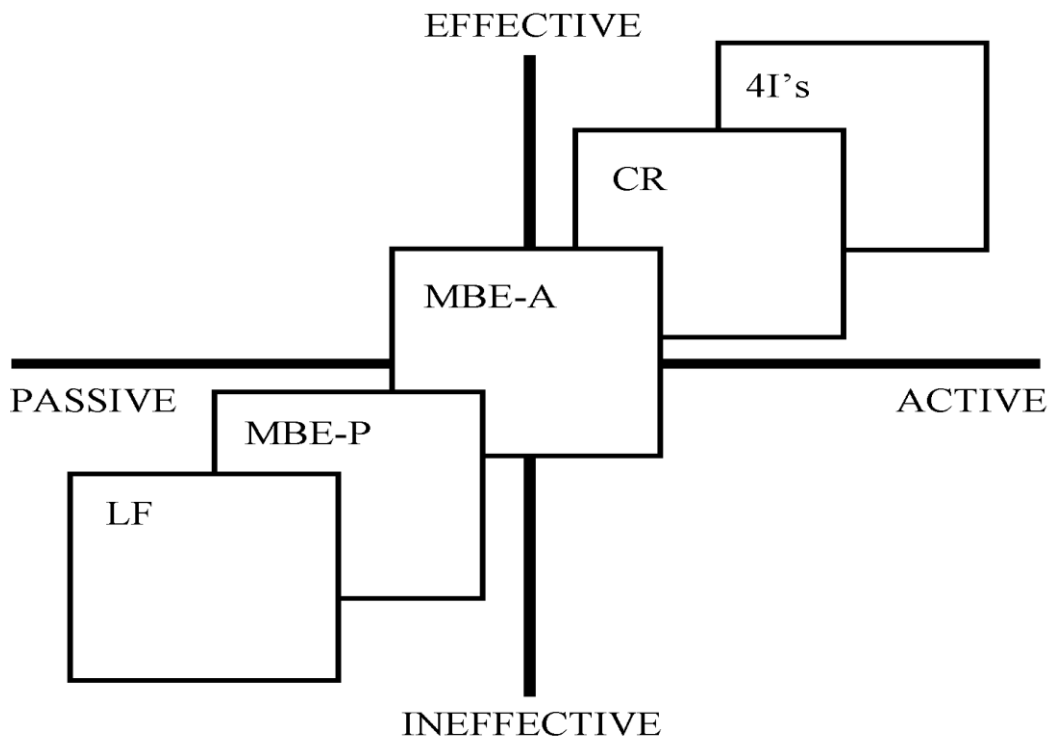
INEFFECTIVE

*Figure 2*. Schematic drawing of the full range leadership model and leadership effectiveness.  Movement from lower left quadrant towards the right upper quadrant follows factors' effectiveness progression.  Adapted from *Leadership: Theory and Practice,* by P. G. Northouse, 2012, Copyright 2012 by Sage, Thousand Oaks, CA.

Findings from a sample of 50 employees from the National Oil Corporation of Libya showed that leadership style of transformational leadership positively correlated with job satisfaction and positive organization's culture (Zahari & Ali Shurbagi, 2012). Transformational leaders possess the ability to articulate a vision that emphasizes the collective goals that resonate with followers' values.  Hence, such leaders cause followers to regard and accept organizational goals as similar to their personal goals and accomplishments (Hoffman, Bynum, et al., 2011).

The use of different contexts in studying leadership in the literature has indicated a statistically significant relationship exists between leadership effectiveness and

different dimensions of a broad range of leadership styles (Sadeghi & Pihie, 2012).

These dimensions include transformational leadership, transactional contingent reward,

and management by exception (Sadeghi & Pihie, 2012).  Leaders transform their

followers by (a) making followers aware of the significance of task outcomes to the team,

(b) motivating followers to transcend their selfish focus to achieve team or organization's

goals, and (c) motivating their higher order needs (Khan, Aslam, & Riaz, 2012; Men,

2014; Sakiru, D'Silva, Othman, Silong, & Busayo, 2013; Siddique, Aslam, Khan, &

Fatima, 2011).

Transformational leaders motivate and act as a role model for employees; hence,

they tend to become moral and ethical to raise and sustain the level of human and ethical

aspiration (Miao, Newman, & Lamb, 2012).  Johnson, Venus, Lanaj, Mao, and Chang

(2012) examined the interplay between leaders' identity and leaders' behavior as a

predictor of leaders' effectiveness.  The results of this examination showed the

relationships that exist between leaders' collective and individual identities with respect

to transformational and abusive behaviors.  Johnson et al. (2012) also showed

transformational behaviors and frequency of abusive behaviors accounted for the largest

proportion of variance in perceived leader effectiveness, respectively.

While studying leadership competencies that facilitate change, Kaslow, Falender,

and Grus (2012) observed that a shift to transformational leadership style is necessary

because the people associated the style with effective change.  Using a sample size of 432

participants, comprised of 58% management staff and 23% general staff, Song, Kolb,

Lee, and Kim (2012) examined the relationship between work engagement, leadership

practices, and leadership outcome of knowledge creation in a Korean non-profit organization. The study showed transformational leadership behaviors positively impact staff's work engagement and organizational knowledge creation. The study also showed that staff work engagement is a strong mediator of the relationship between transformational leadership and organizational knowledge creation practices. Song et al.'s (2012) conclusion supported the suggestions in the literature that transformational leadership behaviors stimulate organizational commitment and job satisfaction. Hargis, Watt, and Piotrowski (2011) examined the relative significance of leadership factors across various outcomes, such as team potency or efficacy, team cohesion, and job performance in organizational contexts. The results of the study indicated that transformational leadership behaviors are critical for team cohesion, team potency or efficacy, and leader effectiveness.

In a study of leadership personality trait and behavior of Cyprus hotel managers, Zopiatis and Constanti (2012) used multifactor leadership questionnaire and NEO-five factor inventory to assess the personality and leadership styles of 131 managers. The results indicated that conscientiousness personality trait was the best predictor of a preference for a particular leadership style, and extraversion personality trait might be an essential predictor of transformational leadership style behaviors. Grant (2012) also proposed that transformational leadership is most effective in enhancing followers' performance when leaders maintain regular contact with the followers. A quasi-experimental study involving governmental 329 employees showed that followers' performance improves with the support of moderated mediation model with perceived

pro-social impact. The ability to innovate leads to employee's job satisfaction, fulfillment, and higher performance. Hence, with a sample size of 230 government employees in Netherlands, Pieterse, van Knippenberg, Schippers, and Stam (2010) showed that transformational leadership behaviors positively correlates with innovative behavior in employees when psychological empowerment is high.

Although many of these leadership studies investigated traits and behavioral profiling in relation to performance, none included a focus on IT professionals as a targeted sample. Van Vugt and Ronay (2014) stated that few studies have noted the significance of employees' assessments in leadership selection, and none has extended this study to IT professionals. This study indicated an assessment of the relationship between leadership behaviors and leadership effectiveness among IT managers in the context of the employees and showed those leadership behaviors that relate to leaders' effectiveness.

## Transition and Summary

Section 1 introduced (a) the research, (b) justification, (c) purpose, and (d) the problem statement with the identification of the specific business problem in the context of a general problem. Section 1 included discussion of the study (a) assumptions, (b) limitations, (c) delimitations, and (d) an explanation of how the outcome of the study will contribute to business need and the implication for social change. Section 1 also contains the theoretical frameworks for the study and literature review.

Section 2 begins with a further review of the problem statement and justification for the study. Section 2 includes a description of my role as a researcher and explanation

of ethical issues.  Section 2 also includes (a) the research method, (b) population

sampling, (c) provide an account of the data collection with detailed analysis, and (d)

conclude with a discussion on the reliability and validity of the research topic.

Section 3 of this study includes the presentation of findings from the results of the

data analysis and the relationship of the results to the purpose and research question.

This section also indicates (a) the study's implication for social change, (b)

recommendations for action based on the results, (c) areas where opportunities exist for

future research, (d) my reflections stemming from completing the research process, and

(e) a final summary that concludes the study.

Section 2: The Project

This section of the study contains an expanded discussion on topics covered in Section 1, including a restatement of the purpose of the study and my role as a researcher in the study. This section also includes an in-depth description of the methodology chosen and of the process selected to choose participants. Also discussed are the organization of data, analysis of data, and validation of the survey instrument.

**Purpose Statement**

The purpose of this quantitative correlational study was to examine a potential relationship between employees' assessments of their managers' transformational leadership behaviors and the employees' perceptions of managerial leadership effectiveness. I designed this study to generate findings that would provide an additional dimension for evaluating personnel for leadership positions among IT managers in the telecommunication service industry. This study's results indicated a potential relationship between the five Multifactor Leadership Questionnaire (MLQ) factors that measure employees' assessments of their managers' transformational leadership behaviors, as predictor variables, and employees' perceptions of managerial leadership effectiveness, as the criterion variable.

The population and geographic scope for this study included IT professionals employed by telecommunication service organizations in the State of New Jersey. A positive contribution to social change might occur when findings from this study lead to improved selection method for identifying potential leaders that motivate and improve the lives of other subordinate employees, their families, and communities. The

knowledge of managers' behaviors that relate to managers' effective leadership indicated

by findings from this study, combined with other criteria such as skills, achievement, and

experience, may prevent or reduce the incidence of poor leadership selection. This

knowledge may benefit organizations' stakeholders through increased financial

performances and increased job satisfaction for the employees.

## Role of the Researcher

My role as a researcher in this quantitative study was to facilitate data collection

and analysis. I assisted the participants by explaining the process required to complete

the MLQ questions and how much time the process would take. Part of my role was also

to ensure that participants understand the context of the study; I also provided a Web-

based questionnaire to participants and compiled the data for analysis. With a

background in information technology within the telecommunication service industry, my

personal experience enabled me to relate to the nature of the participants' business

operations. However, I had no direct relationship with either the topic or participants in

any of the organizations involved in the study. This lack of relationship ensured that I

avoided the potential ethical issues that may arise when researchers have close

professional or personal relationships with the participants, as suggested by Ferdowsian

(2011).

## Participants

The participants in this study consisted of IT professionals working in the

telecommunication service industry in offices located in the State of New Jersey. I

specifically drew the participants from a pool of IT professionals at ABC Information

Services (pseudonym) and XYZ Consulting (pseudonym). These IT professionals were responsible for designing, certifying, deploying, and managing enterprise networks that support both staff and clients. These organizations comprise a population of professionals in different organization hierarchy such as principal engineers, design architects, technical project managers, directors, assistant vice presidents, and vice presidents who were tasked with the responsibility of providing a stable technology platform to support both the respective companies and their customers.

The study recruitment process began with my contacting staff members from the human resources departments in the organizations for this study granted me the permission to contact the potential participants using organizations' internal personnel databases. I invited, via email communication, each potential participant to take part in this study. A consent form accompanied the questionnaire made available online to each participant (see Appendix D). I used the consent form to

- present a clear explanation of the intent and purpose of the study,

- notify each participant that there were no direct personal benefits from participation,

- inform the participants that they were not under any pressure to complete the survey and were free to withdraw their consent at any time, and

- remind the participants that their identity and confidentiality would remain anonymous during this process.

A generic form encoded the participants' information in order to protect their identities. This data will remain in a secured, fireproof location for a period of 5 years and then destroyed thereafter.

The selection of participants occurred randomly without stratification among the populations of IT professionals working in the location identified, as suggested by Ferguson (2013). The use of random sampling as a sampling method guaranteed an equal chance of selection to each member of the population (Cooper & Schindler, 2013; Simon & Goes, 2013). Precision is an essential aspect of quantitative research (Simon & Goes, 2013). The use of random sampling indicated an estimation of precision that allows the generalization of the result conducted on a sample population to the entire population (Cooper & Schindler, 2013). Data stratification was not necessary because there was no evidence that factors such as age or sex affect MLQ results (Cooper & Schindler, 2013).

I also took steps to ensure an accurate estimation of the sample size to address Type 1 and Type 2 errors, a necessary task in statistical testing (Cooper & Schindler, 2013). I used the G*Power® Version 3.1.9.2 power analysis program to estimate the required sample size for this study (Faul, Erdfelder, Buchner, & Lang, 2009; Kopiez, Platz, & Wolf, 2013; Landau & Stahl, 2013). I estimated the sample size using a Random Effects Multiple Regression model with five predictors. Kopiez et al. (2013), Landau and Stahl (2013), and Nunes and Jung (2013) from social, behavioral, and medical sciences respectively used G*Power® program for power analysis with many

statistical tests.  I used the G*Power® 3.1.9.2 to conduct a two-tailed a priori power test

analysis for multiple linear regression (Faul et al., 2009).

      With an alpha value of .05, a power value of .95, and a moderate effect size index

(Cohen, 1992) corresponding to $\rho^2 = .13$ with five predictors, I obtained a minimum

sample size of 162 using the G*Power® 3.1.9.2.  However, the study's final sample size

was 190.  Cohen's commonly adopted moderate effect size for most studies is .30

(Bosco, Aguinis, Singh, Field, & Pierce, 2015).  Bosco et al. (2015) indicated that Cohen

estimated this moderate effect size $\rho^2 = .30$ using non-empirical approach while Ferguson

(2009) argued that Cohen's minimum cut-off of .10 and .30 were too high for small and

moderate effect sizes respectively.  However, Cohen presented a moderate effect size of

.15 between multiple correlation variables (Cohen, 1992).  Using the findings from

Cohen's (1992), Bosco et al.'s (2015), and Ferguson's (2009) studies, I decided on a

moderate effect size of .13 for this study.

## Research Method and Design

### Research Method

      I chose the quantitative research method as the research method for this study.

This method was appropriate because the purpose and nature of this doctoral study

aligned with the philosophical assumptions of the post-positivist approach (Ekekwe,

2013).  Researchers may frame the research question in a quantitative method to find a

relationship between predictor and criterion variables (Cooper & Schindler, 2013).

Therefore, a measure of the degree of association between the predictor and the criterion

variables in this study was possible with the relationships presented as numbers and

statistics (Cooper & Schindler, 2013). Hypotheses serve to validate the expected

relationship between variables (Polit et al., 2012). Quantitative strategies align with the

use of numerical data to provide information about the problem under study or indicate

the strength and the direction of the relationship among variables (Cooper & Schindler,

2013).

Although philosophical assumptions in research studies largely remain hidden

(McManamny, Sheen, Boyd, & Jennings, 2014), these assumptions still influence the

practice of research (Neuman, 2011). Early research indicated a systematic observation

of the social world and careful logical thinking to study social phenomena (Neuman,

2011). Such study results show a new, valuable form of knowledge (Neuman, 2011).

Early research indicated three major approaches to social research namely (a) positivist

social science, (b) interpretive social science, and (c) critical social science (Neuman,

2011). The philosophical foundation of this study is the positivist social science (PSS)

approach.

Positivist social science is one of the three major research approaches that rely on

causal laws and careful empirical observation in a study (Latham, 2013). Neuman (2011)

posited that positivism is an organized approach for combining deductive logic, with

precise empirical observation of human behavior in a social setting, to discover and

validate a set of probabilistic causal laws applicable to a larger population. The nature of

the research topic in this study entailed the observation of the behaviors of IT leaders

towards identifying those behaviors that correlated with leadership effectiveness. The

overall transformational effects of these behaviors on each employee measure the

leadership effectiveness.  Hence, the nature of the research aligns with the quantitative research method.

A qualitative study method was not an appropriate choice for this study because qualitative study's inductive nature precludes defining variables and hypotheses before conducting the research (Love, 2009).  The data in qualitative studies are in the form of text or pictures that provide a description of events, situations, and interactions that humans write in code and analyze (Cooper & Schindler, 2013).  Findings in qualitative analysis are context-specific, unlike quantitative research where findings could be generalizable to a larger population (Poore, 2014).

**Research Design**

Correlation design is appropriate to determine whether the leaders' behaviors (predictor variables) relate to the leaders' perceived effectiveness (criterion variable). Other quantitative research designs such as longitudinal, experimental, causal-comparative, and meta-analysis were not appropriate for this study.  Longitudinal designs measure changes in characteristics of a study group after repeated measurement at regular intervals.  Meta-analysis designs rely on past studies, as a source of information, to understand the variables that influence a study (Cooper & Schindler, 2013). Experimental design indicates the use of control group to measure the effect of a change in the experimental group (Smith, 2012).  Causal-comparative design indicates cause and effect relationships among variables (Simon & Goes, 2013).

Marshall (2012) suggested three approaches to assessing leaders' effectiveness by using three measurement types: (a) followers' perceptions, (b) organizational

performance, and (c) quality of processes. The participants in the study provided their perceptions of managerial leadership effectiveness. The behavioral science data, such as employees' perceptions of managerial leadership effectiveness, are commonly collected using interviews and surveys. I used a survey method to collect employees' feedbacks on the assessment of their managers' transformational leadership behaviors and perceived effectiveness from the sample population (Sahaya, 2012; Syrek et al., 2013; Zhu et al., 2011). A survey facilitates data collection using survey instruments administered to a population at one point in time (Cooper & Schindler, 2013). Researchers adopt survey design approach to studying population samples and infer about a quantitative description of attitudes and opinions of the entire population (Terhanian & Bremer, 2012). The subscale of the MLQ instrument provided a means of measuring perceptions of leader effectiveness. I preferred the survey design method because survey is easy, economical to implement, and efficient approach for data collection (Cooper & Schindler, 2013).

The survey instrument I chose for this quantitative study provided the means to assess leadership behaviors among IT managers in a population from telecommunication service providers. The objectives of this study were to (a) test the relationship between leadership behaviors described in MLQ subscale and employees' perceived leadership effectiveness, (b) identify those behaviors that predict an effective leader, and (c) relate the behaviors from the context of leadership types in MLQ to identify the leadership style that best describes effective leadership.

**Population and Sampling**

A population under study is a uniquely identifiable group to which a researcher wishes to generalize the results of a study (Love, 2009). The selection of sample size for this study was from a large population of IT professionals working in the telecommunication service industry in the state of New Jersey. The population was appropriate for this study because telecom employees from this region form a unique population of professionals in different organizations' hierarchies. The employees were responsible for providing a stable technology platform to support the employees' organizations and the organizations' respective customers. I randomly selected participants from the population of IT professionals from the internal staff databases that staffs in human resources' offices provided for their respective companies (Ferguson, 2013; Jones, 2013; Poore, 2014). The Letters of Cooperation providing permission to use the internal staff databases and contact the staff from the organizations involved in the study are in Appendix E.

A sample is a subset of the larger population (Love, 2009). The results obtained from the statistical analysis of the sample are generalizable to the whole population, thereby providing significance beyond the specific settings of the data (Cooper & Schindler, 2013). Sample selection through randomization ensures that each participant in a sample has an equal probability of selection. Such approach is preferred to convenience sampling since sample selection through randomization allows generalization of the sample characteristics to the population (Ekekwe, 2013).

The minimum sample size in this study necessary to obtain statistically significant results was 162 randomly selected participants (Cohen, 1992; Chesney & Obrecht, 2012; Faul et al., 2009).  I estimated the sample size with the alpha error probability value of .05, a moderate effect size index corresponding to $\rho^2 = .13$, and the beta error probability of .05 using a Random Effects Multiple Regression model statistical test with five factors.  The five factors are (a) idealized attribute, (b) idealized behavior, (c) individualized consideration, (d) inspirational motivation, and (e) intellectual stimulation. Alpha error represents the probability of committing Type I error while beta error represents the probability of committing Type II error (McAleavey, Nordberg, Kraus, & Castonguay, 2012).

An accurate estimate and selection of the appropriate sample size from the population is critical to obtaining valid and reliable results from a research project (Terhanian & Bremer, 2012).  The key criterion for the sample is to select a sample that is representative of the target population (Chesney & Obrecht, 2012).  Such a sample must be large enough to minimize the effects of random variation and statistical differences between the sample and the rest of the population (Love, 2009).  Reboussin, Preisser, Song, and Wolfson (2012) emphasized the need to select an appropriate sample size to minimize both alpha error and beta error.

I used the G*Power 3.1.9.2 to conduct a two-tailed a priori power analysis with a moderate effect size index corresponding to $\rho^2 = .13$, an alpha level of .05, and a power of .95.  A two-tailed a priori power analysis for a multiple linear regression model with five predictors generated a minimum sample size of 162 participants.  The eligibility

requirement for selecting a participant in this study was that every participant must be an employee reporting directly to a manager among the IT professionals in the telecommunication service organizations located in the State of New Jersey. Such employees must engage in regular and ongoing communication with the manager. The participants confirmed the existence of such employee-manager relationship at the beginning of the survey. Only participants that met the eligibility criteria had access to complete the survey questions on the SurveyMonkey® website.

I informed all potential participants, through an invitation email, about the study, the study's purpose, and requested their permission to participate through an informed consent form (Appendix D). Participants' failure to respond to a survey is a major concern in studies (Rao & Pennington, 2013). With the sample size of 162 participants and expected response rate of 50% (Saunders, 2012), I invited 500 potential participants to provide enough pool of participants for the study. The actual sample size for the study was 190. The proportional increase in the actual sample size with respect to the estimated sample size affects the power of the test value (Lazzeroni & Ray, 2012) and reduces Type II error probability (Jones, 2013). Hence, I included extra participants in the study beyond the sample size since more than 162 participants completed the survey (Jones, 2013; Rao & Pennington, 2013; Saunders, 2012). Extra participation beyond the minimum sample size further increased the precision of this study's results.

## Ethical Research

Ethics in behavioral research requires beneficence and respect for persons that serve to protect human subjects of research (Ferdowsian, 2011). I contacted all the

business organizations involved in this study to obtain Letters of Consent that provided

permission to use internal personnel databases and to contact their employees inviting

them to participate in the study. Letters of Consent indicated the organizations'

management teams' awareness of the study; hence, avoiding potential ethical issues that

might arise from peer-review assessments among their staff for the study.

All the participants in this study acknowledged the informed consent form

(Appendix D) prior to participation in the study. The form indicated (a) the purpose of

the study, (b) procedures, (c) confidentiality protection, (d) the voluntary nature, (e) risks,

(f) benefits of participating in the study, and (g) information about the contact person for

the study. The form also clearly showed that participants' decision to participate in this

study would not affect the relationships such participants have with their leader.

A statement in the invitation email formed the basis of assurance to the

participants on the confidentiality of their responses to the survey questions. None of the

forms in this study specifically identified any participants by name. Participants were

able to withdraw from participating in the study at any point in time without any penalty.

The participants did not receive compensations or any form of incentives for participating

part in the study. The data obtained from this study will be in a secured storage for at

least 5 years to protect the rights of participants.

## Data Collection

### Instruments

The instrument of choice in this study for data collection was the MLQ survey

instrument (Bass & Avolio, 2004). Bass and Avolio (2004) used the MLQ instrument to

assess the behaviors in a broad range of leadership styles from passive leadership style to transformational leadership style. Carless (1998), Marshall (2012), and Shatzer et al. (2014) used the MLQ instrument to assess the behaviors of transactional and transformational leadership. Many leadership studies across different organizational settings and culturally diverse regions of the world indicated the MLQ instrument as a tool to study leadership behaviors (Asmawi, Zakaria, & Wei, 2013; Hsu & Chen, 2011).

Bass and Avolio originally designed the MLQ instrument to identify the behavior taxonomy of transactional and transformational leadership through factor analysis (Bass & Avolio, 2004). The MLQ instrument also expands on the dimensions of leadership measurement from previous leadership surveys, providing accurate feedbacks that are useful for individuals, teams, and organizations (Bass & Avolio, 2004). Bass designed the early version of this instrument in 1985 based on multiple interviews he conducted with 70 business leaders (Bass & Avolio, 2004).

This study included a self-administered MLQ rater's form questionnaire. The rater's form facilitated the gathering of data about the raters' perceptions of leadership behaviors and effectiveness associated with the behaviors. The raters' form contains 24 descriptive questions designed to assess a wide range of transformational behaviors and leadership behavioral effectiveness (Bass & Avolio, 2004). The raters' form also indicates Likert-type scale to measure the intensity of response to each question (Bass & Avolio, 2004). A Likert-type scale is a psychometric scale that is easy to construct and consistently produces higher estimates of reliability in samples (Janhunen, 2012). Comparative analysis of the psychometric properties of Likert and Thurstone scales have

typically found reliability estimates in the order of .90s and .80s for Likert scales and Thurstone scales respectively (Waples, Weyhrauch, Connell, & Culbertson, 2010).

Bass and Avolio (2004) depicted 24 items in the MLQ to assess five behavioral factors associated with transformational leadership style and leader's effectiveness as a leadership behavioral outcome (Bass & Avolio, 2004). The transformational leadership consists of five behavioral factors: (a) idealized attribute, (b) idealized behavior, (c) individualized consideration, (d) inspirational motivation, and (e) intellectual stimulation (Ayman et al., 2009; Brown & Reilly, 2009). Bass & Avolio (2004) depicted four items to assess each of the five behavioral factors associated with the transformational leadership style, totaling 20 items, and the remaining four items to assess the leader's effectiveness as an outcome of these behavioral factors (Bass & Avolio, 2004). The MLQ instrument incorporates a 5-point Likert-type scale that ranges from *0* (not at all) to *4* (frequently, if not always). The four items associated with each factor are highly correlated but have a low correlation with items associated with other factors in MLQ (Ayman et al., 2009).

I used a subset of the MLQ instrument that relates to transformational leadership assessment in this study (Aggarwal & Krishnan, 2013; Bacha & Walker, 2013; Bronkhorst et al., 2015). Caillier (2014), Miao et al. (2012), and Mulla and Krishnan (2012) estimated Cronbach alpha for the transformational leadership factors in the MLQ instrument; hence, I did not estimate the Cronbach alpha in this study. Mulla and Krishnan (2012) found the inter-item reliability among the items of the dimensions of transformational leadership satisfactory. The Cronbach alphas of idealized behavior,

idealized attribute, intellectual stimulation, inspirational motivation, and individualized consideration were .75, .81, .73, .83, and .71 respectively.  Mulla and Krishnan (2012) also estimated the Cronbach alpha value of .90 for all the transformational leadership behaviors combined into one high-order factor.  Caillier (2014) estimated Cronbach alpha for transformational leadership factors to be .960.  Transformational leadership factors combined into one high-order factor by Miao et al. (2012) showed a Cronbach alpha value of .872.  The Cronbach alpha estimates from the studies Caillier (2014), Miao et al. (2012), and Mulla and Krishnan (2012) conducted were all greater than .70, the reliability threshold limit considered adequate for any instrument (Maini, Singh, & Kaur, 2012).

A specific set of items relates to each behavioral factor in the MLQ instrument. The score for each behavioral factor is the sum of the numerical values of the item scores divided by the total number of items that make up the factor (Bass & Avolio, 2004).  The Likert scale indicates the score for each item with values ranging from *0* "Not at all" to *4* "Frequently" with an item having a maximum value of four.  For example, score estimation for the intellectual stimulation behavioral factor is the addition of the scores for items 2, 8, 30, and 32 divided by 4, the total number of items that make up the factor. If a participant fails to provide an answer to an item, I estimate score for the associated factor by dividing the total numerical values of the items for that factor by the number of items answered (Bass & Avolio, 2004).  A full description of the MLQ rater form and the scoring scales are in Appendix A.  Table 1 indicates all the MLQ factors and outcomes associated with transformational leadership and MLQ research questions for calculating the scores for each factor or outcome.

Table 1

*Transformational Leadership Factors With Corresponding Research Questions and*

*Scores Range*

| Transformational leadership factor/outcome | Max. | Min. | MLQ item numbers |
|---|---|---|---|
| Idealized attribute (IA) | 4.00 | 0.00 | 10, 18, 21, 25 |
| Idealized behavior (IB) | 4.00 | 0.00 | 6, 14, 23, 34 |
| Inspirational motivation (IM) | 4.00 | 0.00 | 9, 13, 26, 36 |
| Intellectual stimulation (IS) | 4.00 | 0.00 | 2, 8, 30, 32 |
| Individualized consideration (IC) | 4.00 | 0.00 | 15, 19, 29, 31 |
| Effectiveness (EF) | 4.00 | 0.00 | 37, 40, 43, 45 |
| Total average | 4.00 | 0.00 | |

*Note*.  MLQ items numbers represent the items recommended in the MLQ manual for the assessment of transformational behaviors and leader's effectiveness.  Adapted from *Multifactor Leadership Questionnaire Manual* by B. M. Bass and B. J. Avolio, 2004, *Mind Garden*, p. 111.  Copyright 2004 by the Mind Garden, Melon Park, CA.

Syrek et al.'s (2013) measurement of the MLQ leadership style showed sufficient

internal consistency reliability for all transformational leadership scales and the

contingent reward scale with values above the normally accepted value of .70.

Researchers have used discriminatory and confirmatory factor analyzes to validate MLQ

factor structure (Bass & Avolio, 2004).  Confirmatory factor analysis indicates a way to

test the psychometric properties of a measurement instrument by testing a pre-specified

factor structure and the goodness of fit of the resulting solution (Bass & Avolio, 2004).

A confirmatory factor analysis of Bass' transformational and transactional

leadership model, to measure the model's dimensionality and nomological validity,

showed both models displayed the best absolute fit (Ayman et al., 2009; Salter et al.,

2010; Waldman, Carter, & Hom, 2012).  Nomological validity indicates the consistency

of structural relationships among variables/constructs with other studies measured with

validated instruments (Wolf, Figueredo, & Jacobs, 2013).  Bogler, Caspi, and Roccas

(2013), Bycio, Hackett, and Allen (1995), Carless (1998), and Muenjohn and Armstrong

(2008) conducted confirmatory factor analyses on different models with varying number

of factors.  The results from the factor analyses also indicated that a multidimensional

first-order model, consisting of five factors indicating distinct leadership behaviors and a

hierarchical model, fits Bass's 1985 conceptualization of the transformational leadership.

The fitness of the factor analysis also aligned with the results of the chi-square

difference test.  The factor analysis showed that the three-factor model consisting of

independent leadership factors is a significantly better fit than the single-factor model

$\chi^2_{\text{diff}} = 622$, $df_{\text{diff}} = 4$, $p < .001$ (Carless, 1998).  Waldman et al. (2012) conducted

confirmatory factor analysis using 20 items to load the five dimensions of

transformational leadership and the results showed that the fit indices are within

acceptable range ($\chi^2_{\text{diff}} = 366.86$, $df_{\text{diff}} = 149$, comparative fit index [CFI] = .95, root mean

square error approximation [RMSEA] = .06, $p < .01$).  Carless' (1998) results showed

that three-factor model indicated that all of the fit measures and the chi-square tests

improved when compared with lower factors model.  However, the results from

Muenjohn and Armstrong's (2008) confirmatory analysis of the nine factors model

showed the best statistical significance for the chi-square ($\chi^2_{\text{diff}} = 540.18$, $df_{\text{diff}} = 474$, $p <$

.01).  Muenjohn and Armstrong's (2008) overall fitness measurement for the nine factors

produced a chi-square to the degree of freedom ratio ($\chi^2/df$) = 1.14, RMSEA = .03,

goodness of fit index = .84, and adjusted goodness of fit index = .78.  The overall fitness

for the three factors model yielded a chi-square to the degree of freedom ratio ($\chi^2/df$) =

1.62, RMSEA = .07, goodness of fit index = .74, and adjusted goodness of fit index = .69. Muenjohn and Armstrong's (2008) study result showed that the nine factors model closely reproduced the observed values in Bass's 1985 conceptualization of the transformational leadership better than three factors model.

The implication of these confirmatory factor analyzes is that higher factor models indicate a better fit to study transformational leadership. However, a high correlation between the subscales of the MLQ confirmed the lack of discriminant validity Bycio et al. (1995) and Carless (1998) reported. While Bycio et al.'s (1995) confirmatory factor analysis seemed consistent with Bass's 1985 five-factor model of leadership, both contingent reward, and management-by-exception scales had a high proportion of error variance. The transformational factors also exhibited high correlation and lack strong differential relationships with the outcome variables.

Another approach to validate MLQ's transformational leadership construct is through discriminant validity. Discriminant validity indicates the extent to which transformational leadership differs from other constructs, such as transactional leadership, in the full range leadership model (Bass & Avolio, 2004). Discriminant validity is the degree to which correlation of scores on a scale differs from the scores from scales designed to measure different construct (Cooper & Schindler, 2013; Zait & Bertea, 2011). Discriminant validity is a cornerstone of construct validity (Ziegler, Booth, & Bensch, 2013). Researchers use the discriminant validity to clarify the inherent factorial structure of transformational leadership and transformational leadership's relationship to transactional leadership (Kruger, Rowold, Borgmann, Staufenbiel, &

Heinitz, 2011).  Chou, Lin, Chang, and Chuang (2013) and Yang, Wu, Chang, and Chien

(2011) established the discriminant validity of the transformational leadership construct.

Chou et al. (2013) and Yang et al. (2011) demonstrated the average variance the construct

extracts is greater than squared correlations with other constructs within the MLQ full

range leadership model.

The participants had access to the study's survey through an invitation email that

contained a hyperlink to complete the survey.  After each participant had completed and

submitted the survey, categorization of the data from each participant preceded the data

analysis stage.  I will grant the participants access to the summary of the findings from

this study upon written request.  The predictor variables in this study were the five MLQ

factors that measured the transformational leadership behaviors.  The participants

provided data for these variables through their responses to the respective research

questions that made up each factor as depicted in Table 1.  With a maximum value of

four assigned to every item answered, any of the predictor variables can have a maximum

value of four.  The criterion variable in this study was the leadership effectiveness the

raters observe.  The data for the leadership *effectiveness* variable came from the

corresponding four items that assess the effectiveness as an outcome of the leadership

behavior in the MLQ survey form.

Although multicollinearity can constitute a challenge to the validity of the full

range of leadership model (Guimaraes, 2011), the effect was expected to be insignificant

in this study.  The effect was insignificant because this study's focus was on how

measurement of each transformational leadership behavior, from each of the five MLQ

factors, related to employees' perceived leadership effectiveness for improving employees' and organizations' performance. I did not adjust the subset of the MLQ instrument used in this study. The participants completed the transformational leadership's related items in the MLQ rater form. Appendix A contains a copy of the instrument while Appendix B contains the permission to use the form from the instrument's authors.

**Data Collection Technique**

I gathered data from the participants for the study using an online survey form. Online surveys are increasingly popular because this method reduces the cost of data collection and involves an automatic compilation of the data for analysis (Love, 2009). I sent an email invitation to each participant to take part in this study (see Appendix C). Email communication likely increased the response rate as recent studies in the literature indicated that Internet-based surveys are acceptable alternatives to regular mail (Meade & Craig, 2012; Weigold, Weigold, & Russell, 2013).

The email included an introductory statement, electronic consent form (see Appendix D), and a hyperlink to the survey hosted on the SurveyMonkey® website. Each participant acknowledged meeting all the requirements laid out in the consent form prior to the start of the survey. I randomly selected participants with no stratification among IT professionals at ABC Information Services and XYZ Consulting (Ferguson, 2013; Jones, 2013; Poore, 2014). The survey contained the research questions obtained from the MLQ rater's form (Bass & Avolio, 2004). The survey contained an introductory statement about the researcher, a study description, a statement guaranteeing the

confidentiality of participants' responses, the right to refuse or terminate participation in this study, and instructions on how to complete the survey. After the completion of the survey, the final web page concluded with an appreciation statement thanking each participant.

At the end of the survey period, I stored the raw data obtained from the survey website as secured electronic data in a password-protected desktop PC. I also reformatted the data using Microsoft Excel® prior to importing into IBM Statistical Package for Social Sciences® (SPSS) for data interpretation. The subset of the MLQ instrument I used for this study did not require pilot survey because the MLQ is a tested instrument for many research studies (Delbecq, House, de Luque, & Quigley, 2013; Grunes, Gudmundsson, & Irmer, 2014; Jogulu & Ferkins, 2012; Jones, 2013; Mokgolo et al., 2012). Appendix B contains the permission to use this instrument.

**Data Organization Techniques**

The Internet web-based SurveyMonkey® provides a platform to develop reports and tabulate the responses by question (Lee, Zvonkovic, & Crawford, 2014). I also used the website to organize responses using the question number with corresponding graphical representation of the response count. In addition to the raw data obtained from SurveyMonkey® website, I organized the study data using Microsoft Excel® spreadsheet. I used the spreadsheet columns to align items scores with each of the research variables under investigation and the spreadsheet rows to record the scores obtained from participants' responses to the survey questions.

The Microsoft Excel® spreadsheet is the platform for data input to SPSS for data analysis and interpretation. The data from this study were in electronic files securely saved on a removable flash drive. A two-step protection process served to protect data. The first step was to use file password protection. The second step was to secure the computer system, raw data, and report in a secured location for 5 years after study completion. At the end of the retention period, deletion of the study data will occur electronically to protect the privacy of the participants and participating organizations in accordance with U.S. law protecting human subjects (U.S. Department of Health and Human Services, 2009).

## Data Analysis Technique

Data analysis entails carrying out statistical tests on raw data to validate and either accept or reject null hypotheses (Smith, Meade, Wolf, & Jerry, 2013). The leadership assessment tool for this study included a set of items to assess employees' view on leadership behavior and the perceived effectiveness. The survey tool included four items to elicit responses to each predictor variable and the criterion variable. Participants assessed managers' idealized attribute with four items that MLQ assessment tool recommended for assessing idealized attribute. Idealized (IA) attribute is an employee's assessment of a leader's confidence, power, and transcendent ideals (Wang et al., 2013).

Participants assessed managers' idealized behavior with four items from the MLQ assessment tool that relate to idealized behavior. Idealized behavior is an employee's assessment of a leaders' ability to act as role models with high moral and ethical standard (Aggarwal & Krishnan, 2013). Participants assessed managers' inspirational motivation

behavior with four items from the MLQ assessment tool that relate to inspirational motivation behavior. Inspirational motivation is an employee's assessment of a leader's ability to communicate high expectation to the employees through motivation (Jogulu & Ferkins, 2012; Khasawneh, Omari, & Abu-Tineh, 2012).

Participant assessed managers' intellectual stimulation behavior with four items from the MLQ assessment tool that relate to intellectual stimulation behavior. Intellectual stimulation is an employee's assessment of a leader's ability to stimulate their employees' intellectually (Khasawneh et al., 2012). Participants assessed managers' individual consideration behavior with four items from the MLQ assessment tool that relate to individual consideration behavior. Individual consideration (IC) behavior is an employee's assessment of a leader's ability to identify with an employee's specific need (Franke & Felfe, 2011). Participants provided responses to four items from the MLQ assessment tool that relate to *effectiveness* to assess perceived effectiveness of their managers' transformational behaviors (Bass & Avolio, 2004).

In this study, I used SPSS to perform multiple linear regression estimation to predict the criterion variable, given the five predictor variables in the study. Evaluation of the participants' responses occurred along each of the five behavioral dimensions of the transformational leadership. Table 1 shows the set of survey questions associated with each transformational leadership behavioral factor. In addition, I obtained the average score for each factor from a participant's raw data by adding scores of all responses to items related to each of the factors. I then divided the total score for each factor by the total number of items that made up the factor with blank responses excluded

from the calculation (see Table 2). In addition, Table 2 shows the (a) research question,

(b) null hypothesis, (c) the theoretical framework for evaluating the research question,

and (d) the statistical tests for the study.

Table 2

*Research Questions, Null Hypotheses, Theoretical Framework, and Study Data Analysis*

| Research question | Related null hypotheses | Theoretical framework | Average score of MLQ items | Statistical approach |
|---|---|---|---|---|
| What is the relationship between employees' assessments of their managers' transformational leadership behaviors and the employees' perceptions of managerial leadership effectiveness? | There is no statistically significant relationship between employees' assessments of their managers' (a) Idealized attribute (IA), (b) Idealized behavior (IB), (c) Inspirational motivation (IM), (d) Intellectual stimulation (IS), and (e) Individualized consideration (IC) behavior and employees' perceptions of managerial leadership effectiveness. | Herzberg's Theory Transformational Leadership Theory | Predictor variables: IA - (10+18+21+25)/4 IB - (6+14+23+34)/4 IM - (9+13+26+36)/4 IS - (2+8+30+32)/4 IC - (15+19+29+31)/4 <br><br> Criterion Variable: Effectiveness (EF) - (37+40+43+45)/4 | Multiple Linear Regression <br><br> *t* tests |

I conducted the statistical analysis with SPSS software Version 22.0 running on

Microsoft Windows® 7, Home Premium Edition. SPSS provides an effective and

efficient method for analyzing large data sets to predict the relationship between the

criterion variable and multiple predictor variables using multiple linear regression

(Atkins, Baldwin, Zheng, Gallop, & Neighbors, 2013). Apart from the corresponding

numerical codes assigned to each response on a Likert scale and the alignment of the

items corresponding to each MLQ factor that indicate the score estimates, I did not use

any other form of data codification in this study.

The multiple linear regression coefficient ($R^2$) between predictor and criterion was (86.6%). The value of $R^2$ indicates the percentage of variance in the criterion variable that the predictor variables explain (Tabachnick & Fidell, 2012). Multiple linear regression analysis was appropriate to test this hypothesis because multiple linear regression enables prediction of a continuous criterion variable from one or more predictor variables (Tabachnick & Fidell, 2012). The results of the multiple linear regression analysis in this study indicated how, if at all, *each* of the five MLQ factors relates to leadership effectiveness, and identified the behaviors that are best predictors of perceived leadership effectiveness. I examined the overall multiple regression model using an *F* test. Since the model was significant, I estimated the coefficient of determination ($R^2$) for the model and then examined the significance of the individual predictor variable using *t* tests. As recommended by Cohen (1992), I calculated and used a Bonferroni adjusted significance level of $\alpha = .01$ per hypothesis to account for increased likelihood of type I error when performing statistical test for each of the five hypothesized predictors. The Bonferroni adjusted significance level is the division of the alpha level of .05 by 5 corresponding to the number of statistical tests performed to test the study hypotheses (Field, 2013).

I assessed the assumptions of the multiple linear regression – normality and homoscedasticity – prior to completing data analysis. I used a P-P scatterplot to assess the normality of the residuals and viewed a scatterplot between the residuals and predicted values to assess the homoscedasticity (Tabachnick & Fidell, 2012). I also examined a Box-and-Whisker plot of the participants' response values to identify

outliers. I did not perform bootstrapping while running the regression model for this study because there were no violations of the assumptions of normality and/or homoscedasticity. Since statistical significance existed in the overall regression model, conducting $t$ test on the individual predictors determined the extent to which each of the five MLQ factors relates to leadership effectiveness (Tabachnick & Fidell, 2012). I used variance inflation factors (VIF) to assess for the multicollinearity in this study. A value of VIF in a variable greater than 10 signifies the presence of multicollinearity. All the VIF values for the predictor variables were less than 10 in this study; hence, I had no justification to remove any of the variables or combine the variables into a higher order variable.

The data from the sample population represent the raters' perspective of their managers. The score for each item in the data reflects an employee's level of satisfaction and motivation resulting from their managers' transformational leadership behaviors. Based on the theoretical framework for this study (Shuck & Herd, 2012), employees' performances and motivations tend to improve when the employees experience hygiene and motivator factors as depicted in Herzberg's motivation-hygiene theory (Herzberg et al., 1959). Therefore, scores for the items that measure positive disposition to leadership behaviors should be higher than the scores of the items that measure negative disposition to leadership behaviors.

**Reliability and Validity**

**Reliability**

In quantitative research, a study's reliability reflects the adoption of research methods accepted as legitimate by comparing the variance of true and observed scores (Geldhof, Preacher, & Zyphur, 2014; Gu, Little, & Kingston, 2013).  Therefore, any statistically significant result obtained from such research must be repeatable by others under the same conditions (Maharani, Troena, & Noermijati, 2013; Simon & Goes, 2013).  According to Simon and Goes (2013), reliability relates to the consistency of an assessment tool among multiple studies thereby avoiding any potential bias.  Reliability is an essential prerequisite to validity (Cooper & Schindler, 2013; Simon & Goes, 2013).

A multiple linear regression model is useful in research as a statistical technique because multiple linear regression enables the entry of multiple independent variables within the same model even when the variables correlate with one another.  Multiple linear regression model is useful when a researcher is interested in solving real-world problems instead of a study in a laboratory setting (Tabachnick & Fidell, 2012).  The regression equation from multiple linear regression analysis includes the coefficients for each predictor variable for estimating the criterion variable.  The goal for the equation is to minimize the square of the errors (residuals) between the predicted value and the actual observed value.  When the sum of squared errors is minimal, the equation optimizes the correlation between the predicted and obtained values for the data (Tabachnick & Fidell, 2012).  The coefficient of determination, $(R^2)$ indicates the regression model's ability to predict the dependent variable.  The coefficient of determination, $R^2$ is the percentage of

variance in the dependent variable that the independent variables explain (Tabachnick & Fidell, 2012).

**Validity**

Content validity is a measure of how closely the sample represents the population under study (Gajewski et al., 2012). The results from the analysis of the research data are only acceptable to the degree to which the sample and model from which the results stemmed are determined to be valid. Whereas reliability indicates the precision of the actual measuring instrument or prediction procedure, validity indicates the study's success at measuring what the researcher intend to measure (Simon & Goes, 2013). Measures of validity can be either internal or external (Simon & Goes, 2013).

**Internal validity.** Internal validity measures the extent to which a researcher can draw valid conclusions with respect to causal effects of a variable on another in a study (Simon & Goes, 2013). Since the current study fits within the scope of the quantitative *correlational* leadership study, internal validity was not a goal for this study.

**External validity.** The main criteria of external validity of the study are the study's generalization and whether results obtained from a sample is relevant to make predictions about the entire population (Simon & Goes, 2013). The random selection of the sample population in this study provided a means to avoid threats to external validity (Ferguson, 2013). Random selection of the sample population ensures the sample is a true representation of the population under study (Cooper & Schindler, 2013). However, the regression model created can only estimate values that are within the viable range for

the *effectiveness* variable (0 to 4) for the predictor variables and their values for this study.

To assess if the estimated regression coefficient for each predictor is a statistically significant estimate for the population coefficient, I examined $p$ values for each of the regression coefficients. The $p$ values provided estimates of the percentage chance that the estimates are significantly different from zero, implying that the estimated coefficient is an adequate estimate for the population in this study (Tabachnick & Fidell, 2012). With beta value of .05, the probability of incorrectly accepting the null hypothesis for this study when the alternate hypothesis is correct is minimal (Rice, Traffimow, Graves, & Stauble, 2013).

## Transition and Summary

Section 2 included a discussion on the project design and a description of the methodology adopted in the data collection process with an emphasis on (a) instrumentation, (b) data analysis, (c) the reliability, and (d) validity of the study. This section also indicated the significance of the study by restating (a) the purpose statement, (b) the role of the researcher in this study, and (c) the participants' selection from the target population.

Section 3 of this study includes the presentation of findings from the results of the data analysis and the relationship of the results to the purpose and research question. This section also includes (a) presentation of the study's implication for social change, (b) recommendations for action based on the results, (c) identification of areas where

opportunities exist for future research, (d) reflections, and (e) final summary that

concludes the study.

Section 3: Application to Professional Practice and Implications for Change

The purpose for this quantitative correlational study was to examine the relationship between employees' assessments of their managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness. The study population consisted of IT professionals employed by telecommunication service organizations in the State of New Jersey. The research question that guided this study was the following: What is the relationship between employees' assessments of their managers' transformational leadership behaviors and the employees' perceptions of managerial leadership effectiveness?

The null hypothesis for the study was that there was no statistically significant relationship between the attributes of employees' perceptions of their managers' (a) idealized attribute, (b) idealized behavior, (c) inspirational motivation, (d) intellectual stimulation, and (e) individualized consideration behavior and employees' perceptions of managerial leadership effectiveness. The alternative hypothesis was that there was a statistically significant relationship between the attributes of employees' perceptions of their managers' (a) idealized attribute, (b) idealized behavior, (c) inspirational motivation, (d) intellectual stimulation, and (e) individualized consideration behavior and employees' perceptions of managerial leadership effectiveness. The findings from this study supported the alternative hypothesis.

The results of the regression analysis indicated that 86.6% of the variation in employees' perceptions of managerial leadership effectiveness was attributable to employees' assessments of their managers' transformational leadership behaviors. In

addition, the standardized regression coefficients showed that managers' individualized

consideration and managers' idealized attribute were the largest contributors to the

variation in employees' perceptions of managerial leadership effectiveness (see Table 6).

The managers' intellectual stimulation was the smallest contributor to the variation in

employees' perceptions of managerial leadership effectiveness.

## Presentation of the Findings

The research question for this study was the following: What is the relationship

between employees' assessments of their managers' transformational leadership

behaviors and the employees' perceptions of managerial leadership effectiveness?  To

address this question, I conducted multiple linear regression, $\alpha = .05$ (two-tailed), to

examine the efficacy of five managerial transformational behaviors in predicting

managerial leadership effectiveness:

- idealized attribute,

- idealized behavior,

- inspirational motivation,

- intellectual stimulation, and

- individualized consideration.

The findings from the multiple linear regression analysis indicated that the composite

model significantly predicts managerial leadership effectiveness $F(5, 184) = 237.578$, $p <$

.0005, and $R^2 = 0.866$.  I conducted a two-tailed post hoc power analysis for random

multiple linear regression model using the G*Power® 3.1.9.2.  The post hoc power

analysis, with the alpha value of .05 and an actual sample size of 190 with five predictors,

indicated the posterior power estimate as .979 for the study. The post hoc power analysis

indicated that there was a 97.9% chance that I correctly rejected the null hypothesis ($H_o$)

when it was false.

**Testing of Multiple Regression Assumptions**

I used a multiple linear regression model to examine the variation in employees'

perceptions of managerial leadership effectiveness due to the combined effect of

employees' assessments of transformational leadership behaviors of their managers. In

addition, I adjusted the overall level of the type one error for the study to $\alpha = .01$ using

Bonferroni adjustment method. I then used individual *t* tests statistical analysis to

determine the extent to which each of the employees' assessment of their managers'

transformational leadership behavior related to the employees' perception of managerial

leadership effectiveness.

Acceptance of the predictions from multiple linear regression model in the study

required the model assumptions, such as normality of the residuals and homoscedasticity,

were valid. I generated a P-P scatterplot from the study data to assess the normality of

the residuals (Figure 3). The P-P scatterplot showed that the residuals distributions

approximate to normal since the residuals were close enough to the regression line

indicating a strong linear relationship among the variables.

To test for the violation of the assumption of homoscedasticity, which is an

estimate of the assumption of homogeneity of variance, I generated a scatterplot between

the residuals and predicted values (Figure 4). The scatterplot showed the spread of the

residuals was equal over the predicted values of the criterion variable. The even spread

of the residuals over the predicted values of the criterion variable implied that there were

no potential violations of the assumption of homogeneity of variance in this study data.
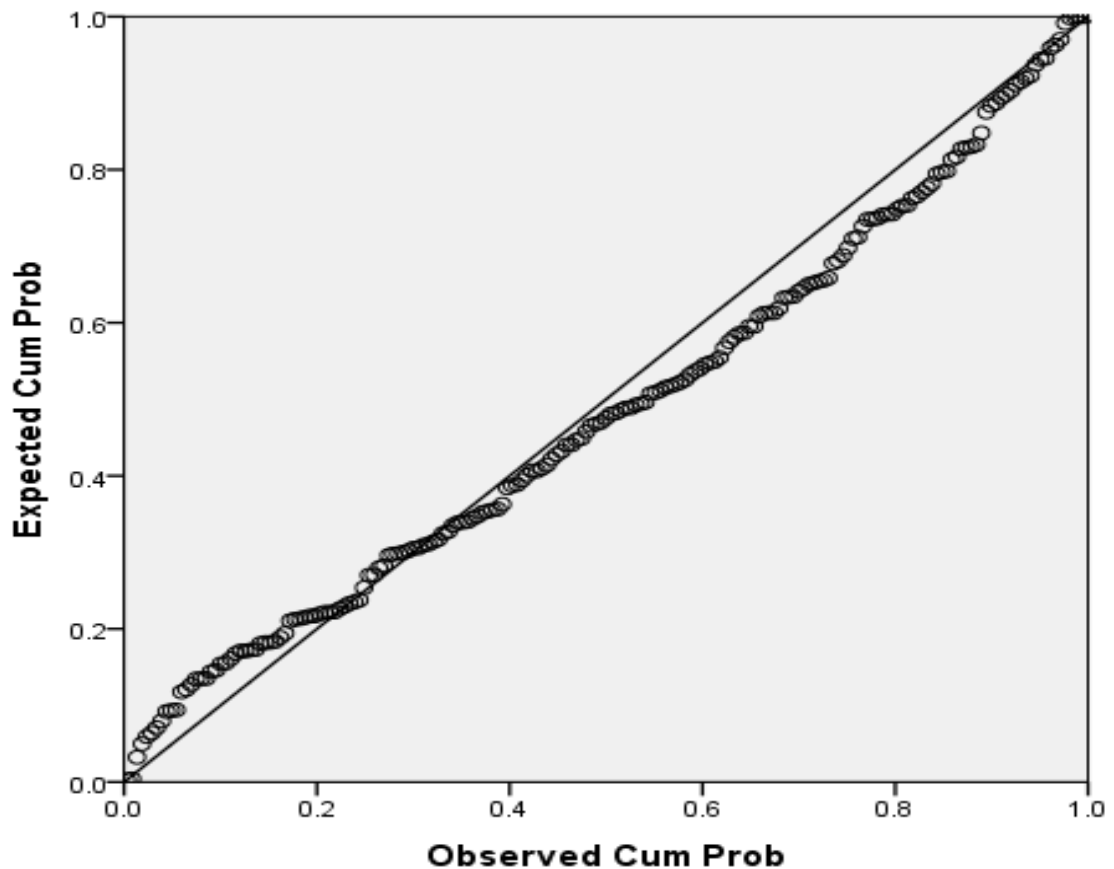


*Figure 3*. Normal P-P Plot of regression standardized residual.

I also developed and examined Box-and-Whisker plots of the participants'

response values to identify potential outliers in this study (see Figure 5). The Box-and-

Whisker plots indicated the absence of skew or outlier points in any of the box plots

corresponding to each variable in the study. Hence, there were no outlier data points that

might affect the study results. I used the variance inflation factor (VIF) values in the

coefficient table (Table 5) to show the absence of inter-correlation among the predictor

variables. The observed VIF values from all predictor variables were less than 10 and the tolerance values were below 1.0, thus indicating absence of multicollinearity among the predictor variables in the study, per Cohen, Cohen, West, and Aiken (2003).

**Inferential Statistics Results**

I examined the coefficient of determination ($R^2$) in the model summary table (Table 3) in order to determine the overall fitness of the multiple linear regression model to the data in this study. Since the coefficient of determination ($R^2$) indicates the proportion of variance in the criterion variable explained by the predictor variables (Cohen et al., 2003), the predictor variables explained 86.6% of the variability of the criterion variable in the study. The $F$-ratio in the ANOVA table (Table 4) also showed that the predictor variables statistically significantly predict the criterion variable, $F(5, 184) = 237.578$, $p < .0005$.

The findings from the $F$ test indicated the model to be statistically significant, so I next used Bonferroni adjusted *alpha* value ($\alpha = 0.1$) to further examined the $t$ values and the corresponding $p$ values for the $t$ tests in the coefficient table (Table 5). The findings from the $t$ tests statistics indicated the extent to which each of the five predictors related to leadership effectiveness. The $p$ values (Sig. column) from the $t$ tests indicated that all the five variables are significant predictors of the criterion variable. Table 6 indicates a complete summary of the multiple linear regression analysis for this study. Table 6 contains the regression coefficients (both standardized and nonstandardized) with the standard errors for each of the predictor variables.
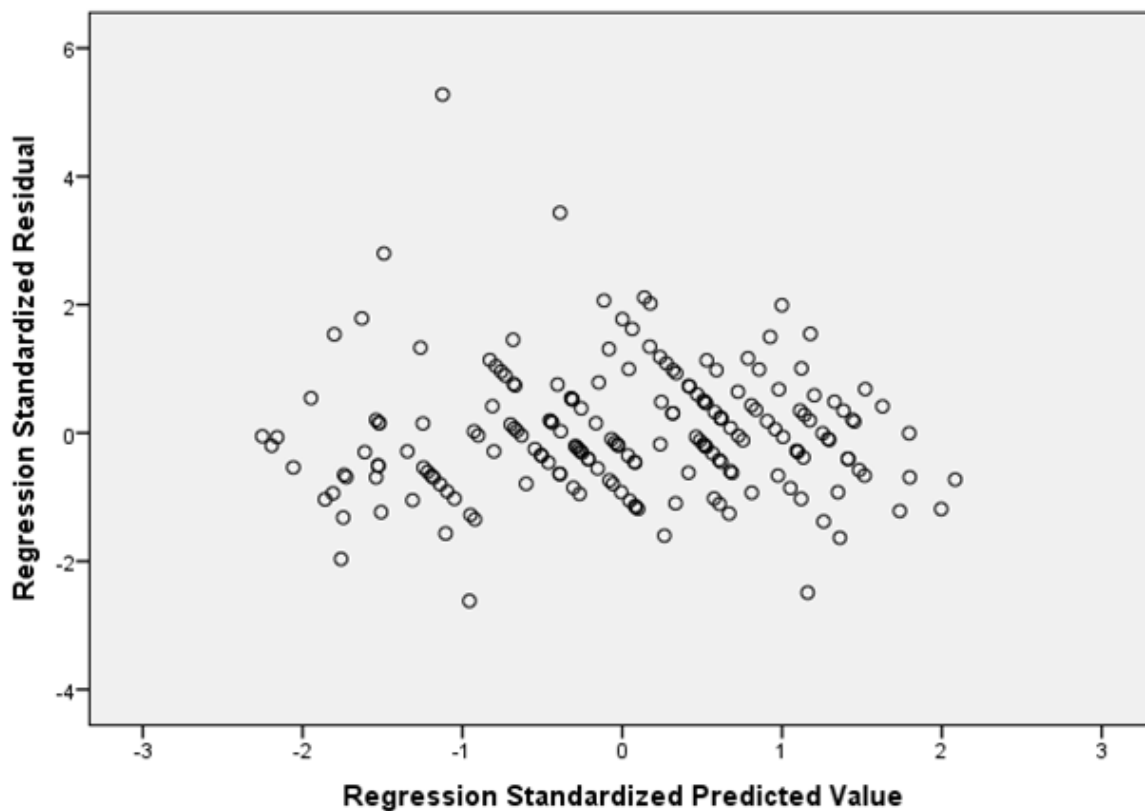
*Figure 4*. Scatterplot between the residuals and predicted values.

Table 3

*Regression Model Summary*

| Model | | | Model Summary[b] | | |
| | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .931[a] | **.866** | .862 | .36789 | 1.727 |

[a]Predictors: (Constant), Individualized Consideration, Inspirational Motivation, Idealized Attribute, Intellectual Stimulation, Idealized Behavior. [b]Criterion Variable: Effectiveness

4
3
2
1
0
Idealized Attribute
Idealized Behavior
Inspirational Motivation
Intellectual Stimulation
Individualized Consideration
Effectiveness

*Figure 5*. Box-and-Whisker plots for the study predictor and criterion variables.

Table 4

*Analysis of Variance Table*

| | | ANOVA[a] | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 160.769 | 5 | 32.154 | 237.578 | **.000**[b] |
| | Residual | 24.903 | 184 | .135 | | |
| | Total | 185.672 | 189 | | | |

[a]Criterion Variable: Effectiveness. [b]Predictors: (Constant), Individualized Consideration, Inspirational Motivation, Idealized Attribute, Intellectual Stimulation, Idealized Behavior.

The equation for the regression model in this study is:

$$EF = (0.197 \text{ x } IA) + (0.177 \text{ x } IB) + (0.161 \text{ x } IM) + (0.146 \text{ x } IS) + (0.399 \text{ x } IC) – 0.056.$$

Table 5

*The Coefficient Table*

| | *t*-tests | | Collinearity Statistics | |
|---|---|---|---|---|
| | t | Sig. | Tolerance | VIF |
| (Constant) | -.709 | **.479** | | |
| Idealized attribute | 3.699 | **.000** | .268 | 3.728 |
| Idealized behavior | 2.656 | **.009** | .189 | 5.302 |
| Inspirational motivation | 2.675 | **.008** | .231 | 4.328 |
| Intellectual stimulation | 2.674 | **.008** | .290 | 3.445 |
| Individualized consideration | 6.612 | **.000** | .223 | 4.476 |

*Note*. Criterion variable: Effectiveness; $p < .01$; VIF = variance inflation factor.
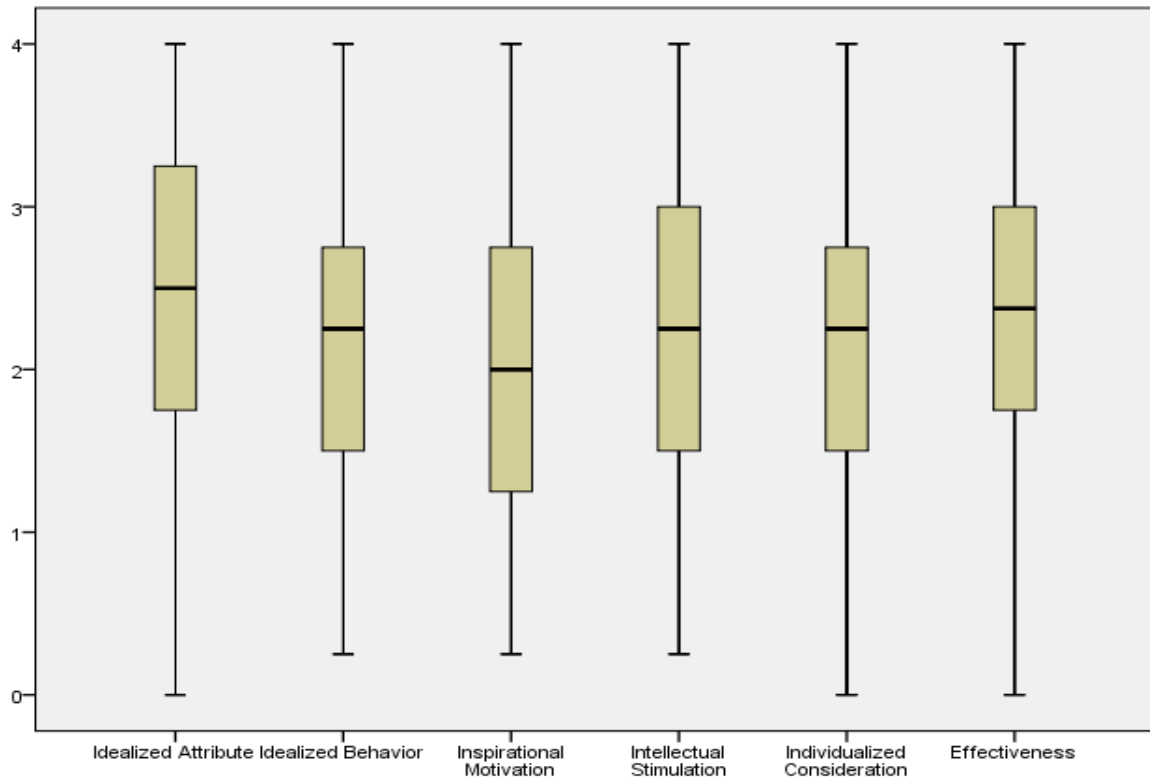
Table 6

*Summary of the Linear Multiple Regression Analysis*

| Variable | *B* | SE$_B$ | *β* |
|---|---|---|---|
| Intercept | -.056 | .079 | |
| Idealized attribute | .197 | .053 | .193 |
| Idealized behavior | .177 | .067 | .165 |
| Inspirational motivation | .161 | .060 | .150 |
| Intellectual stimulation | .146 | .055 | .134 |
| Individualized consideration | .399 | .060 | .378 |

*Note*. $p < .01$; *B* = unstandardized regression coefficient; SE$_B$ = standardized error of the coefficient; *β* = standardized coefficient.

The multiple linear regression model as a whole was a good fit to the data and was able to significantly predict managerial leadership effectiveness, $F(5, 184) = 237.578, p < .0005,$ and $R^2 = 0.866$. Therefore, based on the results of the statistical analysis in this study, I rejected the null hypothesis and failed to reject the alternative hypothesis. The $R^2$ (.866) value indicated that the linear combinations of the managerial

transformational leadership behaviors accounted for approximately 86.6% of the variation in employees' perceptions of managerial leadership effectiveness.  The final model indicated that managers' (a) idealized attribute, (b) idealized behavior, (c) inspirational motivation, (d) intellectual stimulation, and (e) individualized consideration were statistically significant.  Individualized consideration ($\beta = .378$, $p < .0005$) and iealized attribute ($\beta = .193$, $p < .0005$) accounted for the highest contributions to the multiple linear regression model.

**Findings and Transformational Leadership Effectiveness**

This study results indicated that managerial transformational leadership behaviors positively relate to employees' perceived managerial leadership effectiveness among telecommunication service organizations' employees in the State of New Jersey.  This indication is consistent with the existing literature on transformational leadership paradigm and organizational performance.  Researches have consistently shown that transformational leadership style leads to positive change in employees' (a) satisfaction, (b) motivation, (c) performance, (d) emotional needs, and (e) organizational commitment (Bass & Avolio, 2004; Graves et al., 2013; Holstad et al., 2014; Lam & O'Higgins, 2013; Mohr, 2014; Syrek et al., 2013).

Kamisan and King (2013) showed that effective leadership is only possible through a transformational leadership approach, which aligns with results obtained from this study.  This study results also aligned with the conclusion from Song et al. (2012) on the relationship of transformational leadership behaviors with staff's work engagement and organizational knowledge creation.  Transformational leaders exemplify effective

leadership, through their behaviors, and stimulate followers' commitment to

organization's goals, which also aligned with the findings on the relationship between

transformational leadership behavior and the employees' perceived leadership

effectiveness (Holstad et al., 2014). The findings from this study aligned with the body

of evidence on transformational leadership study from Bass and Avolio (2004). The

findings from this study indicated the extension of this transformational leadership

paradigm to the telecommunication service organizations in the State of New Jersey.

**Findings and Theoretical Framework**

The results of the inferential statistical analysis and conclusions from this study

are consistent with elements of the underlying theoretical framework of the study. The

study results indicated a statistically significant relationship between managers'

transformational leadership behaviors and the employees' perceptions of managerial

leadership effectiveness consistent with the postulations of Herzberg's motivation-

hygiene theory and Bass' transformational leadership theory. Herzberg postulated the

existence of hygiene and motivation factors such as managers' individualized

consideration, which relate to employees' workplace environment and self-actualization

(Herzberg et al., 1959). The findings from this study aligned with Herzberg's

postulations on hygiene and motivation factors that affect employees' performance.

The results from this study also aligned with findings from other studies on

Herzberg's motivation-hygiene theory. The results from the studies conducted by

Aggarwal and Krishnan (2013) and Han-Jen (2011) showed that staff motivation through

leadership behaviors led to improved performance, thus aligning with this study results

and Herzberg's postulations.  Holstad et al. (2014) indicated that transformational leaders might decrease employees' emotional strain through provision of social support to the employees.  The results of Holstad et al.'s study implied that leaders could provide hygiene conditions that increase employees' productivity through their transformational leadership behaviors, thus aligning with this study results and Herzberg's postulations.  Transformational leadership fosters a positive relationship between leaders and their employees in ways that motivate and transform the employees to perform above the minimum expectations (Gandolfi, 2013).  Transformational leadership, through effective communication, improves organizations' symmetrical internal communication and employee relational satisfaction (Men, 2014).  Hence, the findings from this study aligned with the postulations of the transformational leadership theory in my theoretical framework.

**Findings and Effective Business Practice**

Finally, the study's results are consistent with existing literature on effective business practices and emphasize the significance of employees' perceptions of effective leadership in organizational development.  The rapid economic development along with the increased globalization has created the need for effective leaders who possess adaptive management skills to lead individuals toward improved organization and personal performance (McKnight, 2013; Ramanauskas et al., 2014).  Van Vugt and Ronay (2013) concluded higher success rates result when employees play an active role in executives' selection.  Van Vugt and Ronay (2013) also reported employees' increased satisfaction with the results of such selection when senior executives consider employees'

input in the selection process (van Vugt & Ronay, 2013). Therefore, the findings from this study support effective business practice through improvement in leadership selection that may also lead to improvement in (a) employee-leader relationship, (b) business ethics, and (c) business performance. In conclusion, employees' assessments of managerial leadership behaviors provide another perspective for identifying effective leaders. Hence, the findings from this study aligned with existing literature on effective business practice.

## Applications to Professional Practice

Despite the increased focus on leadership studies within the last two decades, scholars in management studies have attributed failures in many business organizations to poor leadership (Carter & Greer, 2013; Falk & Blaylock, 2012). Leadership selections in many business organizations have been inadequate as evidenced by the managerial performance ratings of 60% among U.S. business managers (van Vugt & Ronay, 2014). Employees are an essential group of stakeholders in an organization (Poulain-Rehm & Lepers, 2013), and employees have a direct relationship with their managers (Brunelle, 2013). Hence, employees' opinions regarding the effectiveness of their leaders' behaviors may improve leadership selections if business leaders incorporate *the voices of their employees* as an additional criterion.

The attrition rate in the IT sector due, in part, to lack of effective leadership and inadequate job satisfaction is as high as 44% (Agarwal & Mehta, 2014). Deleterious corporate culture typified by corporate excess and union overreach led to a fall in General Motors' share of U.S. auto market from historical 46% market share in 1950s to 19% in

2009 (Antonacopoulou & Sheaffer, 2014). These statistics reflect the financial costs of ineffective leadership in a business organization and emphasize the significance of this study findings supporting expanding the selection criteria of effective leaders to include employees' assessments of managerial transformational leadership behaviors.

The study results indicate a significant and beneficial role for employees in leadership selection through the assessments of their managers' behaviors. This study results also highlight leadership behaviors that can lead to improvement in employees' performance and job satisfaction. The findings from the study may also assist in the alignment of corporate training programs towards focusing on and improving the leadership styles and behaviors for enhancing employees' and potentially organizations' performance.

## Implications for Social Change

Effective leadership is an essential requirement for business sustenance in the current global economy (Kamisan & King, 2013). Ineffective supervision is one of the leading causes of job dissatisfaction (Islam & Ali, 2013). The findings from Caillier's (2014) and McKnight's (2013) studies indicated that leadership behaviors affect employees' performance. The results from this study indicated that employees' assessments of their managers' transformational behaviors positively relate to employees' perceived managerial leadership effectiveness.

One of the implications for potential social change from this study is that business executives can obtain an improvement in the effectiveness of the leadership selection process by including employees' assessments of managerial transformational leadership

behaviors. The inclusion of employees' assessments in leadership selection may encourage a higher level of social interaction between the employees and other stakeholders in the business community. A higher level of social interaction may enable employees to play a critical role in shaping their organization's future through leadership preferences. A higher level of social interaction may also improve organizations' corporate sustainability and responsibility and thus lead to a positive impact on the environment and external stakeholders including consumers, investors, and communities (Gialuisi & Coetzer, 2013).

Leadership selection that incorporates the voices of employees may increase the number of effective leaders among management teams in organizations' leadership hierarchies (Yukl, 2012). Such leaders may be more responsive to employees' and other stakeholders' concerns thereby benefiting the employees, their families, and the society through potential financial growth associated with favorable reviews by stock market analysts. Leaders with effective communication skills may also improve corporates' outlook within the society, thus minimizing potential negative perceptions and strengthening organizations' financial growth, organizations' performance, and the economy.

### Recommendations for Action

The findings from this study have indicated that a significant relationship existed between employees' assessments of managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness for the subject population. Based on these findings, I recommend that business executives review their

organizations' leadership selection strategy and, as deemed potentially efficacious, expand such strategy to include employees' voices, as an additional criterion, in leadership selection. The inclusion of employees' assessment of their managers' leadership behavior may indicate a different perspective in organizations' leadership effectiveness.

Human resources managers can conduct periodic surveys to identify potential leaders based on feedback from the leadership candidates' employees. These human resources managers can then use the outcomes of such surveys to identify and design leadership-training programs for the employees, supervisors, managers, and leaders. Employees' performance can also improve when the inclusion of their voice in leadership selection motivates the employees to acquire leadership skills. Opportunities may arise to present the results of this study at professional conferences. I intend to publish this study in the ProQuest/UMI dissertation database and other scholarly journals.

## Recommendations for Further Study

In this study, I examined the relationship between employees' assessments of leadership behaviors and employees' perceptions of managerial leadership effectiveness using sample size of 190 IT employees from telecommunication service organizations in the state of New Jersey. Recommendations for further study include using vignettes as a rating platform rather than scale-based survey instruments. The use of a catalogue of vignettes for behavioral assessment could reduce the impact of *halo effect* (i.e., cognitive bias) inherent in some of the participants when assessing their managers' behaviors (Gonsalvez et al., 2013). Subsequent studies could include additional predictor and/or

criterion variables such as demographic variables; and expand the purpose to include other business sectors thereby potentially increasing the generalizability of the inclusion of employees' voice in leadership selection to other business sectors. Further studies could also examine the cause and effect relationship between the study variables or explore the relationships between employees' perceptions of managerial transformational leadership behaviors and employees' performance indicators such as (a) job satisfaction, (b) motivation, (c) and organization commitment.

## Reflections

At the onset of this program, I had wanted to conduct a study on leadership; however, I had no clear view of what aspect of leadership I wanted to study. The desire to conduct a study on leadership emanated from my personal experience on how different managers' behaviors affected my job performance. My knowledge of the significance of effective leadership has improved throughout the study process. With a reflection on this study, I encountered some challenges while conducting this study. The first challenge was finding business organizations' leaders with whom I could collaborate to conduct this study. I was able to convince leaders from the two business organizations to recognize the potential benefits of the study. Once I had the commitments of business leaders from the organizations, their employees were readily available to participate in the survey. My second challenge was in trying to align the study purpose, design methodology with the appropriate statistical model to assure the validity of the results. However, once I narrowed the study topic, I was able to select an appropriate statistical method to generate results that aligned with the study purpose.

Bishop (2013) concluded that unethical behavior, as a leadership behavior, led to the collapse of large corporations such as Enron, MCI, and Arthur Andersen. Based on the findings from this study, I concluded that the inclusion of employees' voice in leadership selection in many of these failed organizations might have prevented the organizations' failures. The findings from this study have changed my personal perception of leadership and made me revisit my personal views of leadership approach towards being a better leader in the future.

## Summary and Study Conclusions

Leadership selection in many business organizations currently relies on a *top-down* approach where top leaders appoint subordinate leaders and managers. Failures and rapid replacements of CEO in many business organizations have shown that the top-down leadership selection approach is ineffective. The findings from this study indicated that employees could identify behaviors of their managers that relate to perceived managerial leadership effectiveness. Therefore, the inclusion of employees' assessments of their managers' transformational leadership behaviors may improve current leadership selection approach.

I examined the relationship between managerial transformational leadership behaviors and perceived managerial leadership effectiveness using employees' perspective. The study revealed that a statistically significant relationship exists between managerial transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness. Adoption of these findings might assist business executives to improve their organizations' leadership selection strategy by including

employees' voices, as an additional criterion, in leadership selection.  The study findings

might also benefit business organizations' leaders' performance through restructuring of

corporate training programs to focus on behaviors that improve leadership effectiveness.

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Appendix A: Multifactor Leadership Questionnaire: Rater's Sample Form

## MLQ — Multifactor Leadership Questionnaire

### Rater Form (5x-Short)

This questionnaire is used to describe the transformational leadership style of the individual manager as you perceive it. Answer all items on this answer sheet. **If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.** Please answer this questionnaire anonymously.

---

**Important** (necessary for processing): Which best describes you?

\_\_\_ I am at a higher organizational level than the person I am rating.
\_\_\_ The person I am rating is at my organizational level.
\_\_\_ I am at a lower organizational level than the person I am rating.
\_\_\_ Other than the above.

---

Twenty four descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

| Not at all | Once in a while | Sometimes | Fairly often | Frequently, if not always |
|---|---|---|---|---|
| 0 | 1 | 2 | 3 | 4 |

*The Person I Am Rating. . .*

1. The leader instills pride in me for being associated with him/her ........... 0 1 2 3 4
2. The leader goes beyond self-interest for the good of the group ........... 0 1 2 3 4
3. The leader acts in ways that build my respect ........... 0 1 2 3 4
4. The leader displays a sense of power and confidence ........... 0 1 2 3 4

## Appendix B: Permission Letter to Use Survey Instrument

**mind garden**

**www.mindgarden.com**

To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material for his/her research:

Instrument: *Multifactor Leadership Questionnaire*

Authors: *Bruce Avolio and Bernard Bass*

Copyright: *1995 by Bruce Avolio and Bernard Bass*

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any published material.

Sincerely,

Robert Most
Mind Garden, Inc.
www.mindgarden.com

Appendix C: Invitation Letter

Hello,

My name is Olusesan Ogunsakin and I am a doctoral student in the school of Management at Walden University.  I am conducting a research to examine the relationship between employees' assessments of their managers' transformational leadership behaviors and employees' perceptions of the managerial leadership effectiveness among IT professionals in the telecommunication service companies located in the State of New Jersey.

As an information technology professional reporting directly to a manager in your organization, I would like to seek your participation in this research study, and would greatly appreciate 10-15 minutes of your time to participate by completing the survey questions accessible through the link (*shown below*) to the SurveyMonkey® website. Provision of accurate assessment of your manager's behavior is essential for the successful completion and the accuracy of the study results.

The survey link below will first take you to the Consent form, then eligibility confirmation page, and lastly the survey questionnaire. You will need to read and consent to the terms of the informed consent before you can proceed. Your signature or any other form of personal identification is not required. Please print or save the informed consent form for your records.  Thank you in advance for your participation in this study.

Survey is available at https://www.surveymonkey.com/s/olu_research

Thank you,

Olusesan Ogunsakin

Appendix D: Consent Form

You are invited to take part in a research study on the relationship between transformational leadership behavior and leadership effectiveness. I am inviting Information Technology professionals who report to a manager to participate in the study. This form is part of a process called *informed consent* to allow you to understand this study before making the decision to participate. A researcher named Olusesan Ogunsakin, a doctoral student at Walden University, is conducting this study.

**Background Information:**

The purpose of this study is to examine the relationship between employees' assessments of their managers' transformational leadership behaviors and employees' perceptions of managerial leadership effectiveness among IT managers in the telecommunication service companies located in the State of New Jersey.

**Procedures:**

If you agree to be in this study, you will be asked to complete a survey with 24 questions that will take approximately 10-15 minutes to complete. Data for the manager you intend to assess will be collected once. All assessment of the leadership behavior will be coded numerically to remove all personal or organizational identifiers.

Here are some sample questions you will be asked to select with scaled answers from *not at all* to *frequently, if not always*:

1. The leader instills pride in me for being associated with him/her.

2. The leader goes beyond self-interest for the good of the group.

3. The leader acts in ways that build my respect.

4. The leader displays a sense of power and confidence.

**Voluntary Nature of the Study:**

This survey is voluntary. You are free to decide to either take part or decline an invitation to participate in the study. You will not be treated unfairly by anyone based on the responses you provided to the research questions and the survey website does not track or request any personal information to identify your responses. If you decide to join the study now, you can still change your mind while completing the survey questionnaire. You may stop at any time; however, I will appreciate every effort put in to complete the question with accurate answers.

**Risks and Benefits of Being in the Study:**

Being in this study involves some risk of the minor discomforts that can be encountered in daily life, such as minor stress and fatigue. Being in this study would not pose risk to your safety or wellbeing. The study results can benefit business executives on how to improve leaders' selection process within a business organization. There is no payment associated with agreeing to participate or participating in this study.

**Privacy:**

Any information you provide will be kept anonymous. I will not use your personal information or your manager's behavior assessment for any purposes outside of this research project. In addition, I will not include your name, the name of your company or anything else that could identify you, your company and position in the study reports. I will keep data secure by storing the information on a password protected files and USB

drive in a secured location. Data will be kept for a period of at least five years, as required by the university.
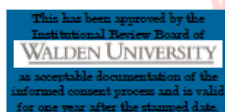
**Contacts and Questions:**

You may contact me anytime if you need further clarification via cell phone at (732) 788-7780 or email address: olusesan.ogunsakin@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott, the Research Participant Advocate. She is the Walden University representative who can discuss this with you. Her phone number is 612-312-1210. Alternatively, you may email your questions to irb@waldenu.edu. Walden University's approval number for this study is **11-11-14-0202400** and it expires on *November 10, 2015*. The initial period to review this form, ask questions, and complete the survey is 14 days. You will be provided additional opportunity to complete the survey in the event you are unable to participate during the initial 14-day period.

Please print or save this consent form for your records.

**Statement of Consent:**

I have read the above information and I understand the study well enough to make a decision about my involvement. By clicking the link below, *I consent*, I understand that I am agreeing to the terms described above.

This has been approved by the Institutional Review Board of
WALDEN UNIVERSITY
as acceptable documentation of the informed consent process and is valid for one year after the stamped date.

2014.11.1
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Appendix E: Permissions to Conduct Survey From Business Organizations

**████████ Consulting**

October 7, 2014

MEMORANDUM FOR Walden University, College of Management and Technology, 100 Washington Ave. South, Minneapolis, MN 55401

**SUBJECT: Permission to gather data from company employees**

I wish to confirm that Mr. Olusesan Ogunsakin, a doctoral student at Walden University, has been granted an approval to conduct research within the IT department ███████ Consulting for his study on "Employees' Perception of Managerial Transformational Leadership Behaviors and Effectiveness among Information Technology Managers".

Mr. Ogunsakin will invite managers and subordinates of those managers within the department to participate in a survey on Leadership Behavior. Mr. Ogunsakin is also granted the permission to publish the business name in his thesis. There is no beginning or end date applied to the research activities.

I understand that the data to be collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Any changes to this agreed upon method for conducting the research within ████████ Consulting must be approved by me in advance.

Sincerely,

Director - HR

information services inc.

September 29, 2014

**SUBJECT: Permission to engage ██████████ Services employees in Research Survey**

Mr. Olusesan Ogunsakin, a graduate student at Walden University, College of Management and Technology, 100 Washington Ave. South, Minneapolis, MN 55401 is hereby granted permission to contact the staff of ██████████ Services to conduct a survey on a research topic titled "Employees' Perception of Managerial Transformational Leadership Behaviors and Effectiveness among Information Technology Managers"

Mr. Ogunsakin is allowed to contact HR department to obtain staff contact information and is free to contact any staff of the organization for the survey. He is also permitted to publish the company's name in his thesis. There is no beginning or end date applied to the research activities.

I understand that the data to be collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Any change to this permission needs to be approved by me.

Faithfully,

Director, Client Services