UNIVERSIDADE CATÓLICA PORTUGUESA

LEADERSHIP BEHAVIOURS AND THE MOTIVATION AND ENGAGEMENT OF EMPLOYEES IN ORGANIZATIONAL CHANGE: THE CASE OF NIELSENIQ PORTUGAL

Dissertation submitted to Universidade Católica Portuguesa to obtain a Master's Degree in Communication Studies, in the specialty Communication, Organization and Leadership

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Abstract

Nowadays, most organizations are subjected to change that occurs too constantly and too abruptly, as well as slow growth. The leadership boards meanwhile invest a lot of effort to ensure that they're communicating effectively to help the company go forward in terms of potential and progress. In the context of organizations and employees' engagement and motivation, it can be stated that leaders within businesses are required to continuously enhance their leadership behaviour, consequently contributing to a higher organizational success. Employees go through so much change and disruption, that many leaders wonder if they have the drive to contribute to moving the organization ahead. The core rationale behind undertaking this research is to identify the overall impact that leadership behaviours in times of organizational change have on aspects such as internal communication, employee motivation and their levels of engagement. Thus, a quantitative and qualitative analysis was conducted by the researcher, with an online survey distributed to the employees of NielsenIQ Portugal that gathered 102 respondents, and with a careful selection of 4 leaders within the same organization to perform structured interviews. This way it was possible to better understand the level of engagement of current employees, their true view on their leader's management and how they accomplished the change process. Our research suggests that, not only leadership is viewed as a key factor for increasing levels of engagement and for a successful implementation of change, but also that it has a general positive impact.

Keywords: leadership behaviour, organizations, engagement, internal communication, organizational change

Resumo

Atualmente, a maioria das organizações estão sujeitas a mudanças que ocorrem de forma demasiado constante e abrupta, bem como a um crescimento lento. Neste sentido, os quadros de liderança trabalham para investir muito esforço em assegurar uma comunicação eficaz no sentido de ajudar a empresa a avançar em termos de potencial e progresso. No contexto do *engagement* e motivação dos colaboradores, pode afirmar-se que os líderes dentro das empresas são necessários a trabalhar continuamente o seu comportamento de liderança, contribuindo consequentemente para um maior sucesso organizacional. Os funcionários passam por tantas mudanças e perturbações que muitos líderes duvidam se têm eficácia para contribuir para fazer avançar a organização. Deste modo, pretendemos identificar o impacto geral que os vários comportamentos de liderança em alturas de mudança organizacional têm em diversos aspetos organizacionais, como por exemplo, na comunicação interna, na motivação dos funcionários e nos seus níveis de *engagement*. Assim, através de uma análise quantitativa e qualitativa, com um inquérito distribuído aos colaboradores da NielsenIQ Portugal que recolheu 102 respostas, e através de uma seleção criteriosa de 4 líderes dentro da organização para realização de entrevistas, foi possível apreender melhor o nível de *engagement* dos funcionários atuais, a sua visão sobre comportamentos de liderança e como foi organizado o processo de mudança. A nossa investigação indica que, não só a liderança é vista como a chave para aumentar os níveis de motivação e para uma implementação bem-sucedida da mudança, como também tem um impacto global positivo sobre estes elementos.

Palavras-Chave: comportamentos de liderança, organizações, *engagement,* comunicação interna, mudança organizacional

I - Acknowledgments

This dissertation would not be possible without the precious help of my supervisor, Prof. Dr. Fernando Ilharco, for whom I am very grateful for.

I would like to thank the NielsenIQ Portugal HR department for supporting my research requirements and giving me full access to conduct this study.

I am also thankful to all the leaders/managers who have given me some of their valuable time to conduct the interviews. And, to all the employees on the NIQ Portugal office that have participated on my survey.

Most importantly, I am immensely grateful for my family, my friends, and my co-workers at NIQ who inspired this dissertation.

Last, but not least, I would like to thank my colleagues and professors at Universidade Católica Portuguesa.

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1. Introduction

In the modern era, the role of leadership behaviour is considered as very important in the success and growth of companies. Moreover, leadership behaviour includes the core characteristics and traits which results in improving the overall effectiveness of the leaders. It has also been evaluated that the proper and the best possible utilization of these behaviour is carried out by the leaders with an objective to make sure that they are providing adequate direction and guidelines to the people at work (Ahmed & Hassan, 2021).

Nowadays, the leaders are also required to work a lot on areas such as continuous enhancement of the leadership behaviour and the benefit here is that the improvements further contribute to the organizational success. The role of leadership is considered as very valuable for the businesses because the concept directly contributes to carry out a smooth flow of all operations and activities in the long run. In the present scenario, high rate of employee turnover has become the biggest and most challenging issue for brands and even in such situation the role of leaders is considered as very important (Albrecht, Breidahl & Marty, 2018). It is required by the brands and businesses to emphasize on ensuring the fact that appropriate leadership behaviour exists within the workplace and the staff members are not facing any kind of challenge or complexities in context of completing the assigned tasks and activities.

On the other hand, it can be stated that developing appropriate leadership behaviour is not an easy task to perform and there are various factors which needs to be well considered during the same. For example, to demonstrate good understanding, the leaders are required to focus on being honest and display a great degree of confidence in their decisions. Honesty is the key and therefore, it should be maintained by the leaders in almost every situation (Almanac Project, 2019).

Good leadership behaviour is also reflected by the fact that the leaders are offering objective and constructive feedback to the people at work. It has been evaluated that most of the time, the staff members are not able to deliver the desired and expected outcomes because adequate feedback is not offered to them in context of the ways in which they have performed. Thus, one of the key traits associated with good leadership behaviour is that the leaders should offer constructive feedback to the staff members.

Nowadays, the brands and businesses operating in the marketplace are also required to take care of the fact that the internal communication environment is well managed. Here, the responsibility of the leaders within the workplace becomes critical as they need to

make sure that appropriate and most suitable channels and mediums of communication are used. Ineffective internal communication is a big threat because it affects the flow of work to a great extent. The companies as well as the leaders within the same are also required to make sure that the process of internal communication is well managed because it helps in facilitating smooth and the most appropriate flow of all information and tasks within the workplace (Alsharari, 2019). The role of internal communication within the workplace is also considered as critical because it provides immense support and assistance in context of reducing the chances of issues and misunderstandings at the workplace. It has also been evaluated that in the current scenario, ineffective communication results in creating confusion and this further affects the overall flow of work to a great extent. However, the role played by leaders in context of facilitating smooth flow of communication is still not clear.

Employee motivation and engagement are some other concepts which have become very important in the overall success and growth of the businesses. In simpler terms, employee motivation can be defined as the overall degree or extent to which people at work are inspired to get the work done and attain the expected outcomes. Additionally, employee engagement has been defined as the concept which reflects upon the overall degree to which the views and opinions of the staff members are encouraged and considered during the process of decision making and strategy formulation. It has been identified that the existing complexities within the business environment has resulted in making the processes of employee motivation and employee engagement very important for the businesses (Aslam, *et al.* 2018).

Furthermore, the leaders at workplace are now provided with the responsibility to implement various techniques and tools so that the employees can be motivated and inspired to give best of their efforts and resources towards the success of the organization. The use of motivational theories and models is also done by the leaders to that the best possible degree of motivation can be easily promoted among the people at work. Apart from this, the leaders are also encouraged to focus on areas and aspects such as employee engagement and here, the leaders are provided with the responsibility to make sure that meetings are conducted at regular intervals and the views of people at work have been well-thought-out.

The primary reason because of which the study has been undertaken is to identify the overall impact of leadership behaviours on internal communication environment, employee's motivation, and engagement levels during times of organizational change. In the modern era, the changes have become very important for the companies, and this is one of the main reasons because of which the businesses and brands are encouraged to carry out changes at regular intervals. However, the process of managing the changes is not an easy task and different types of things and aspects are required to be considered during the same (Battal, *et al.* 2017). For example, an effective internal communication environment is essential during the process of organizational change as it eliminate the fear among the staff members regarding the change. The study has also been conducted with a reason to identify and determine the kind of impact does leadership behaviour has on areas such as internal communication environment while managing the change.

Apart from this, aspects such as employee motivation and engagement are also affected a lot during the process of changes. For example, in most of the cases, the staff members develop a fear of job loss during the changes, and this further results in affecting the overall level of motivation in a negative manner. Therefore, the current study has also been conducted with a reason to determine the impact which leadership behaviour has on employee motivation and engagement during the process of change. Another main reason because of which the current study has been undertaken to develop detailed knowledge and insight about various aspects such as organizational change, internal communication environment, leadership behaviour, employee engagement and staff motivation.

Objectives:
- To understand the concept of leadership behaviours
- To identify the ways in which leadership behaviour affects communication, motivation, and engagement
- To assess the best practices adopted by leaders for managing engagement, communication, and motivation
- To assess the role of leader during organizational change
- To recommend ways through which leadership efficiency can be improved for better motivation, communication, and engagement

Research question:

How leadership behaviours affect the internal communication environment, professional's motivation, and engagement during times of organizational change?

Hypothesis:

H_0: Leadership behaviour has no influence on motivation, engagement, and communication environment

H_1: Leadership behaviour has direct influence on motivation, engagement, and communication environment

2. Leadership Environment

2.1 Leadership Behaviour

As per the view of Bilal, & Zia-ur-Rehman, (2017), if leaders have self-confidence, then they can improve the work environment of an organization. It depends upon the person and the way they use to guide, direct, and influence the other. A leader has innovative thinking and the ability to encourage other people. They should have their vision and mission and motivate other people to do well.

Leadership behaviour is essential in the organization. A good leader helps make the organization better and achieve the company's goal and mission. The leader can motivate the team to perform great if the company receives great leadership. The employees are less like to leave. Leadership behaviour is essential to developing the future leader within an organization. Battal, Durmuş, & ÇINAR (2017)have stated that the leader has some qualities like he/she must be honest, confident in decision making, create programs for the staff members, focus on every employee of the company, and pay attention to employee needs, should be friendly with the employees and help them out in every situation, truthfulness, responsibility, accountability, loyalty, self-awareness, vision, self-belief, ability to talk, ability to listen and give the appreciation to every employee who works good, networking, focus on the task and many more.

2.2 Types of Behavioural Leadership

There are several types of behavioural leadership. *People-oriented leaders* encourage the team, and teamwork focuses on organization, supporting, and developing their team and team members. Vaskinn*et al.*(2020) says that the leader focuses on the organization's success with the help of their employee and this type of leader takes care of the task and schedule of the team.

The leader motivates the team member to perform well. The leaders encourage the employee and reward success, observe the team performance, and lead the team with their leadership skills. The second type is Task-*oriented leaders,* and these can be defined as the kind of leaders who can do anything to get the job done. The project manager can be the best example of a task-oriented leader, as the project manager is worried about completing in the given Deadline.

On the contrary to this, Filiz (2018) has argued that the leaders have seven strengths to lead the task, clarify the objective they provide direct instruction to the team and tell the details and give the Deadline and target of the project, which makes it easy for the employees, task-oriented leader design the methods and strategies to achieve a goal in a limited time and for working on any project there is need of outline work, the leader set the reminder in employee mind about the Deadline and ask them to work actively on the project which has the strict Deadline.

Companies are required to provide proper direction to the employees to avoid the mistake, and the team leaders should have proper knowledge about which members of the team will be more suitable. On the other side, it can be argued that when the team achieves the goal, and the leaders give the reward and bonus, this activity helps the leader motivate the employees. Team leaders must also understand the responsibility and importance of work, and they get favorable outcomes.

The third style is *Participative leaders*. In this leadership, the team members work together in resolving the issue and making the decision. As per the research conducted by Rose (2018), participative leadership has four styles of consensus decision making in this leader allow employees to make a wide decision by using voting rule, collective leadership in this the leader allow the employee from top to bottom which decides by diving them equally in groups the fourth style is, democratic leadership in this leadership leader allow every employee to put their point in decision making but in the end, the company leader make final the decision, autocratic leadership this employee welcome the input from the other employees.

The fifth style is *Status – quo leaders* that mean something everybody wants, but few don't want to do. As per this leadership style, the leader emphasizes ensuring that all tasks are finished on time and that the leaders provide immense support to the team members. This type of leadership relies a lot on regular progress reports and responding to the team member frequently. The Sixth style is *Dictatorial leaders*hip. It can be defined as the style in which the people or leaders are characterized by their power, decision-making, and mindset to take over everything.

As per the view of Ehrlich & Toussaint (2018), dictatorial leadership is the one in which a leader puts immense pressure on the team member to perform well during the challenging period, and such type of leadership can be successful only in the short term. Dictator leaders do not corporate with the team; they also give unusual excuses, do not pay attention to the team feedback, and set the unbendable Deadline.

Country club leaders can be defined as the one who takes care of their team member's happiness and satisfaction. They believe that their team member should be comfortable in their environment. Also, team members are likely to show a high level of trust and loyalty when they work with country club members. Such behaviour of leaders can be termed as very effective as the leaders respond to every employee; they focus on every employee's need and listen to their views, support the team member in any decision.

A sound leader has the most effective leadership because it helps in avoiding different issues and challenges by setting up clear paths and communication plans. Sound leaders are also considered effective because they prioritize every team member and emphasize enhancing productivity. The value of such leaders is directed towards achieving the goal and giving the best result with high-quality work. In addition to this, sound leaders also encourage the team members and focus on having open communication with every employee. The leader allows the employees to do work with freedom, listen to employees' queries, and work upon every feedback provided by the staff members. The behaviour of sound leaders is also considered good because these leaders provide proper training to employees to work properly and do not face any problems in the future.

Opportunistic leaders are goal-oriented leaders, and they can play a very important role in the growth and success of the entire organization. They adjust well to handle particular situations, which further facilitates the smooth flow of all operations and activities. On the other side of this, it can be argued that such leaders lack consistency, which is the major drawback of this leadership style. *Paternalistic leadership* can be defined as the one in which the leaders value individual employee skills and offer them new opportunities when they achieve the particular target. Such leaders also reward the behaviour and success of the employee; offer the leadership opportunity to the deserving people at work.

According to Damle (2018), view in Indifferent leadership, the leader does not communicate with their team members. They just overview the process and do not contribute or encourage the team for their hard work. Such leaders are just focusing on their own success and development. This may include some points like this (they avoid the question, assign the task to that employee who is not capable for that project, make an unfair decision, the play of the time, and focus on their goal of life to achieve success)

As per the view of Inceoglu *et al.* (2018), leadership behaviour is the method of qualities and practices that guides a person to meet the specific goals and objectives in the business. However, it is the responsibility of the leaders to direct the employees to adopt certain strategies and actions in the business that helps to enhance the effectiveness and efficiency of an organization. Leadership Behaviour is the most important factor for an organization to enhance its productivity and performance. The key role of the leaders is to boost the confidence level of employees and aids in solving their issues that help enhance the organization's performance.

Leaders help the organization save money and provide guidance to the employee to enhance the business's profitability. They train and encourage the employees to improve their performance that assists in achieving success in the long term in organizations. Further, leaders improve the company's financial success by solving the various issues and problems and motivating the employees to achieve the common goals and objectives in the business (Kouzes, & Posner, 2019).

Wang *et al.* (2019) said that having an efficient and capable team helps the company to complete the task more productively with the assistance of creative ideas, thoughts and helps to improve the overall success in the organization. However, the help of various leadership theories helps the organization to conduct the leadership style in the business.

2.3 Leadership Theories

Great man theory tells that leaders are not made, and certain traits, characteristics, and skills make the leaders effective. Leaders are born with the ability to lead the world. They have some leading power and are confident in decision-making. Koeslag-Kreunen*et al.*(2018)have stated that the communicating power should be very strong and have the skill to develop the world, social skills, and nature to help everyone in any situation. One

of the Great Man theory's main and most important features is that it outlines the fact that great leaders easily arise when there is a strong need and requirement. Good and great leaders are the ones who are born with some specific attributes and abilities which set them apart from the other people working in an organization.

Trait Theory helps the organization to identify the personal attributes or capabilities to make an effective leader, and that assists the organization in enhancing productivity in the business. However, an effective leader must have the following traits: positive attitude towards an employee and organization, cognitive skills, creative thinking, self-confidence, trustworthiness, and potential to take the managerial decision for the organization. Ruben & Gigliotti (2016) opined that leadership is an inborn quality that can't be gathered. This theory's key focus is that it primarily focuses on personal characteristics and motivates managers to develop such attributes in leaders through numerous training programs.

On the other side, Attitudes and opinions regarding an individual's employment, interactions with colleagues, and desirable roles and functions are all part of one's self-concepts, self-identities, and social identities. However, employees are commonly considered intellectually encouraged to protect their self-esteem and keep coherence across their core principles, cultural behaviours, and actions (Samosudova, 2017).

It can be expressed that the trait theory of leadership can be considered by the brands and businesses for the purpose of improving the overall effectiveness associated with leadership. Moreover, one of the most important features which is linked and associated with this particular theory is that it emphasizes more on analyzing and improving the traits associated with the core social, physical, and mental characteristics of a person. The theory also reflects on the fact that leaders can become highly effective and successful by focus on the development of the traits which have been discussed in this theory.

As per the views of Schyns, Kiefer, & Foti, (2020) the advantage associated with the use of trait theory of leadership is that it provides immense support and assistance in terms of exploring the core opportunities and possibilities associated with the field of leadership. In addition to this, the use of this theory can also play a significant role in context of the developing detailed knowledge and understanding about the human character and

personality. On the other hand, Scott *et al.*(2018) have critically argued that the biggest drawback associated with this theory is that it fails to cover aspects associated with circumstances and situations.

Behavioural theory is more concentrated on the actual behaviour and actions of the leaders rather than the attributes or characteristics of the leader. However, this method focuses on the successful role of behaviour that leads to a clear vision. Kane *et al.* (2019) suggested that this theory helps the organization that leaders must possess three qualities to enhance the business's profitability; conceptual skills, which describe that managers' ideas and thoughts that enable the leaders to establish the strategies and procedure in the organization.

Technical skills relate to a leader's understanding of the technique, and human skills describe the capability to interact with the employees to achieve the common goals and objectives in the business. Furthermore, an effective leader's functional behaviour includes identifying objectives, inspiring personnel to achieve those targets, conflict resolution, the capability to communicate efficiently, and fostering team spirit to achieve the goals in the business by sharing innovative ideas and thoughts in the organization (Puaschunder, J. 2020).

The role of behavioral theory of leadership is also considered as important and it should be well taken into account by the leaders who are looking forward to enhancing their overall effectiveness. It has been evaluated that the benefit linked with the use of this leadership theory is that it helps in addressing and dealing with the core questions which are associated with the leadership model of an organization. The use of this theory can be also done with an objective to identify the kind of leadership style preferred by the managers and leaders within an organization.

According to Rennison, (2018) the use of behavioral leadership can be done by the brands and businesses because it can provide considerable support to the managers in terms of developing sound knowledge and understanding about the ways in which workplace relationship are affected because of the style of leadership which they have employed. On the contrary to this, Steffens & Haslam, (2020) have argued that the biggest drawback associated with this theory of leadership is that it takes time in terms of providing the

desired outcomes and at the same time, it is also possible that the theory may not be able to provide expected results to the managers and leaders within the workplace.

According to the view of Romero-Silva, Santos, & Hurtado (2018), Contingency Theory helps the organization determine the leaders' success or failure. This theory is also known as the situational theory that describes the effectiveness and efficiency of the leaders with the help of various leadership styles. It also implies that finding the correct leader for a certain circumstance could be the foremost solution. Contingency theory includes several types, such as Fiedler's Contingency Theory, Hershey and Blanchard's Situational Theory, and Evans and House Path-Goal Theory. It asserts that a leader's efficacy is unrelated to his or her skills. The management method is influenced by external elements such as the atmosphere, attitude, and interpersonal relationships. It describes that no matter how effective the leaders are, they will fight for an organization to attain the objectives in the business (Steinbach *et al.*, 2017).

As per the views of Offermann & Coats, (2018) contingency theory of leadership has emerged as one of the most commonly used theories because it is providing the managers and leaders with greater degree of flexibility in the long run. By the application and use of this theory, the managers as well as the leaders can easily enhance their leadership competencies by making changes in their style as per the need and demand of the situation. The advantage associated and linked with the contingency theory is that it does not restrict the leaders to employ and use one particular style. A greater degree of satisfaction among the people at work can be developed by the use of this theory.

Additionally, according to Sy & van Knippenberg, (2021) even the decision-making skills of the leaders and managers can be enhanced to a great extent because of this particular theory and thus, it should be commonly used by the managers and leaders in the current business environment. On the contrary to this, Cote, (2017) have argued that the adoption and implementation of the contingency theory of leadership is a very challenging task. Suggesting a leader to make frequent changes in the style is easy but when it comes to practical application, the task is very challenging.

As per this theory, the leaders utilize significant task-oriented behaviour while dealing with a low-maturity subordinate, such as assigning responsibilities, specifying practices

and guidance, managing tasks, and monitoring the performance of employees. Thus, when the subordinate experience increases substantially, then the leaders can reduce the task-oriented performance and enhance the interpersonal behaviour. However, having substantial knowledge in the employees helps them complete the task more efficiently and effectively without any direction or supervision from their leaders. They also have the willingness to communicate without the leader's support (Larsson *et al.*, 2017). Also, an organizational theory claims that there is no best way to organize a corporation by leadership and management. The selection of appropriate style depends upon the internal and external situation of any company. The contingency leaders are highly effective as they are flexible in almost every situation.

The Fred fiddler contingency model focuses on outlining the role and ways in which a person should lead an organization. The contingency theory can be termed as highly beneficial in terms of understanding the meaning of leadership. This theory tells that the management should concern about the work and achieving the goal. On the contrary, Lin *et al.*(2018)have argued that the different types of organizations operate within a different type of environment. Therefore, there is no style of leadership that can be termed as perfect. It means that good and effective leaders are the ones who keep on changing their style of leadership as per the need and demands of the situation and business environment.

The selection of appropriate style depends on internal and external factors, and it can be stated that the type of company, the members of the team, and workplace culture are included in internal factors. In contrast, external factors involve changing customers' demand, competition, and changes in supplier terms.

As per the views of Kim (2017), to become a great leader, a person should have some qualities like being direct in decision making, trust the staff members or followers, listen to everyone, being highly committed.

2.4 Additional Theories

Situational theory can be defined as a theory that is similar to contingency theory. Furthermore, the situational theory reflects the fact that a leader must know how to react to any situation leader. This is one of the major reasons why a leader is required to be

flexible in every situation. As per the view of Bilal & Zia-ur-Rehman, (2017), leaders should be competent enough to employ any style in a given situation and make the best decision for the team.

According to the views of Battal, Durmuş, & ÇINAR (2017), *Management theory* is one that focuses on managing the performance of the organization and the supervision of the team members. The management leadership style can be effective in improving the performance of the organization. Thereby sometimes, the management theory is also known as transactional leadership. *Transactional leadership* can be defined as a leadership style that rewards and punishes the team for good work and bad work. Therefore, pressure is created on the staff members in terms of delivering high quality of work,

The participative theory is also an important theory of leadership as this theory tells the ideal leadership style. Vaskinn*et al.*(2020)have stated that leaders are required to encourage the group member, and at the same time, they should also help the members to feel comfortable in that environment. In this employee, top to down is allowed to manage the team, and everyone works together to make decisions and accomplish all the company issues, and everyone is encouraged to participate.

Power theory is one that outlines how leaders use their power in decision-making. The power theory focuses on how the leader can motivate their team by using the power and influence them.

Relationship theory of leadership refers to a leader who is mainly concerned about the interaction with others. They take time to talk to an employee and understand their needs and views. Tannenbaum & Schmidt (2017) suggested that leaders focus on making work enjoyable to work with a free mind. A leader's behaviour can improve the work of many employees, and the relationship-oriented manager often gets a better result from their employees. There are many advantages of this kind of leadership. In this, employees feel confident and follow the leader. They inspire other people so that they also become a good leader. It is a connection between the leader and followers. The relationship-oriented leadership understands that building a positive attitude and productivity requires a positive environment; they schedule the time to talk with the employee and cooperate

with them in their decision-making. The leadership style match with a maturity level, low maturity, medium maturity, high maturity.

According to the view of Al-Turief, Alzeghoul, &Aljasim (2020), leadership theories at the workplace maximize the strengths of the staff members and the workplace. As trait theory refers that the leadership depends upon the strength and intelligent level of leader, a leader should focus on their weakness. No matter how challenging the situation is, a leader should have the ability to take over every responsibility and overcome the challenges.

2.5 Leaders and Key Elements

The definitive nature is strength in the leader, but be calm in a situation, take the right decision, and try to learn from the mistake. *Inclusive leader*: In this, a leader attempts to recognize the people for their work and support.

An inclusive leader should consult with the people in society; a leader must know and implement this word equality for everyone, be fair in decision making, and get the trust of people who support them. Fleming (2019) opined that grounded *morality and honesty* both behaviours are important terms of great leadership. This means understanding, accepting, and choosing any decision with honesty, fairness, and decency. The leader must have the quality of being honest and have strong morals and principal.

Building trust is also an important characteristic of leaders wherein the leaders are required to build trust between the followers, and this can be termed as a very challenging task to perform. Constant communication and follow-up are the key areas a leader must emphasize to build trust. A leader must be transparent and make others proud who support them. Yongjun &Jian (2019) argued that *bringing others along* helps the leaders to achieve the goal and success. The leader should help others; try to understand the people's thinking.

Inspire everyone is also a key area upon which the leaders are required to focus on. IT can be stated that effective leaders should operate with a suitable vision and mission so that others can follow them and support them in achieving the goal. D*ecision-making* in

the team, anyone, can make the decision and the result of this is that high degree of satisfaction among the people at work is developed. Only a great leader can take it with authority and confidence. *Rewarding* the leader should always appreciate the work of the team and reward them for their hard work and time. This can be the best way to motivate the people working in an organization.

3. Engagement/ Motivation of Employees/ Internal Communication

Employee engagement plays an effective and efficient role in the organization to achieve success and growth in organizations. Employee involvement describes the employee's commitment to its job and enhances the collaboration among the team members to achieve the goals and objectives in the business. As per Yukl (1981) view, employee engagement is the key prospectus that is based on loyalty, integrity, two-way dedication, and interaction between the company and its team members. It is a method that enables businesses to succeed by improving their performance, productivity, and employee behaviour.

The key role and responsibilities of employee engagement is that to know one's duty in the organization and being enabled to identify and perceive where it connects to the organization's goals and mission. Employee engagement must be maintained through the organization's positive perceptions and actions that assist in achieving the business outcomes in such a manner that stimulates and encourages the team members.

Kotter (2012) said that employee engagement is defined as providing a structured awareness of how a company is meeting its mission and objectives, how it helps the organization to fulfill such goals in a well-organized way and assist them in sharing the new or innovative ideas and thoughts and helps to improve the product or services of the organization.

Sun & Bunchapattanasakda (2019) have explained that employers can foster employee engagement through several methods that involve the appropriate communication and explaining the rules and regulations of a company, rewarding, and promoting outstanding performance, keeping team members updated about the financial success, and conducting comprehensive analysis. It helps the employees improve their performance and contribute a lot to the organization's overall growth.

On the other side, another strategy that can be used for employee's engagement is that employees must be appreciated, valued and at the same time, respect should be provided to them. The management is also required to take care of the fact that the thoughts or opinions of staff members are encouraged and considered during the process of decision making. Thus, the motivated employee feels that their task is important for the

organization's success and is supported by their supervisors for the accomplishment of personal goals and objectives.

However, Osborne & Hammoud (2017) argued that employee engagement is critical because it helps improve the long-term performance of the employee. Engagement of the employees also helps organizations to make effective decisions in the business. Organizations with a high level of employee engagement can also gain an edge over the other players and competitors operating within the market. Higher earnings per share (EPS) are also a positive factor that is linked and associated with the concept of employee engagement. When it comes to creativity and development, employee engagement is important in improving the progress of the business. As per the views of Albrecht, Breidahl, & Marty (2018), lack of engagement is a major setback for organizations because it creates dissatisfaction among the staff members and results in it also results in increasing the rate of employee turnover.

Young *et al.*(2018) said that **the Zinger model** of employee engagement outlines ten critical factors that employers must implement to increase employee involvement in the business. The brands and companies are also required to take care of the fact that actions in the context of the well-being of employees are taken into consideration.

Figure 1: Employee engagement Actions

(Source: ContactMonkey Inc., 2021)

The bottom row line concentrates on the needs and requirements of the workers with respect to the completion of tasks and activities assigned. *Enhance well-being* is a key factor because employees can't perform in a better way if they are suffering from the physical and mental pressure at the workplace. However, they have argued that employee well-being is enhanced by creating a culture of psychological safety, such as providing leaves or vacation time that helps to enhance the employee's well-being and contribute to success in the organization.

ContactMonkey Inc. (2021) suggested that *Enliven energy*, where a positive environment is created at the workplace, can improve, or increase the energy levels to attain the desired goals. It encourages the employers or management to monitor the performance of employees regularly and minimize the obstacles faced by the staff members while working. *Make meaning* is the factor that reflects the fact that to retain the employees in the long term, managers must motivate employees to give the best of their efforts. *Leverage Strength* suggests that managers must create a positive environment within the workplace so that the staff members can stay motivated and places the best of their efforts to attain the desired outcomes. This increases employee engagement, strengthens the organization's profitability, and strengthens the employees' skills.

The second row focuses on uniting a company and outlines the importance of relationships and connection with a larger company. Kang & Sung (2017) have expressed that *Build Relationship*s is a core factor. It describes that effective cooperation among the team members is important because it can facilitate the smooth flow of all operations and activities in the long run. It is the responsibility of the managers to develop strong connections among the co-workers and motivates them to complete the task.

Foster recognition is a factor that outlines the fact that a culture where management seeks an opportunity to recognize and promote co-workers for good performance should be developed and implemented. Nazir & Islam (2017) said that *a Master moment is a key factor because it reflects that* the staff members should be cognitively and emotionally engaged in their work. Managers can help by enhancing connections, soliciting input, and understanding difficulties through regular interaction with the employees that help enhance the business's goals and objectives.

The third row concentrates on monitoring the progress and enhancing employees' performance in achieving the business's goals and objectives. *Enhance performance* is also an important factor as it suggests that employees become dissatisfied when their opinions are not valued, and such conditions further affect the performance delivered by employees. As per the views of Motyka (2018), managers and leaders are required to make sure that proper communication between management and staff members is facilitated as ineffective communication impacts the targets of a company. The managers are required to empower employees with an objective and a detailed idea of why a goal is important to them.

Uddin, Mahmood, & Fan (2019) have explained that *Path Progress* is an important factor to improve the employee's engagement in organizations. However, reward and recognition of the employees in the long term is a core success factor because the concept assists in the retention of the people at work. The key role of a manager is to monitor the performance of the employees and communication progress to keep the employees engaged in the long run. The concept of employee motivation easily creates a good working environment and culture.

On the contrary to this, Byrne, Hayes, & Holcombe (2017) have argued that the ***topmost pyramid*** describes the importance of employee engagement towards *achieving the results* for the organization. The role of this pyramid is to encourage the degree of employee engagement to boost the revenues of an organization. As per the views of Shuck *et al.*(2017), it is the responsibility of the leaders to motivate the employees in attaining the outcomes, and at the same time, the leaders are also required to monitor the performance of the employees.

Another important model for employee engagement is ***Deloitte Model***. The model reflects that employees' engagement can be done by creating a positive workplace culture where the employees are motivated to complete the task properly and accurately. The model also outlines that meaningful work, a positive work environment, strong support from the management, growth opportunities, and trust in leadership are key elements that can easily enhance employee engagement

Figure 2: Deloitte Model

(Source: Arthur H. Mazor, Jason Flynn, 2017)

However, Arthur Mazor, Jason Flynn (2017) have argued that ***Meaningful work*** is the key aspect for the employee's involvement, and it is required by the management to make sure that the right candidates are placed at the right place at the right job. It is divided into four aspects; *Autonomy*, i.e., employees' engagement, is enhanced when they are given more autonomy and motivation at the workplace.

On the other side of this, Pandita & Ray (2018) have argued that work can only be important for the employees when the need and value of the same are clearly communicated to the staff members. *Cultural hires* reflect that the concept of culture is of great importance at the workplace as implementing the core values and strategies in the business are mandatory for improving the performance of the employees.

The academic achievements and great work histories do not indicate whether an individual will be a better match for the organization's mission and goals. However, it is required by the brands and businesses to make sure that recruitment of a person who is fit for the organization and culture should be done. In addition to this, the selected candidate must be enthusiastic about the work of the organization.

A small empowered team is a factor that describes that a Small group can foster togetherness, flexibility, and quick decision-making in ways that large groups can't. However, such teams can work wonders in terms of enhancing the engagement of the team members. The challenges and disputes at work can be resolved easily with the help of innovative ideas and thoughts.

As per the view of Albrecht, Breidahl, & Marty (2018)*, time slacking* is a critical factor that reflects that overworked employees are more likely to burn out, perform lower-quality work, provide poor customer service, become unhappy, and occasionally just flail around in their tiredness. Individuals can relax, participate, and achieve better when they are given time to complete a particular task.

Supportive management is a factor that encourages managers to carry out employee engagement in the business. To engage the staff, align and inspire management to take the following steps: *Setting clear and transparent goals* Managers' goals for their teams and employees should be straightforward and reviewed on a regular basis. Employees and managers may get dissatisfied and disappointed if this does not happen. Ugaddan& Park (2017) said it is the responsibility of the manager to consider the goal-setting process such as objective and key results (OKRs) to enhance the employee's engagement.

Coaching managers who have effective collaboration with their subordinates and providing timely suggestions are likely to increase in performance and engagement of employees. On the other side, providing timely training to the employees helps enhance the employees' productivity and improves the company's profitability. *Investing in management development* helps to administer the better leaders in the organization and helps the organization to have the better involvement of the employee engagement in the business. However, managers must supervise employees and encourage them to attain the objectives so that a competitive edge over other players can be easily gained. *Managing the performance* is an important factor because it helps understand the areas where employees are lacking and the kind of strategies that can be undertaken to improve the performance. Thus, monitoring the performance of employees assist organizations to improve growth and success as well as enhances employee engagement.

A positive work environment is a key factor in enhancing growth and achieving the target in the business. Mueller (2019) says that a positive work environment motivates the employees to complete the task more efficiently and effectively. Thus, with the assistance of the following elements, it helps the organization to create a positive environment. *Flexible, humanistic work environment* executing the flexible policy and strategies in the business helps them to work more productively for the organization. In addition to this, implementing a certain wellness program affects the engagement of the employee. The modern workplace helps the employees complete the task more effectively and efficiently and boosts collaboration among the team members.

According to Firdinata &Hendriyani (2021)*, culture recognition* is a factor that helps implement a peer-to-peer recognition strategy to encourage a culture of continuous celebration of development and achievements. *A diverse workplace environment* develops a positive environment in which every employee feels motivated and inspires them to share their thoughts, ideas, and talents and help the organization attain the goals and objectives.

The growth Opportunities factor suggests that employees who are stuck at work lose motivation to accomplish their tasks and impact the employees' engagement towards the work. Thus, providing proper training and helps in accomplishing the task assist the organization in improving the business's growth and success, such as providing adequate training, expanding the organizational culture, or comprehensive knowledge of attaining the goals and objectives in the business.

According to the view of Vlasova (2017), organizations must honor or encourage the employees by *facilitating talent mobility* within the workplace. Leaders and the organization must encourage and promote internal mobility by allowing employees to try new things that help the employees enhance their skills and capabilities. However, it also creates the interest that helps organizations in the engagement of the employee. *Learning Culture* building an effective relationship at the organization helps the employees have effective communication among the team members and enhances the skills and knowledge to achieve the target.

Trust in leadership it is the last factor of the Deloitte model. It assists the organization in improving its performance in the business and helps achieve the desired goals and objectives. *Mission and purpose* it is the responsibility of the leaders to properly communicate with the employees and helps them to understand the topic in order to attain the goals for the organization. Nikolova, Schaufeli, &Notelaers (2019) suggested that the managers must have *continuous engagement with the employee*. Thus, leaders must devote the resources and time to developing the skills and capabilities of the employees. Employees with high engagement with the companies assist them in sharing their ideas, thoughts and help in improving the operating performance of the company.

On the other side, the *culture of transparency* assists the employee in being motivated or feel engaged in the company's activity. It also assists in boosting the trust and confidence among the employees. Sun & Bunchapattanasakda (2019) suggested that *Inspiration* as the leader plays in an organization. Thus, employee engagement is affected by their words, behaviour, and organizational vision and helps the employee to be motivated in the business.

As per the view of Osborne & Hammoud (2017), internal communication plays an effective role at the workplace as it assists in having a strong bond between the company and employees. As a result of effective communication, employees get to identify with the organizational strategy, beliefs, and goals. They are therefore motivated to improve and become more involved in all aspects of their professions. Thus, there are certain ways that enhance employee engagement at the workplace with the help of effective communication.

Boost the Employee productivity with internal communication that is effective that aids the employees in quickly locating the resources they require to complete their tasks. Albrecht, Breidahl, & Marty (2018) said that it minimizes dissatisfaction towards the work and fosters employee engagement as every employee wants to complete their task more effectively and efficiently. Thus, having ineffective communication at the workplace impacts employee performance and well-being and influences the business's productivity.

According to Kang & Sung (2017), *collaboration among team members* plays an efficient role in the business. Moreover, internal communication links employees to other teammates in the same workplace or company that can enhance motivation and also helps to solve the issue more effectively with the assistance of innovative ideas and thoughts. It boosts employee morale among younger employees by providing important workplace advice and a customized orientation program from the more skilled colleagues. Moreover, effective employee communications lessen workplace depression and stress while also strengthening ties between employees in various roles.

Proactive communication keeps everyone involved in the business's operational activity and motivates the employees to work effectively to improve the business's growth and performance. Thus, several firms are using employee communications applications so that they can promptly notify their employee about company news such as project planning modifications, innovative development, new personnel, or internal reshuffles and helps the employees to be in a loop that helps the company to attain the objectives. Thus, engagement of the employee is an essential factor to improve the profitability and growth of the business.

4. Organizational Change

Hanelt *et al.*(2021)has explained that organizational change is the transition of an organization from one state of affairs to another. However, changes are described in several aspects, such as changes in the organizational strategy plan, rules, protocols, technology, or culture that benefit an organization's growth and success. Changes in the organization take place according to the needs and requirements in the business, and they can be altered as per the requirement of the employees.

Simultaneously change entails letting go of old ideas and adapting to new ones. As a result, it's fundamentally beneficial for the organization in enhancing growth and performance in the long term. *Workforce Demographics* suggests that changes in the workplace environment help the employees to work positively in the organization and helps them to perform better for the organization. Stouten, Rousseau, & De Cremer (2018) suggested that every organization must adopt flexible policies and rules in the business that helps to retain the employees as well as motivates them to work positively in the organization. Moreover, employees who are dissatisfied with their existing work environment may decide to quit, which causes a significant loss in the business. As a result, organizations must implement certain rules and regulations at the workplace that assist in retaining employees.

On the other side, there are several reasons where the changes are necessary for the business, such as Adapting to changing market conditions, organizing a restructuring initiative, dealing with internal issues related to organizational framework and management, Increasing the company's access to new markets, Improvements to technology and digital transformation and Procedures and processes are being improved to enhance the success and growth in the business.

Another key factor that motivates the employees to adapt to the change in the organization is *technology.* Oreg & Berson (2019) have expressed that in the modern era, technology plays an effective role in the growth of the business. However, it has brought significant changes in the competitive environment and the internal control system in the business and marketplace. As a result, there is a significant change in the information technology employees, executives, and managers adopt the business changes to enhance the performance in the market. Technological change affects the progress and productivity of the organization. Thus, technological change is the core managerial function that helps

achieve the business's desired outcomes. Also, management is held accountable for the organization's accomplishments, emphasizing supervision, coordination, decision-making, and planning of rules and regulations in the business.

According to the view of Aslam *et al.*(2018), *change in the market conditions* assist the organization in implementing such changes in the business that the organization is facing. In order to implement such changes in the organization, managers must be aware of outside changes and market conditions that affect the company, and they must be flexible to intervene and adjust the strategies promptly if needed. The key factors that the organization of is interest and exchange rates, competitors' strength and weaknesses innovative technology in the business that helps in improving the profit and performance of organizations.
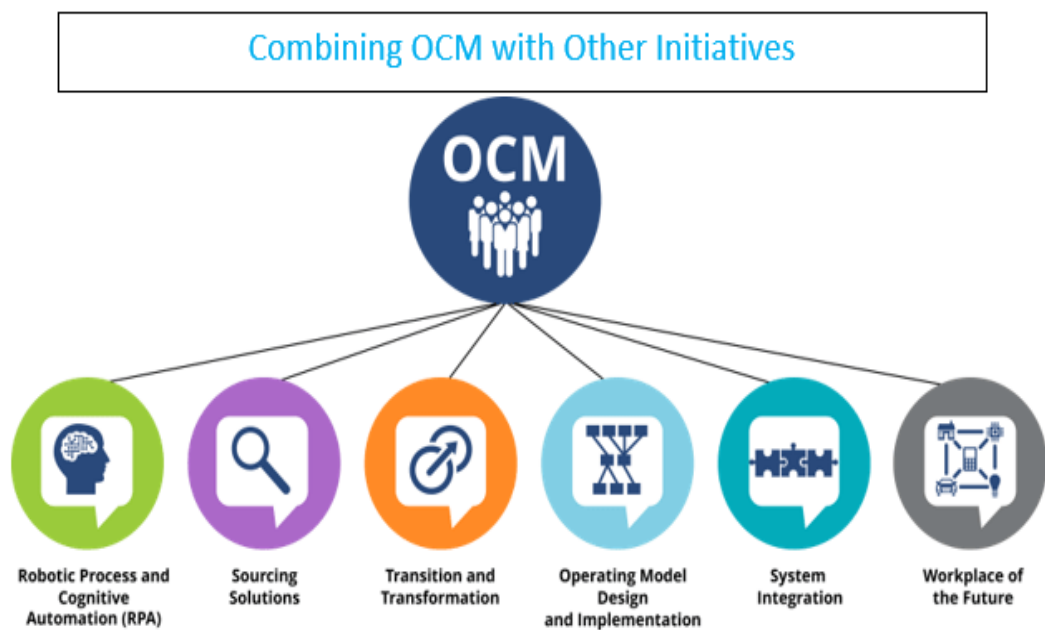
Figure 3: OCM Initiatives

(Source: Randy Geoghagan, 2021)

Randy Geoghagan (2021) has indicated that effective communication, education, and training can assist businesses in reducing the duration and depth of the productivity that occurs with organizational change management (OCM). This allows the company to quickly achieve the positive outcomes of a change initiative, maintain employee satisfaction and prevent unnecessary expenses. However, implementing the changes in

the organization with the other initiatives assists them in resolving the issue that the company faces in the future.

On the other side, OCM must be aligned with all such other initiatives that help the organization to adopt the change in the business, such as operating model design and implementation, artificial intelligence, or robotic process automation (RPA), resource planning for the business, transition and transformation efforts, analysis of data, technological advancement and such other feature that help the organization to cope with the problems in future.

Sroufe (2017) suggested that the key essential for any successful change management endeavor is having successful leaders who adopt the change and encourage the employees to engage in such changes. Change in the workplace is unpredictable and can happen at any time. As a result, leaders must be adaptable and willing to adapt to such change that is beneficial for the organization. However, they must also take steps to ensure that the entire organization continues to embrace change. Consequently, it is the responsibility of the company to follow the principles for leading organizational change in the business. *A clear vision* reflects that it is necessary to describe the employees' clear vision to implement successful change in the organization. Employees require a clear path of vision to see how circumstances are required to change and how the firm will improve if the change is effectively executed.

Lewis (2019) explains that without having clarity, it is difficult for the employees to adapt to the change in the organization. Rather than merely telling employees that change is forthcoming, leaders may effectively convey a precise vision for change by expressing it through various forums such as emails, one-on-one conversations, and meetings. Thus, a compelling vision motivates employees to act. By describing the clear vision to the employees, they are more comfortable adopting the change and supporting the organizational change at the workplace. Secondly, there must be *the engagement of the entire organization* to adapt to the change and have the desired goals to enhance the progress in the business by executing such change in the business. It is essential that the managers communicate the vision of change that helps the organization in the long-term goals and objectives. However, it is the responsibility of the leaders, i.e., operational, or frontline department, to ensure that the entire workforce must be involved in adapting the

changes for the organization. It influences that the essential information regarding change is communicated consistently throughout the organization. The mid-level managers regulate the key role of delivering the message to the employee. Zimmerman, Swider & Arthur (2020) explained that with the continuing support of the leader's essential information strengthened instead of lost. Thirdly, the core principle of executing the change in the organization is *effective communication.* It not only assists the employee to adapt or understand the change, but it also helps them to identify that how it impacts their growth in the long term. Organizational change aids in monitoring the employees' performance and assists in enhancing its performance in the market.

As per Aslam, Muqadas, & Imran (2018), communication is the two-way process that helps the organization know the innovative ideas and thoughts of employees, which assist in executing the change in the business. However, clear, and concise communication among the managers and employees is the key factor in adapting to the business's change. Effective communication among the members of the organization should be done in three phases, i.e., before the change, during change, and after the change initiative.

Before the change, it describes as communicating in a clear and precise manner regarding the changes in the organization and that assist the employees in adopting the change. Leaders must explain that changes play an effective role in the business and impact the growth and sustainability in the business. *During change,* it reflects that the employees can recognize what has been accomplished and obtain clarification on the next steps if they are regularly informed about accomplishments and objectives. *After change* reflects as an initiative to have regular communication that enforces new behaviours and procedures and prevents employees from following the old method.

Another change for executing the change in the business is *employee support*. Lee *et al.*(2017) argued that changes might be a frightening and stressful experience for the employees, but it can be alleviated by leaders who provide encouragement and support to staff that such changes impact the growth of the organization. Motivating the employees can be in several forms such as Leaders can have one-on-one meetings with employees, and they must guide them and providing suggestions on how to deal with change. Thus, managers also provide certain techniques and methods to the employees that help them in adapting the certain new changes in organizations.

On the contrary side, the employee support mechanism helps the employees to ask the queries they are facing while the changes are implemented in the organization. It involves certain other factors, such as feedback sessions that help the employees to express their issues and ask questions about the changes they are experiencing. Further, team building assists the employees to have efficient collaboration among the team members and helps them to share innovative ideas and solutions in the business. Experiential learning practices provide a positive environment at the workplace. It also helps in enhancing the skills and capabilities of the employees through collaboration among teammates, time management, and effective communication that helps in improving the performance of the employee.

According to Kaufman (2017), changes in the organization occur when there is *accountability among the team members*. It reflects as the leaders are responsible for setting specific objectives, providing feedback, and guiding their teams through a change process. Rather than considering the organizational change as a management-only exercise, leaders must make sure that everyone on the team is responsible for adapting to the change in the business.

Consequently, with the help of a three-step process, leaders can build accountability among the team members, i.e., model, coach, and require (MCR) method. *Model* it describes as the attitude or behaviour they need from the employee. *Coach* reflects as the employees that need to enhance the efficiency and helps the organization to attain the goals and objectives. *Require* it describes as the method where the changes are necessary and defining appropriate rules and responsibilities.
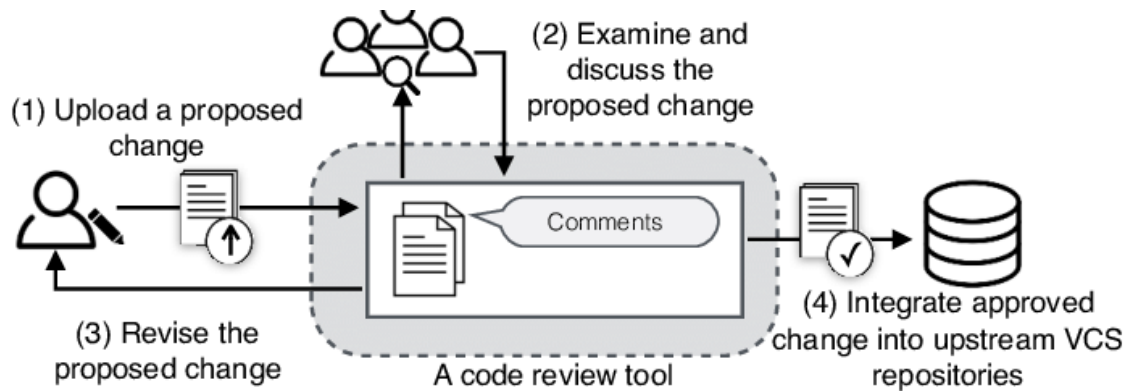
Figure 4: MCR method

(Source: Ahmed E. Hassan, 2021)

Ahmed Hassan (2021) has suggested that when everyone functions more appropriately and takes their roles and responsibility for organizational transformation, the team performs more efficiently and executes the change in the long term.

Leading organizational change necessitates constant monitoring and training of new employee behaviours and skills. However, leaders must guide the employees regarding such changes in the organization as they have a greater influence on the employee as well as the company's success. Leaders assist the employees to enhance their skills through major factors such as setting goals to assist the individuals in what they want to achieve, efficiently delivering clear and concise information regarding the changes that boost their performance. Moreover, taking the suggestions that motivate the employees to adapt to the organizational change.

According to the view of Olafsen *et al.*(2020), organizational change refers to action in which a company or business improves an organization's major component, such as technologies, internal process, culture, and working environment. Organizational change management is a method to bring the success of the company. The organizational change includes the three major points is preparation, implementation, and follow-through. There is some cause faced by the manager of an organization during the change first implement on new technology, second adopt the new business model, third organized the team structure, and fourth is manage the new leadership.

Organizational change stage theory describes four stages: first is to get aware of the problem and find the possible solution, the second adopts the innovative decision, the third is to modify the organization structure, and the fourth is to make the innovative part organization ongoing activities. Buchanan & Badham (2020) suggested that there are certain advantages for the organizational change obtains new skills, new opportunities, and increased commitment. The change helps employees develop new opportunities, skills, retain a competitive edge, lead better business opportunities, and increase morale. The organization gives a chance to everyone to prove themselves. In this kind of change, employees will be more ready to think creatively, and their idea will be appreciated by the manager or the owner of the company.
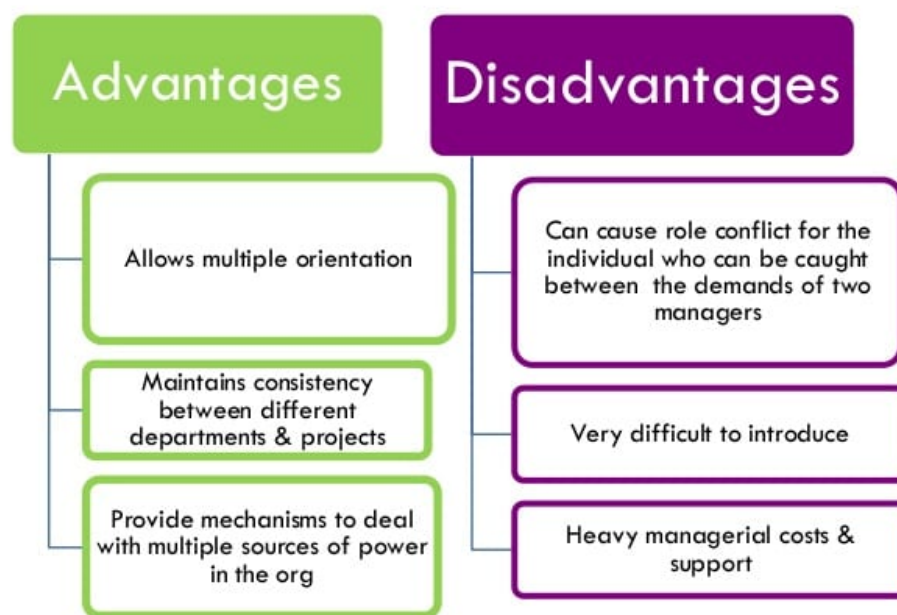
Figure 5: Advantage and disadvantages of Change management

(Source: Almanac Project, 2019)

As per the Almanac Project (2019) view, the disadvantages of the organizational change can have a certain level of risk and danger sometimes, and the change doesn't work it might because the employee of the company is not ready to adopt the change. An employee can feel the tension, stress, which result in an impact on employee productivity. The result can be costly and can be another side of recovery in terms of time, money, human resources, and types of equipment. Sometimes the change might not equal. The change is never free. Braun *et al.*(2017) suggested that there are several limitations before implementing certain changes in the business. Lack of executive support and active

sponsorship is the large obstacle observed by the organization. The organization found difficulties in identifying its sponsored due to leadership change. The second limitation is inadequate to change management buy-in and to resource the lack of investment and resources in change management, and it may be due to a lack of understanding of the change.

The change management activity cannot accomplish by the person. The third limitation is resistance, and lack of support for the specific solution in this type of resistance presents all levels of the organization. The fourth limitation is the Change-resistant culture in this organizational structure. Successful change management depends on individual transition and environment change to be done. The last one is Change saturation and lack of prioritization. It changes the effort of management and changes prioritize change for the impacted groups.

Palmer, Dunford, & Buchanan (2017) explained that the key concept behind organizational change is to plan and manage the change. The organization and manager have more control over the changes that are taking place in the company. This theory helps an organization to make a change in a company. The manager of the company manages the change process. Organizational change gives the better outcomes which manage the change and gives the project result, better employment experience, manage change project and improve the employee experience, the management change decrease the project cost and improve the project design, employee satisfaction improve the performance, productivity, engagement of employee, better the customer experience, better training help to increase the employee engagement and learning, organization ability to adapt the change.

Figure 6: Organizational Change Strategies

(Source: Chaitra, 2021)

The organization has been defined differently by the different theories because the different theories carry the different characteristics of an organization. According to Mooney and Reiley, the organization forms of every human associate for accomplishing the common purpose (Lee, & Lawrence, 2016). Amitai Etzioni refers that the organization has three characteristics: a division of labor, second is the presence of more power, and the last one is substitution. Oliver Sheldon says that the process of combining work with an individual or group to perform with the best efficiency systematically is known as organizational theory (Chen, Chen, & Sheldon, 2016).

Chaitra (2021) suggested that when people implement organizational change, it generally fails in most cases. Such as Operator describes the organizational change include the economic climate it means the stage of the overall economic condition, second is consumer demand and behaviour if an organization does not fulfill the demand of customer then the company can face failure, and to avoid that, the most of the organization hope to grow with a loyal customer, third is new technologies it completely changes the mode of interaction between the customer and consumers.

Business models such as virtual collaboration and outsourcing are the new way to promote the business; fourth is a competitive marketplace to avoid the market completion the organization needs the new technology, a fifth is rule and regulations when an organization faces the new rules exploit by the competitors, they can do two things in that first comply with them and adapt that so that their competitor can get the success.

Failure is due to a lack of resources; the organization can face failure. There are five common reasons for organizational change failure. First is poor planning setup organizational change for failure, second is insufficient support from leadership, third is lack of resources, fourth is priority focuses on system v/s people, and the fifth is changed in leadership skills.

According to the view of Dzwigol *et al.*(2019), organizational change refers to the action in which a company or any organization take a major change, such as culture, rule and regulations, technologies, and internal processes. Organizational change management is the method to change the method. It includes three major stages: implementation, preparation, and follow-through. Many factors make the organizational change necessary. The most common factor is new leadership in the department, managing the executive team structure, implementing the new technology, and adopting new business models.

The second one is Adaptive change: This change requires new learning for the problem and implementation of the solution. There is six principals of adaptive change. Get on the balcony to identify the real challenge, stress on the tab, maintain attention, empower the workers, open communication, and protecting voices of leadership from below.

The third is Transformational change. In this change, the organization makes the complete reshaping of the business and strategy, and process. Matthews *et al.* (2018) suggested that transformational change includes implementing major strategic and cultural change, adopting different techniques, and making a significant change to meet the new supply and demands. This change usually involves transitional and developmental change. The transformational change develops and communicates the strategy. Implement the new business and approaches and involve the staff in all stages.

The success of the company depends upon its organizational change. If the organizational change is not effective, it can affect the company and employees' morale; a lack of effective change management can lead the organization to fail. In an organization, there is a different role for every employee. Even the senior staff member and management leader have different tasks to perform. The manager must look at the high-level change in the company; managers are mostly concentrated on making the business successful. Hayes (2018) has explained that managers can communicate clearly and effectively and listen to their team members. They have strong organizational skills and skills to solve any problem and get the best solution. There are four types of organizational change. The first one is strategic transformation change: The strategic transformation helps the organization to set a clear vision and goal. The transformation change generates new values in the organization, develops new technology, and focuses on growth. There are three examples of strategic transformation: updating the company's mission, adapting the new technology, training the new employee, and focusing on the company's growth and development. The second factor is People-centric organizational change: this organization focuses on employee and their attitude toward the work. This change includes instituting the new policy and hiring new employees.

According to Buchanan & Badham (2020), organizational change refers to one state of affairs to the enterprise. Moreover, it depends on the structure, policies, strategies, and culture in organizations. The organizational change can be planned and advance as per the alteration at the workplace. It has been observed that organizational change can be radical, incremental, and gradual changes as per the business operation. The organizational change includes work arrangements such as flexible working hours for the employee in the enterprise.

Castillo, Fernandez & Sallan (2018) argued it requires the continuous efforts and planning of the business to manage the organizational change. However, organizational changes can depend on the roles and responsibilities of the leaders in the business sector. It has been observed that organizational change also improved by enhancing training and development programs for the employee. The manager put efforts into adopting *role – centered approach* to managing the proper workflow at the workplace.

Organizational culture can be enhanced by the implementation of the reward system and appraisals for the employee. ***Technology*** is an important aspect of the organizational culture in the business sector. It has been analyzed that implementing new technology and decision support system help the enterprise to maintain the overall organizational culture.

Kaufman (2017) has presented a view on technological changes includes human resource information systems, sales tracking systems, and order processing systems in the firm. On the contrary, the use of better communication and knowledge sharing with the employee can be effective in improving the organizational culture at companies.
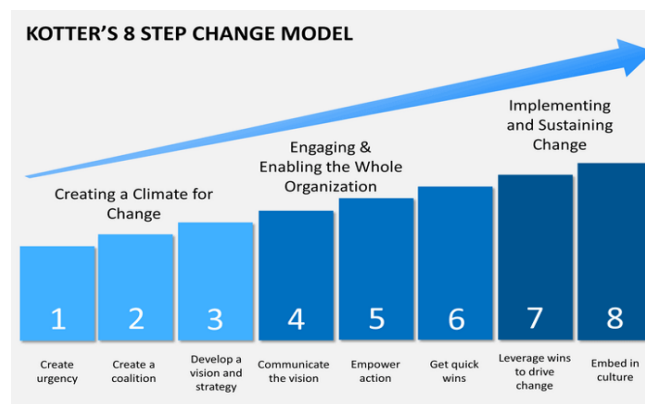
**Figure 7: Kottler's change management model**

(Source: NimaTorabi, 2020)

Figure 1represents ***Kottler's change management*** model to improve the organizational culture in the organization. It has been observed that organizational change can be maintained by using ***Kottler's change model.*** Top –managers can develop better leadership skills to manage organizational change in the business sector. It is important for the manager to increase employee engagement and to implement organizational change in the organization.

Strategy is an important aspect of organizational changes which offer a competitive advantage for the business sector. The strategy change includes developing new products or services and entering new markets can enhance the organization's productivity. The manager implements better marketing strategies, making new alliances, and developing a relationship with the suppliers to manage organizational change in the enterprise. It has

been evaluated that competitive strategy is the organizational change that requires consistent alterations in the employee work roles to improve their performance.

Maes & Van Hootegem (2019) contended that people's economies are the important factor of organizational change in the business. However, it can be considered an important internal factor in managing the financial performance of the organization. Another approach of organizational changes depends on the human capability and strengthening core values within the enterprise. Managers efficiently support flexibility and manage the cultural values to strengthen the organizational culture in the business sector. The manager adopts better leadership styles to improve the organizational performance in the enterprise.
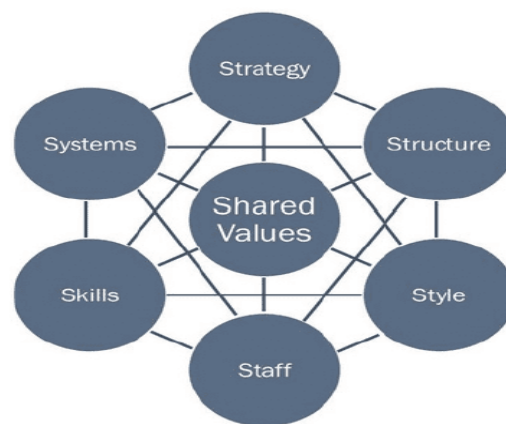
Figure 8: McKinsey 7-S organizational change model

(Source: James Story, 2020)

Figure 8 represents the use of the concept *McKinsey 7-S organizational change model* to improve the organizational culture in the organization. Leaders also use the *McKinsey 7-S organizational change model* to create a holistic approach to improve the organizational culture in the business. Smollan (2017) argued that the concept of the organizational change model could help the business sector create shared value, better strategy, and improve the overall system in the firm. The organizational change is based on the concept of *Lewin's Force field theory* which includes important phases in the business.

It has been evaluated three phases in the organizational changes such as unfreezing, changing, and refreezing. The *unfreezing changes* can be dependent on improving the past experience of the employee in the business. The other important step is the *changes*

involved in identifying threats and opportunities for the promising approach for change management in the enterprise. Organizational change is also based on the poor performance of the employee in the organization. It has been identified that organizational change depends on the recruitment of new employees in the business sector. The management department has a significant role in managing the leave and new team in the organizational change. The organizational changes can be improved by offering better training and development facilities to employees in the business area. Successful organizational change is based on maintaining high morale and support the employee to improve their performance in any organization.

According to Stouten, Rousseau & De Cremer (2018), organizational change requires the implementation of better strategies to improve the communication process among the employees. On the contrary, the manager works efficiently to strategize the structural and solution-based approach at the workplace. It has been analyzed that organizational changes can be strategic or structural to identify the people-centric approach in the business sector. The organizational change requires training facilities and remedial changes for employee development in the organization. Organizational change depends on strategic transformation and people-centric changes in the business sector. The supervisors implement modifications in the existing tools and policies, which can influence the change management in the organization. The use of transformational changes can positively influence organizational change to improve business operational activity. Change management is based on minor transformational changes to accomplish the business strategy.

Yang, Choi & Lee (2018) contended that organizational change requires the proper planning and preparation to get the desired outcome in the market. Moreover, the management system focuses on planning and designing better strategic approaches for organizational change. Furthermore, the training and development of the employee have an important role in the growth and success of the organization. The top manager provides additional training and development facilities for the employee, which can be beneficial. It can be noticed that the management can regularly monitor strategic transformational changes to gain a competitive advantage in the business sector. Thus, it is essential for a manager to adopt people-centric organizational changes to manage the parental leave policies for the employees.

Kurt Lewin's change model is the most prominent model that assists the organization in attaining the objectives of the business. However, it helps organizations understand the changes required in the business and their effect on organizational growth. However, the model consists of the three main stages; ***unfreeze, change and refreeze***.
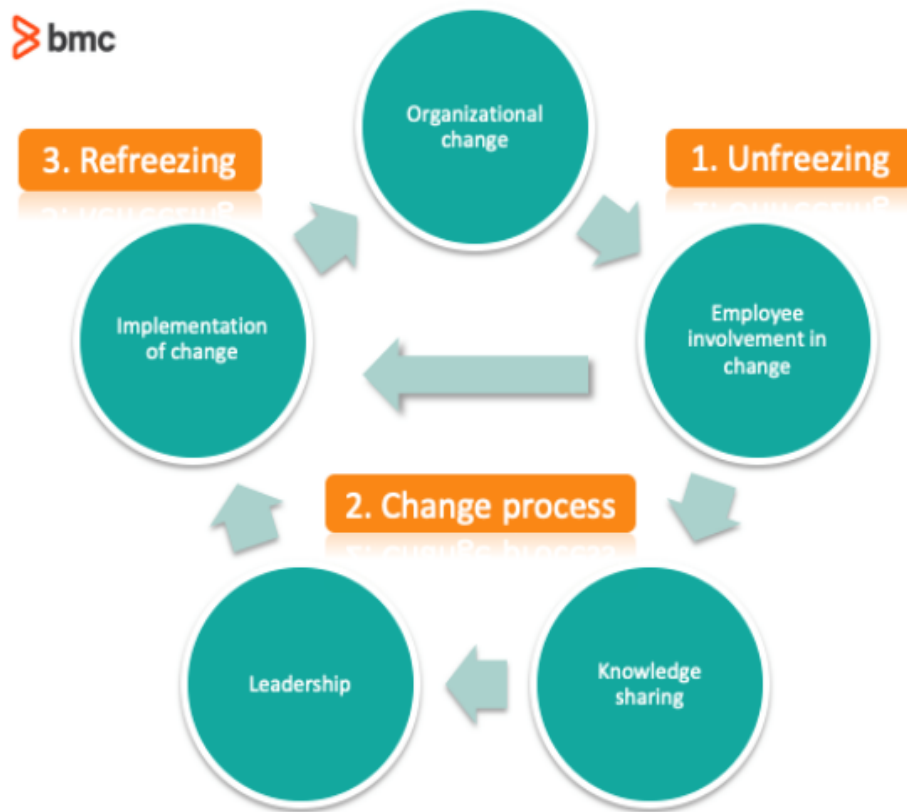
Figure 9: Lewin Change Model

(Source: Muhammad Raza, 2019)

Unfreeze is the first step of the Lewin Change Management model before implementing the change in the organization. It is the preparation stage where employers prepare the change in the organization. Muhammad Raza (2019) says that it is an important step that improves communication among the employee as well as motivates them to adapt to the changes in the organization. The key aspect is to minimize the resistance to change among the employees. As several employees will generally resist the change, the main purpose of the unfreezing step is to raise the awareness that failing to adopt the change affects the organization in the long term.

Consequently, old behaviours, conceptual frameworks, procedures, employees, and organizational structures are thoroughly examined to demonstrate to the employee the

importance of change for the firm to achieve or sustain a competitive advantage in the marketplace. Waeger & Weber (2019) explained that communication is an essential factor to adapt to the change in the organization as it assists in delivering a clear message to the employee. The key prospectus is to motivate the employees to accept the change that helps boost the company's financial performance.

On the other side implementing the changes in the business, it is essential for organizations to include several things such as recognizing the changes that are needed in the business, assuring the management support that impacts positively or the organization. Hanelt *et al.*(2021)say that adapting the need for change with the help of appropriate communication methods. Thus, sharing the information effectively helps the organization adapt to the business's change by the employees.

The second step of the Lewin change model describes the *change* it describes to implement the change in the organization. After the first step, it tells that to implement the change in the organization is essential that the organization must have effective leadership skills as well as having effective communication with the employee to adapt to the change in the organization. According to the view of Gilstrap & Hart (2020), at the time of changing process, several employees learn new things, ways of thinking, and procedures that are essential for the business and easy for them to adapt to the change in the business. However, change is a process that requires detailed planning and execution. Staff should be informed of the determining factors and how it will assist them once it is implemented properly throughout the operation. In addition to this, it is the responsibility of the leaders to motivate the employees to adapt to the change that is beneficial for them in enhancing their performance.

The last step of the Lewin change model is *Refreeze;* it describes that when the employees accept the changes, they work progressively for the growth in the business. Alsharari (2019) suggested that it is the responsibility of leaders to ensure that changes are adopted by the employees as well as objectives must be achieved after executing the changes in the business. According to Lewin, the refreezing process is particularly critical for ensuring that people do not revert to their previous patterns of thinking or acting before the change is implemented. Positive reinforcement and appreciation of individual efforts are frequently employed to sustain the new condition and help the organization adapt to

the business's change. Moreover, organizations must follow certain steps at the time of Refreeze phase, such as ties the new changes into the culture that means recognizing the change support and change obstacles.

Cinite & Duxbury (2018) suggest that develop the techniques to sustain the change in the long term, i.e., Ensuring leadership and managerial support and, when needed, adapting the organizational structure, creating feedback mechanisms, and implementing a reward system. Further, providing training, communication, and support in the short term as well as the long term is essential to implement the change in the organization.

Kubler-Ross change curve the model is employee-oriented. This model can also be applied to other life situations such as a job change, loss of job, and other serious health conditions. This model helps to understand the employee feeling and situations they are facing during the change. The Kubler-Rose models have five stages through which employees face during organizational change.

Figure 10: Kubler-Ross change

(Source: Christina Gregory, 2021)

The first stage is Denial; In this stage, employees cannot accept the change. It can happen because most employees do not want to believe what is happening. As per the view of Christina Gregory (2021), in simple language, the employee could not understand what was happening and was not ready to accept the new change in the organization. The

second stage is anger. In this, the employees realized that change was happening, but they could not accept it and showed direct anger toward something or the organization.

The third stage is bargaining. In this, employees try to get the best solution out of the worst situation. It helps to avoid the worst situation or case. The fourth stage is Depression; employees realize that bargaining is not working, and they lose faith, which can de-motivate employees' mindsets. The last stage is Acceptance. In this stage, employees accept the change when they realize that there is no point in arguing it is normal and accepting all the new changes. All models are focused on the feeling, emotions, and concerns of employees.

The meaning of ADKAR is Awareness: explain the reason for the change, desire: empower and capture individuals, knowledge: learning by sharing, ability: identify the barriers, and reinforcement: keep an eye on the goal. This model is a useful tool for helping the single cope and plan for the change process. Jeff Hiatt developed the ADKAR model in 2003.
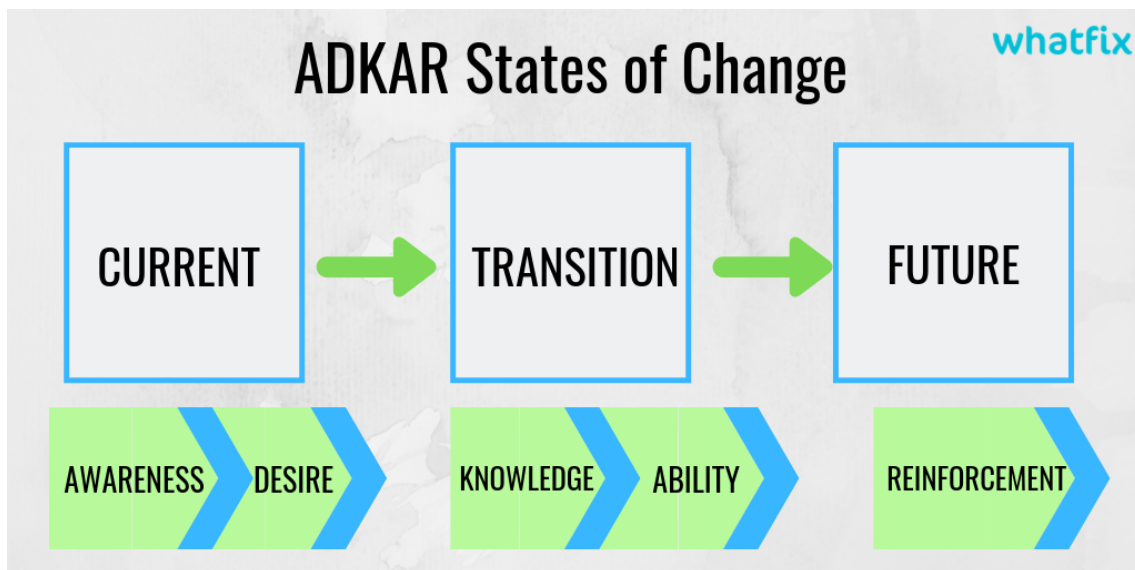
Figure 11: ADKAR Model

(Source: Gary Malhotra,2019)

The ADKAR Model is outcome-oriented; it is used to facilitate change by setting clear milestones to reach the process. There are five blocks of ADKAR models. First is awareness in this employee should be made aware of the need for the change. Second is desire employee must support the change and have desired the participation, and third is

knowledge by getting knowledge about change process the goal of change will be clear to all the employees, fourth is the ability to learn new skills and manage the behaviour, the fifth is reinforcement, in this employees are clear that there is no turning back. This model is easy to understand, outcome-oriented, and understands human behaviour.

ADKAR model is a goal-oriented model of change management that supports and individuals to adopt changes effectively within the organization. The Five letters in ADKAR mainly represent the five concrete outcomes that assist the organizational employees to easily resist the changes within the firm (Sulistiyani, Ali, & Astuti, 2020). It spreads awareness, desire, knowledge, ability, and reinforcement to implement potential business changes. The application of the ADKAR model also supports implementing potential changes that help in the development and further growth of the business in order to accomplish the competitive advantage. Moreover, the initial phase in the model enables an employer to effectively communicate the need for change management in business. This helps in communicating the main purpose of bringing change in the business.

In contrast with the above, Gary Malhotra (2019) suggested that the desire phase in the model is important because it helps improve the knowledge and skills of an individual to easily resist change. Thus, it helps to build the ability of an individual, and thereby, it also supports the business in minimizing the employee turnover rate due to the more improved retaining within the firm. Thereby, Galli (2018) has suggested that reinforcement is another important phase that also supports the staff members to stick to that change for a longer time in order to manage the growth and improved business operations of organizations.

5. NielsenIQ - The Organization

5.1 Overview of the Organization

Nielsen is a data measurement and determining company that serves globally. Founded by Arthur Nielsen back in 1923, it established its headquarters in Chicago (Nielsen, 2020a). The company renders their services in the whole world completely and is known as a trustworthy organization because of their customers and markets. Nielsen Portugal provides its own data with various information sources (Nielsen, 2020a). Customers globally can easily understand the phenomenon, what's coming next, and how to react to that knowledge. Therefore, Nielsen is providing their services of data from immensely 90 years and their analysis based on scientific accuracy and innovation and developing the new ways on a regular basis in the business. Nielsen operates in more than 100 countries, covering more than 90% of the global population.

The company is organized into two businesses. Nielsen Global Media, the arbiter of truth for media markets, delivers fair and trustworthy measurements to the media and advertising industries, resulting in a shared understanding of the business that is necessary for markets to work. Nielsen Global Connect provides consumer packaged goods makers and retailers with reliable, usable data and insights, as well as a holistic picture of the complex and evolving marketplace in which they operate.

5.2 The Change Process: Identification and Timeline

On November 2019, it was announced by the NielsenIQ CEO, David Kenny, that the company would be splitting into two publicly traded companies. The company announced the split of its Global Connect business and Global Media business. David Kenny commented on a statement that "Both the Global Media and Global Connect businesses are independently essential to the industries they serve, but each business has unique dynamics,". Moreover, he added that "Our decision to separate them marks a milestone in our strategic evolution and will best position each to serve the specific needs of their clients and successfully address rapidly changing dynamics in the marketplace." (Nielsen, 2019)

David saw this as an opportunity for each business to: Drive results by focusing on a single goal and establishing an independent structure that allows for quicker decision-

making; Implement separate, fit-for-purpose capital structures and allocation techniques that are linked with long-term growth objectives; Take advantage of strategic flexibility to invest in new business ventures; By accelerating growth and earnings over time, provide enticing pure-play investment opportunities for investors. (Nielsen, 2019)

David Kenny also announced in 2019 that he will become the Chief Executive Officer of NielsenIQ's Global Media business after the separation is completed. The hunt for a new Chief Executive Officer of NielsenIQ's Global Connect division had commenced, with both external and internal candidates being considered. The composition of the management teams and the boards of directors for both firms were to be announced later.

In January 2020, to support the company's plan to split the connect and media businesses, NielsenIQ announced that David Rawlinson, President of the Global Online Business at Grainger, would become the Chief Executive Officer (CEO) of NielsenIQ's Global Connect business. Linda Zukauckas will join the company as Chief Financial Officer (CFO). To be effective in February of the same year. (Nielsen,2020b) The newly appointed CEO, stated:

> "In my time on the Board of Directors, I've been struck by NielsenIQ Global Connect's technology, the focus on making client decision-making easier and the team's unwavering commitment to integrity. NielsenIQ Global Connect has made tremendous progress in strengthening its operations and competitive position, and I believe that we can build upon this and further enhance our leadership position. I'm honored to become Chief Executive Officer during this important time and look forward to helping retailers and the consumer goods industry evolve into a more digital and more dynamic future," said Rawlinson. (Nielsen, 2020b)

In October 2020, NielsenIQ announced the new branding of the Global Connect Business as the company moved along with the split of Media and Connect. NielsenIQ, which will replace NielsenIQ's Global Consumer Business once it is completely independent, has been launched as the new branding. "Unveiling our new brand is one of many actions we are taking as part of our blueprint for modernizing our client experience, while continuing to be the global leader in delivering complete consumer intelligence," said David Rawlinson, CEO of NielsenIQ's Global Consumer Business (Nielsen, 2020c). The CEO also added that:

> "We are creating a bolder, more forward-thinking company that will allow us to share our unparalleled expertise, which is rooted in our pursuit of the most comprehensive data sets and commitment to measuring every transaction equally.

Our new name and brand represent our continued dedication to these ideals, while bringing to light the intelligence behind our technology, platforms, and predictive capabilities." (Nielsen, 2020c)

In November 2020, NielsenIQ announced the sale of Global Connect business for 2.7 billion dollars to Advent International. Advent International is a private equity investment company and it has invested in over 350 private equity transactions in 41 countries, and as of September 30, 2020, had $66.2 billion in assets under management (Nielsen, 2020d). NielsenIQ's Global Connect unit will be purchased by Advent in collaboration with James Peck, the former CEO of credit reporting giant TransUnion. (Nielsen, 2020d). NielsenIQ Global Connect will become a private company after the transaction is completed, allowing it to continue investing in the development and implementation of cutting-edge measuring products and solutions. NielsenIQ's Board of Directors unanimously authorized the transaction. (Nielsen, 2020d)

On the 5th of March 2021, NielsenIQ announced the conclusion of the Global Connect Business sale to Advent International with Jim Peck as the CEO of the new NielsenIQ. David Kenny, where the NielsenIQ CEO commented:

"We thank the entire NielsenIQ team for their invaluable commitment and contributions over the years. We look forward to continuing a strong working relationship with them. This is a transformative time for NielsenIQ. We have redesigned our products, our business platform, and our operating model, positioning NielsenIQ to better deliver the solutions our clients need in the rapidly changing global media ecosystem. We are now fully aligned around three essential solutions--Audience Measurement, Audience Outcomes and Gracenote Content Services--that are designed to drive growth by leveraging a single media platform across a global digital-first footprint." (Nielsen, 2021)

6. Empirical Methodology and Validity

6.1 Empirical Methodology

Research philosophy is considered as a presentation of the belief that the researcher holds, and it allows having information evaluation according to the phenomenon. It can be said that the selection of philosophy is all about having significant assumptions that researchers consider completing research. Strategy-related aspects can also be considered properly referring to philosophy. With an adequate reference of research philosophy, the development in context to the relationship between data collection and knowledge process can be considered.

A wide range of philosophical approaches is present for researchers, and the classification of philosophical values can be as positivism and interpretivism (Pring, 2017). Knowledge development can be considered accurately by referring the philosophical selection. It also helps in carrying diverse factors that are necessary to evaluate outcomes. Interpretivism philosophy is selected by the researcher to have effective analysis of the key aspects that are associated with the subject. Direct integration with the human interest is also considered so that the completion of research can be considered. Philosophy is selected to have a belief overview and ensure respecting the social constructions that are linked with the subject. Shared meaning, language, and instruments are referred to accurately to have better learning on the subject. Philosophical aspects are also considered that provide social constructionism and phenomenology. The selection of diverse techniques is also considered so that outcomes can be accomplished (Novikov&Novikov, 2017).

For the present study, the selection of positivism philosophy has been considered. Positivism philosophy has been selected by researchers to have an effective collection of data. It can be said that positivism philosophy is used to have better findings, and quantitative results are attained significantly. Consideration of positivism philosophy allows having adequate use of statistical tools. Analysis of information is done in the quantitative format so that final findings can be attained. Philosophy selection allows having represented the realistic outcomes. The key purpose of selecting positivism is to have an evaluation of aspects that are necessary for success. Adopting positivism philosophy assists in analyzing the findings in a significant manner. Research objectives are also accomplished significantly, and it facilitates dealing with issues. Positivism research philosophy helps to have universal truth presentation so that final results can be

attained. The selection of positivism philosophy allows having a reliable collection of information so that final outcomes can be accomplished.

The selection of approach is also critical for the researcher, and it allows having an effective implementation of diverse factors that are necessary for investigation aspects. The approach is also considered as a plan and procedure that assist in study completion. Key assumptions in the research can be made according to the reference of approach. It can be said that plan and procedure are also designed in such a manner that proper analysis of collected data can be considered. Collection-related aspects are also accomplished properly by referring to the approach. The Decision-making of the researcher is also accomplished properly according to the reference of diverse factors. The research approach provides support to the collection process, and accurate findings are also attained (Kumar, 2018). Expected outcomes of research can also be addressed significantly by referring approach. There are two types of approaches that are generally referred to by researchers, such as the inductive and the deductive approach. Inductive research is referred to as a method that allows having an adequate collection of data. It can be said that the investigator may have the presentation of the final findings accurately by referring to the approaches. It also requires adequate support of observation sets so that the final results can be interpreted (Kuada, 2021).

In the present research, the selection of deductive approach has been considered by the researcher. It can be said that existing theory is considered to have a proper interpretation of data. The deductive approach allows having an interpretation of data in a well-designed pattern. It can be said that results are also derived from specific to general format, and it assists in effective exploration of the topic. With reference to deductive approach learning on the leadership behaviour has also gained, and internal communication environment has also considered significantly.

Research design selection is important to complete the research, and it has allowed presenting the blueprint of research. Framework related to the research study has also been considered accurately, and it has facilitated in completion of the research. Design selection has allowed addressing the research questions and making sure to respect the diverse aspects. Relation in context to techniques is also necessary to be considered by the researcher (Khanzode, 2015). For the present research the researcher, and according

to Creswell's view on research design, will approach the research question by mixed methods with both quantitative (survey questionnaire) and qualitative (structured interviews) to have a more in-depth view of the leadership techniques applied by leaders in the organization and as well the view of the employees on the leaders' behaviours and engagement efficiency.

The collection of information is critical for the researcher, and it allows having an effective gathering of information on the selected subject. It can be said that key findings of the research can be attained properly by referring to collection methods. It can be said that data collection is done significantly by having a reference of hard-working, planning, patience, etc. With an adequate reference of collection methods, the appropriate selection of instruments is highlighted as fundamental for this study. Valid and reliable collection of data has been considered significantly by referring to the adequate selection of approaches (Dawson, 2018). There are generally two types of collection methods that are significantly referred to by researchers, such as primary and secondary data collection. Primary data collection methods are used to have a gathering of information for the first time. It means facts are presented significantly with a reference of primary methods. However, secondary sources collection is considered as a review of previous studies so that information gathering can be done. A review of previous research material is also considered accurate (Bhattacharyya, 2016).

For supporting primary research, questionnaire and interview process have been designed by the researcher. Consideration of primary research is to have a collection of data that assist in evaluating the topic, and a survey questionnaire is designed according to the research objectives. The close-ended survey is designed in the research study to have an adequate collection and ensure respecting the completion of the investigation. Responses to the survey questionnaire are collected from employees of NielsenIQ. As same, for collection of data from the interview is done with the help of leaders/managers. The structured interviews are being conducted with four executive employees of the selected entity, but for the survey questionnaire, 102 employees were considered in a universe of 200.

Survey has been conducted through online medium and here email was used as a platform. *Google mail* was the tool used for the distribution of questionnaire to the

participants in the research. It can be also expressed that the pro associated with survey is that it has helped the researcher a lot in terms of representing wider and larger population in the study. On the other side of this, it can be stated that invalid answers given is the biggest disadvantage associated with survey as due to time constraints or boredom respondents may respond differently.

The use of interview has been done because it has helped a lot in terms of collecting more reliable and specific information. The benefit of interview is that interviews are open minded and therefore, has helped a lot in gathering in-depth information. The researcher has opted to conduct structured interviews, creating a fixed list of 7 questions for all interviews so that the analysis process is more accurate, and comparisons and conclusions be made. The interview has been done through online medium and *Microsoft teams* was the software used. In case of the benefits, it can be stated collection of reliable data in a cost-effective manner is the key benefit associated with interviews. However, the con associated with interview is that it has consumed lots of time of research and posterior analysis. The interviewees have been given the option to remain anonymous to maintain the interviews reliable and with the most honest and truthful information. Moreover, interviewees were also alerted for the fact that the purpose of the interviews was purely academic and that this would not have any impact or consequence for their professional roles in the organization. In terms of the language used in the interviews, interviewees were given the option to have them in Portuguese or English.

Sampling is a critical aspect that is necessary to be considered by the researcher so that research completion can be considered. Sampling plays a significant role in the collection of data and has a better understanding of the subject. The goal and objectives of the research are also accomplished with the help of sampling. Adequate selection of sampling is necessary so that findings can be attained, and information collection can be taken into account. With an adequate reference of sampling technique, the learning on the leadership behaviour is considered in research (Kothari, 2015). Random sampling is selected majorly by the researcher to have an effective understanding of key aspects (Hussain, 2016). Random sampling is selected by the researcher in order to have a collection from the entire target population. Purposive sampling has been taken into account by the researcher to have effective collection and analysis.

With reference to purposive sampling, reliable and valid information collection has been considered. In order to have an effective collection, a survey questionnaire has been selected for supporting interview-based collection reference of 4 executive employees of the selected entity. Random sampling has also been considered in the research to have an effective collection, and it might assist in evaluating the topic significantly. The sample size for the questionnaire-based collection is selected according to random sampling. The NielsenIQ Portugal office has a universe of 200 employees plus 12 new interns. One hundred and two employees of the company have been reflected on the survey, representing 51% of the full-time employees which allows to perform significant and relevant analysis and conclusions. Interns have been excluded from this research since most of the group was part of the company for a short period of time which was not relevant for our research.

Analysis selection must be made in the systematic process so that better results can be attained. The analytic procedure is also referred to by the researcher to have better results. In the present study, quantitative and qualitative analysis has been considered as previously mentioned. Quantitative research analysis allows presenting the facts and evidence accurately so that results can be achieved.

Content research analysis has been selected in the present investigation for the interviews, and it has allowed presenting the analysis in the format of thematic options. The quantitative data analysis technique is done by presenting specialized information.

Ethics is also significant, and it allows to have ensured respecting the validity of the research. Research ethics are selected so that the application of fundamental ethical principles can be considered. To make sure respecting ethics, the plagiarism standards are considered by the researcher (Banister & Booth, 2015). It has allowed collecting data that is reliable, and any content presented in research is not copy-pasted from other sources. Proper use of references has also been contemplated by the researcher.

Confidentiality aspects are also maintained in the present research so that final findings can be attained. Data protection act has also been employed in the present research to have completion of the investigation. According to the act, any kind of personal

information of the respondents is not shared with any third party. It can be said that ethical issues consideration is also done properly by having an adequate allocation of duties.

6.2 Validity and Limitations

Whereas Creswell (2005, pg.323) notes on the theme of validity:

> "Related to philosophical assumptions are the standards of rigor that should apply to mixed methods research. One benchmark in quantitative research has been that the research must be valid. Validity related to the scores from instruments as well as the overall research design wherein the investigator minimizes the threats to internal and external validity (Creswell, 2003b). In qualitative research, the standards relate more to the accuracy of the findings as seen by the researchers, the participants in the study, or the readers of the report (Creswell & Miller, 2000)."

Essentially, when it comes to qualitative research, the validity is determined by the co-operation and eagerness to provide information on a subject, to conduct and quality of the social component, which is defined as the relationships established between the researcher and the interviewees, as well as the content, which is subjective material based on each individual's background, circumstances, and understanding of the issue under investigation.

Furthermore, Creswell (2005, pg.323) continues ahead by stating:

> "For mixed methods research, the question arises as to whether separate forms of validity need to follow in the designs (one set for quantitative and one set for qualitative), whether different types of mixed methods designs introduce their own validity types, or whether an umbrella validity form exists for all mixed methods research."

A few concerns might jeopardize this study, such as the real research technique of emailing the leaders to schedule the interviews, which could result in non-availability in the short-term amount of time and not noticing the email, owing to a reception failure, or simply finding the email in the spam folder. Other contact sources, such as the organization's online chat, will be relied upon as a contingency plan as this can mostly be attained due to the proximity and accessibility between the researcher and the interviewees, since the researcher is an employee of the same company.

This study could be applied to a wider audience and generalized the current social and technological background in nowadays society as it related to leadership theory, organizational change and the success factors associated to performance excellence

which relate to employee motivation and engagement levels. Besides, this could be easily applied to other companies, in different countries, and could be introductive and a deeper understanding on other studies such as 'how to perform an effective communication strategy in a period of change' and 'how to create a relationship and engage with your employees' "or simply about the 'characteristics of a successful team leader', for example.

Internally, the structure and methods of this study were based primarily on credible theories and sources of information, and there was a concern about not randomly selecting participants so that, in the overall picture, the largest percentage and most useful information and thorough understanding could be retrieved from each intervention, namely the interview and contact with the interviewees. This is a carefully determined margin of error for the sampling possibilities, as the sample size could be too small to reflect the entire population if the selection phase is not attentive and aware of the circumstances.

Another factor to consider is the potential for inaccuracy in responses, both in the survey questionnaire and in the interviews. Regarding survey analysis, participants may experience fatigue while responding on the survey due to time constraints or other external factors; lack of recollection or boredom, respondents may not be completely aware of their motives for any given response; respondents may perceive some answer alternatives differently, survey question answer possibilities could lead to ambiguous results, for example, the response option "slightly agree" may signify different things to different people and have a distinct meaning for each person. Answering answers such as "yes" or "no" might sometimes be tricky. If the option "only once" is not accessible, respondents may answer "no." Moreover, in the interviews to the leaders, one constraint could be the concealment of some company views, opinions, and practices for both personal and professional reasons. Also given that the researcher is an employee of the same organization, some of the interviewees may feel restricted to speak openly and with no restrictions.

Furthermore, it is also relevant to mention that being the researcher an employee of the organization used in this study, it could have been beneficial to have participant observation as another qualitative method to complement the interviews. After carefully

considering this, the researcher opted to maintain his position more unbiased as possible and opted to have only survey questionnaire analysis and interview analysis. Another relevant factor which lead to this decision was the time constraints as with survey analysis and interview analysis the researcher already had a very vast amount of data to investigate, not to mention the fact that due to the covid-19 pandemic the participant observation would not be so relevant since the researcher was working from home as the remaining employees of NielsenIQ.

In the topic of the covid-19 pandemic, this surges as an inevitable and unavoidable variable. Even though the change process at Nielsen has started before the pandemic, it became a reality right in the middle of the transition and its effect may have influenced the change process and its success rate. This comes has a limitation since the researcher opted to focus on the organizational change period with no focus on the pandemic. It has been included a question on the survey questionnaire that quickly oversees the pandemic and the employee's perception of its influence but no deeper analysis or study was conducted by the researcher creating an opportunity for a future research on this topic.

In order to give sufficient and trustworthy insight and meaning on the subject being examined, the overall procedure and methodology used to answer the research questions were carefully chosen, and numerous theories were employed to support the decisions made during the study.

7. Data Presentation and Analysis

7.1 Presentation of the Survey

Survey research is viewed by De Vaus (2013, pg.3) as:

> "A survey is not just a particular technique for collecting information: questionnaires are widely used but other techniques, such as structured and in-depth interviews, observation, content analysis and so forth, can also be used in survey research. The distinguishing features of surveys are the form of the data and the method of analysis."

As stated by Bell, "the purpose of an inquiry is to obtain information that may be analysed, extract analysis models and make comparisons". In his view, "in most of the cases, a survey proposes to obtain information from a representative selection of the population and, from the sample, draw conclusions considered representative of the population as a whole" (Bell,2004:26).

Meanwhile, researchers Quivy & Campenhoudt state that a survey questionnaire should be tested with a short sample of individuals relevant to the study and that preferably were not to be included in the real sample used on the research. For these two researchers this survey test "has the function of revealing indicators and also guidance in choosing the observation instrument (Quivy & Campenhoudt,2008:173)".

The researcher has developed the survey questionnaire on *Google Forms* and before the go live has himself answered the survey. This has been done as the researcher, being a NielsenIQ employee himself, could access the difficulty of the survey, the time consumed while responding and the clarity and ambiguity of the questions.

The survey research approach has been chosen since it allows for a large number of answers reaching for a wide range of people in a short time period; obtains easier and faster answers; theres a sense of freedom of responding anonymously; availability for the sample to answer in a time period more preferred to them and, there is more uniformity in the assessment due to the impersonal nature of the instrument. Nonetheless, the researcher has identified a few limitations inherent to this type of research method such as: the answers are given in a specific time and may not be relevant if asked later on; impossibility of supporting the individuals on the questions in case there are doubts of clarity; replying late to the survey may imply a delay for the research to close down the

analysis and, the unknown circumstances in which the respondents have given their answers that make harder to check and verify the accuracy of the answers.

In terms of the types of questions on the survey, the researcher has opted to have only close ended questions. Closed questions are, according to Marconi & Lacatos, those that choose their answer between two options: yes and no (Marconi & Lakatos, 2003: 204). "This one type of question, although it restricts the freedom of answers, it facilitates the researcher's work and also the tabulation: the answers are more objective (Marconi & Lakatos, 2003: 205)". Within the closed questions there are also multiple-choice questions that "are closed questions, but that present a series of possible answers, covering several facets of the same subject (Marconi & Lakatos, 2003: 206)".

The survey questionnaire (present in the appendix) was available for two weeks and it was sent by the human resources department to an email queue that includes all employees of NielsenIQ Portugal. The researcher wrote down the email to be sent to the employees with a link available directly to the survey and the answers gathered were anonymous.

In its totality the questionnaire has 23 questions. Closed-ended questions are mostly multiple choice or use scales of Likert.

It was divided in 4 sections:
- Demographic data (gender, age, and nationality)
- NielsenIQ data (length of time in the company, current position, department, and team)
- Leadership & Employee Engagement & Organisational Change
- Covid-19 pandemic

7.2 Analysis and Interpretation of the Survey

Therefore, below the researcher will proceed with the analysis and interpretation of the data retrieved from the survey questionnaire. Concerning data analysis and interpretation, previously mentioned researchers, Quivy & Campenhoudt (2008, pg.238), state that:

"The analysis of information is the step that treats the information obtained through observation to present it in a way to be able to compare the observed results with those expected from the hypothesis. In the scenario of a quantitative data analysis, this comprises three operations. However, the principles of the procedure can, to a large extent, be transposed to other types of methods. (Quivy & Campenhoudt, 2008: 238)".

The 3 operations the authors refer to are: describing the data, measure the relationship between the variables and finally, compare the relationships observed with the relationships theoretically expected from the hypothesis and measure the difference between the two. If this last one is zero or very weak, we can conclude that the hypothesis is confirmed; if not, will be necessary to find the origin of the discrepancy and make the appropriate conclusions (Quivy & Campenhoudt, 2008: 239).

Q1- Gender identification
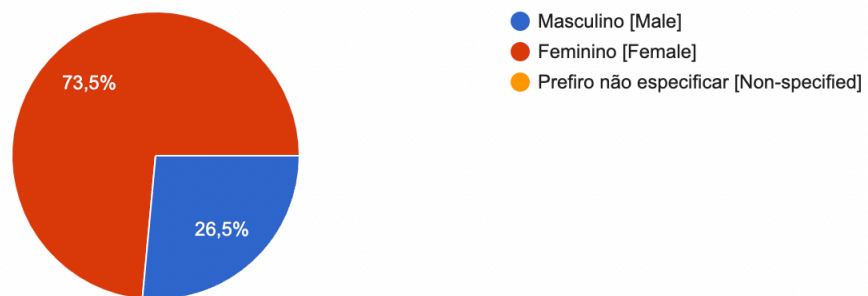
Graph 1 - Gender ID

Source: Survey data retrieved from *Google Forms*

From the primary data collected, it has been identified that most of the respondents who participated in the survey were female, with 73,5% followed by 23,5% of the males. There was no participant who opted for nonspecific gender in the survey.

Q2- Age of the participants in the survey

Insere-se na faixa etária [Age Range]:
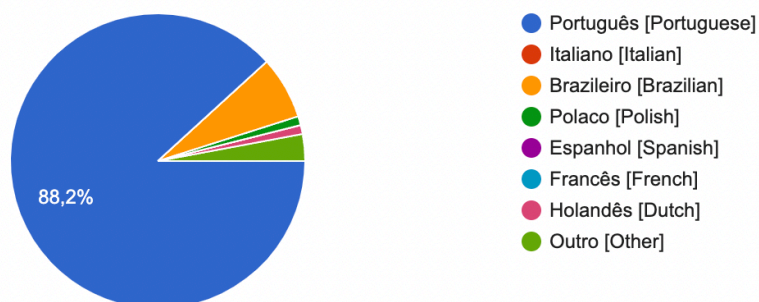
102 respostas

Graph 2 - Age of participants

Source: Survey data retrieved from *Google Forms*

From the results of the survey, it has been identified that out of 102 respondents, about 44.1% of the respondents was of 25 to 34 years of age, being the highest, followed by the age group of 35 to 44 years estimated to be around 32.4% of the total respondents. Further, about 17.6% of individuals are between the age group of 45 to 54 years. And lastly, the least respondents were of age groups 18 to 24 and over 55 years.

Q3- Nationality of the respondents

Identifique a sua Nacionalidade [Select your nationality]:

102 respostas
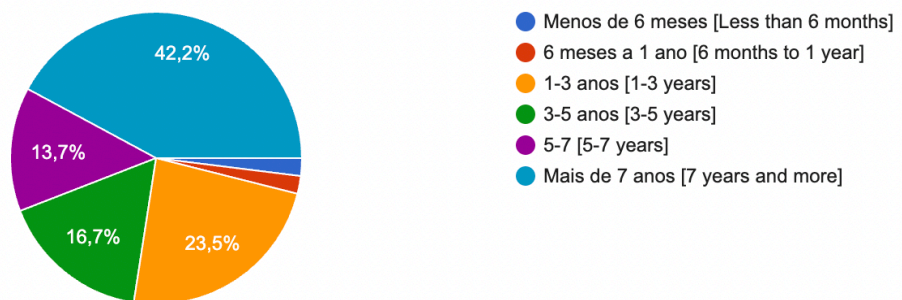

Graph 3 - Nationality of participants

Source: Survey data retrieved from *Google Forms*

It has been identified that there were about 88.2% of the respondents out of 102 responses were primarily belonged to Portuguese making them the highest number of the respondents, followed by Brazilian, Polish, French, and Dutch nationals participating in the survey.

Q4- How long have you been associated with this organization?

Há quanto tempo faz parte da empresa [How long have you been associated with this organisation]

102 respostas

● Menos de 6 meses [Less than 6 months]
● 6 meses a 1 ano [6 months to 1 year]
● 1-3 anos [1-3 years]
● 3-5 anos [3-5 years]
● 5-7 [5-7 years]
● Mais de 7 anos [7 years and more]

**Graph 4 - Time associated with the organisation**

Source: Survey data retrieved from *Google Forms*

As per the primary data collected, it has been analyzed that about 42.2% of the respondents have been associated with the organization for seven years and more. Further, about 23.5% of the individuals have been associated with the company for around 1-3 years. About 16.7% of the individuals have been associated for the period of 3-5 years, and having an association of 5-7 years, there are 13.7% respondents. Lastly, there were no respondents with either less than six months or around six months to a year.

Q5- Which Department are respondents associated with?

Selecione o seu departamento [Please select your department]

102 respostas
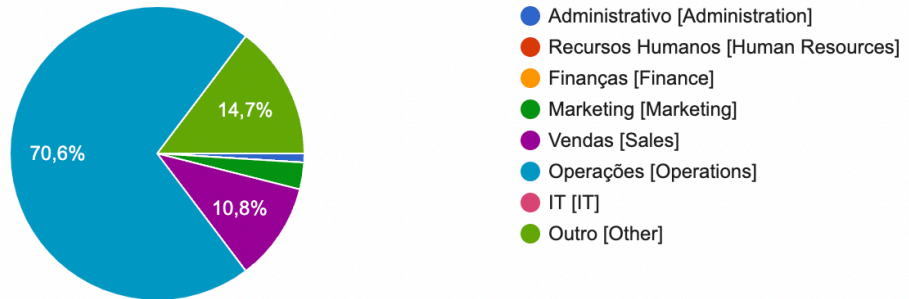
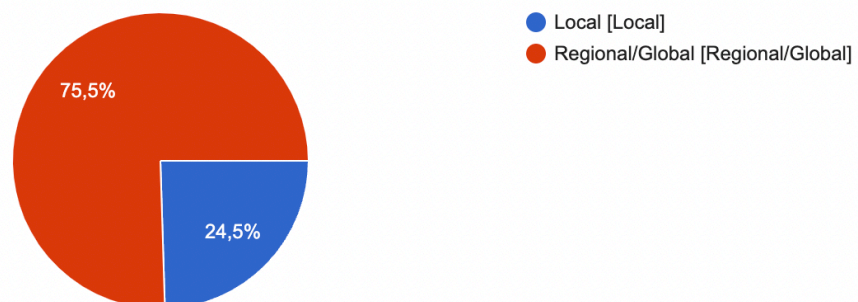**Graph 5 - Department of employee**

Source: Survey data retrieved from *Google Forms*

From the primary data analysis, it has been analyzed that about 70.6% of the individuals being the highest work under operations department out of 102 responses. With 14.7% of the respondents working under other departments. Further about 10.8% of the individuals employed under sales departments. The mentioned departments also included human resources, finance, marketing, administrative, and IT, from where no respondent participated.

Q6- Team to which respondents belong?

Selecione se faz parte de uma equipa local ou regional/global [Please select your team]

102 respostas

Graph 6 - Team of employee

Source: Survey data retrieved from *Google Forms*

From the primary data collected, it has been analyzed that about 75.5% of the respondents belonged to the regional and global team, and the rest, 24%, of the respondents, belonged to local teams.

Q7- Designation of the respondents

Selecione a sua designação [Please select your designation]
102 respostas
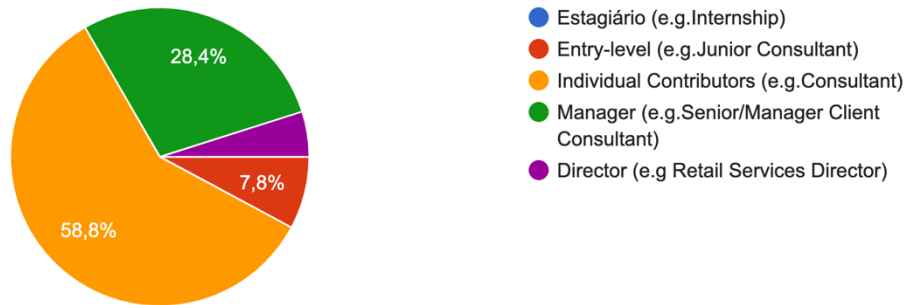
**Graph 7 - Designation of employee**

Source: Survey data retrieved from *Google Forms*

From the survey, it has been identified that about 58.8% of the participants are designated as individual contributors. This is quite relevant for our analysis since individual contributors are not people managers. This will imply a major view of the people that are managed and do not lead. Further, 28.4% of the individuals are senior or manager. About 7.8% of the respondents are junior consultants which represent the other group that does not lead. Lastly, 4,9% were retail service directors that participated in the survey.

Q8- Does the manager supervise you closely daily?

O seu manager / líder supervisiona-o de perto no dia-a-dia? [Does your manager/leader supervise you closely on a day-to-day basis?]
102 respostas
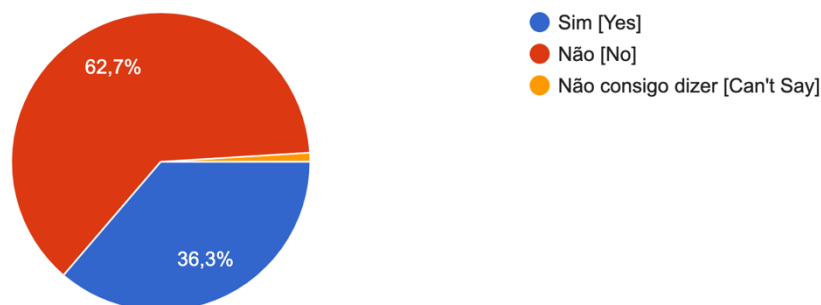
Graph 8 - Manager supervision

Source: Survey data retrieved from *Google Forms*

From the primary data collected, it has been analyzed that the about 62.7% of the respondents have responded no to the question of manager supervision daily and about 36.3% of respondents have said yes that there manage to supervise them closely on a daily basis. As per the secondary data analysis, close managing supervision has its own benefits as It helps within the acceleration of an individual's ability to satisfy the company's goals. It also assists the individual in determining the pathway of lowest opposition to its objectives. Employees who maintain a positive report with the team leader or boss are generally satisfied with the jobs and remain better at the organization.

Q9- The concern of the company for making changes for your enhanced performance

Considera que a empresa está preocupada com a implementação de mudanças para seu melhor desempenho no trabalho? [Is the company concern... of changes for your better work performance?]
102 respostas

- Sim [Yes]
- Não [No]
- Não consigo dizer [Can't Say]

16,7%

77,5%
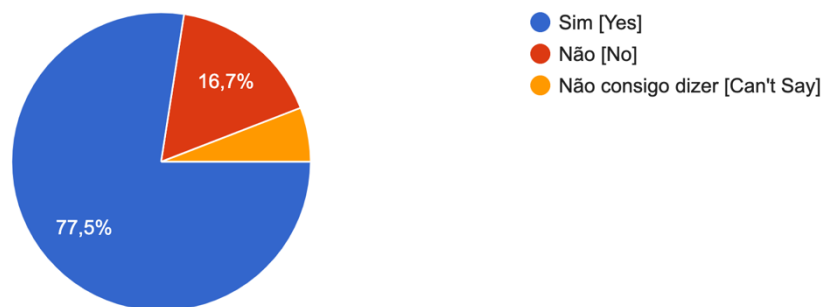
Graph 9 - Concern of the company to implement changes for the better performance of employees

Source: Survey data retrieved from *Google Forms*

As per the primary data collected, it has been identified that about 77.5% of the respondents believe that the company is considering making changes to improve employee performance levels. However, at the same time, about 16.7% of the individuals do not believe the changing capabilities of the company for the performance levels of the employees. As per the secondary data, the several good features of transition in an organization contribute to maintaining a strategic advantage and keeping viable in the industry. Transformation stimulates creativity, boosts employee satisfaction, and improves expertise. It also contributes to improved economic opportunities. Individuals can gain extra abilities as a result of chances provided, allowing employees to enhance

their productiveness. This allows us to understand that the majority of the employees feel that the company is concerned with them and for them to perform better.

Q10- Do the senior leaders consider employees' needs and expectations?

Os líderes/managers seniores da NielsenIQ tomam decisões tendo em conta as necessidades e expectativas dos funcionários [Senior Leaders at ...y considering employees' needs and expectations]
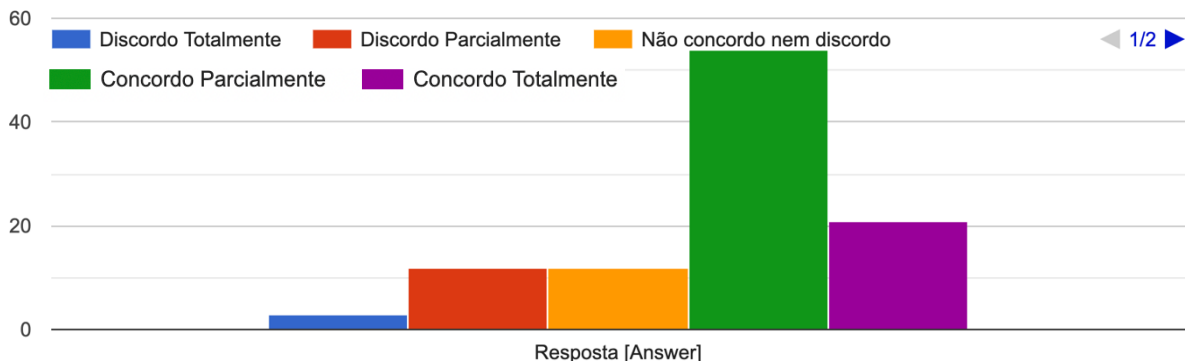
Graph 10 - Consideration of needs by leaders

Source: Survey data retrieved from *Google Forms*

According to analysis, the leaders are considering employees' needs and expectations properly, which facilitates in understanding elements. 54 individuals (52,9%) responded "partially agree" and 21(20,5%) responded "totally agree" out of 102 participants. It can be said that the majority of members are referring to leadership aspects accurately. Better opportunity is created, and the majority of employees are having a focus on elements that assist in growth. More than 50 % of respondents have said that issues are being addressed accurately as per reference of such elements.

Q11- Are senior leaders at NielsenIQ honest?

Os líderes/managers seniores da NielsenIQ são honestos [Senior Leaders at NielsenIQ are honest]
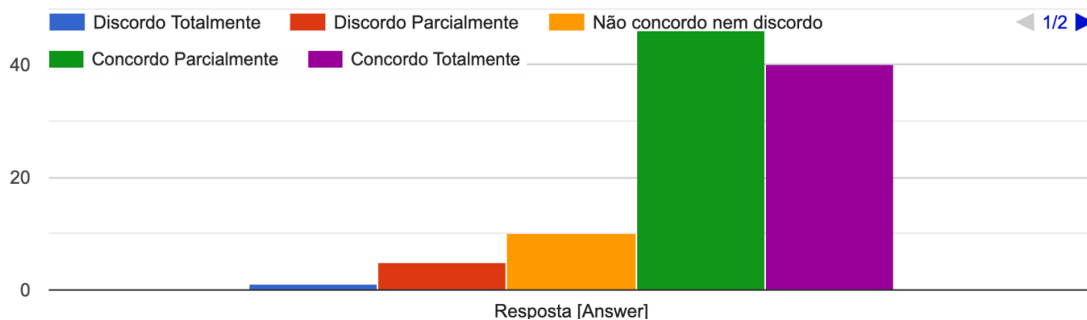
Graph 11 - Honesty of leaders

Source: Survey data retrieved from *Google Forms*

Analysis of collected information has made that majority of respondents have the perception that leaders are honest, since 46 agreed partially (45% of the total employees) and 40 agreed totally (39% of the total employees). Transparency is key for a leader to successfully lead and engage its team. Here we are able to see just that, the majority of NielsenIQ Portugal employees (84%) see their leaders has being honest, slightly or totally, which is an indicator that leaders are being transparent and honest which then leads to high levels of engagement, especially during times of change.

Q12- What leadership traits would you associate with the managers and leaders of NielsenIQ?

Das características de liderança abaixo, quais as que melhor definem os líderes / managers da NielsenIQ? [What traits of leadership do you associate with NielsenIQ's leaders/managers?]
102 respostas
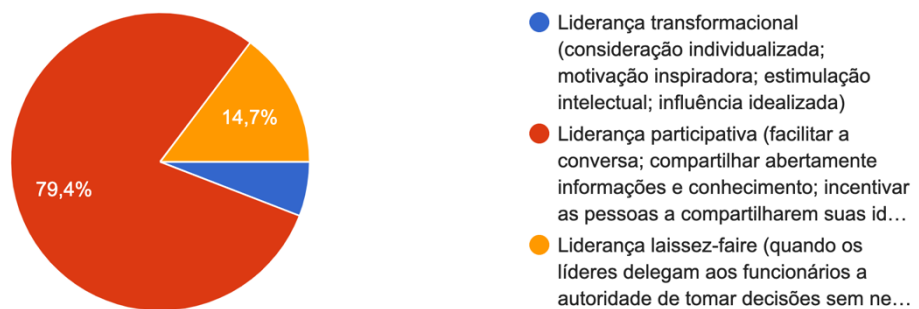
Graph 12 - Traits of leadership

Source: Survey data retrieved from *Google Forms*

Information collected indicates that leadership trait consideration is critical for the organization, and it might facilitate to have development. By referring to leadership elements accurately, the business firm can easily attain better opportunities. It can be said that the use of approaches is also necessary so that final outcomes can be attained. Participative leadership use is majorly referred to by managers, and 79.4% of members have said that knowledge sharing is also done accurately. It might facilitate addressing risk factors that may have better success. Employees see their leaders as open, transparent, and approachable which is supported by the answers on the previous questions where we were able to conclude that the majority sees their leaders as honest. Leaders at NielsenIQ are viewed as individuals who are team players; work together to make decisions and, help to improve morale, which is key during change.

Q13- Solution identification for problems?

Durante as situações de mudança, os líderes permitem que os subordinados tenham uma identificação eficaz das soluções para lidar com os ...tification of solutions for dealing with problems.]
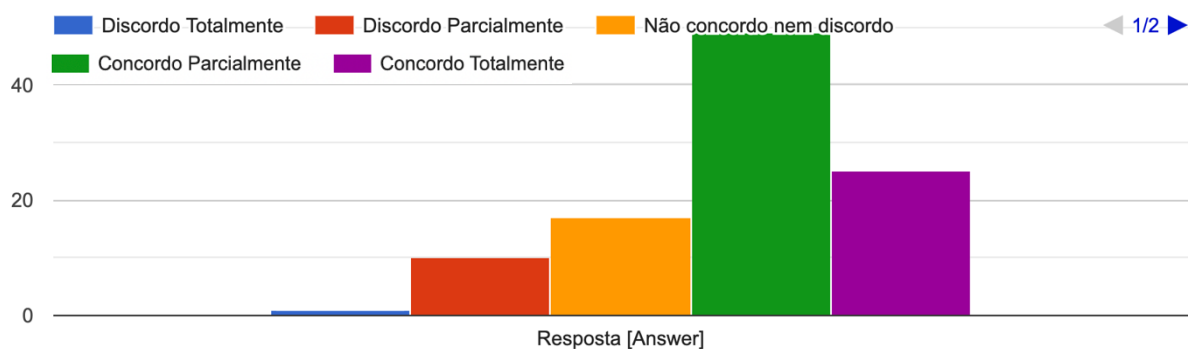
Graph 13 - Solution identification for problems

Source: Survey data retrieved from *Google Forms*

Analysis of information has made that solution identification is considered by business entity accurately. Members are partially agreed with the statement that leadership may assist in addressing risk factors. Problems are also addressed accurately as per reference of diverse elements that can have a better opportunity. 50 % of members have said that they are partially agreed with the statement and another 25% stated "slightly agree".

Given that previously we were able to see that most leaders are seen as participative leaders, this validates the idea that leaders at NielsenIQ allow employees to share their ideas, opinions, and solutions to solve problems, regardless of their position. This has also helped understand that during change, leaders hear the employees and allow for a space of discussion and openness which is crucial from creating engagement and instigating motivation, as we have seen on our literature.

Q14- For managing change, did leaders offer guidance without any pressure?

Na gestão da mudança, os líderes orientam os funcionários sem pressão. [For managing change, leaders provide guidance to the employees without pressure.]
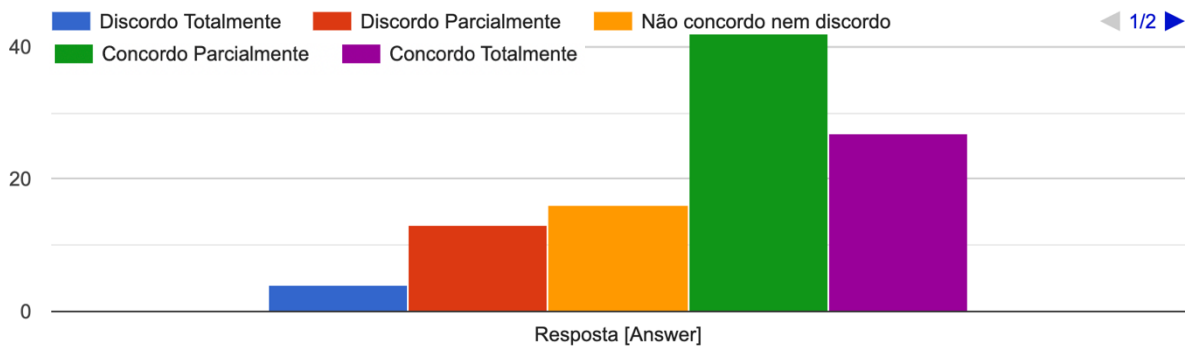
Graph 14 - Pressure by leaders

Source: Survey data retrieved from *Google Forms*

Information accessed indicates that for managing change, the use of guidance is necessary for the firm. More than 40 % of respondents have contended that they are partially agreed with the statement while 26,4% agreed in its totality. It can be said that change among leaders can be managed by having an adequate focus on the employees and key guidance. It can be said that by using guidance, the pressure can be reduced and at NielsenIQ it seems visible that employees felt generally supported and guided with understanding and without pressure.

Q15- Which change model is used by the NielsenIQ leaders?

Qual dos seguintes aspectos de modelos de mudança é mais usado pelos líderes/managers da NielsenIQ? [Which of the following aspects of cha...e models is majorly used by leaders of NielsenIQ?]
102 respostas

- 🔵 Centrada na cultura: Focada na criação de valor compartilhado, melhor estratégia e no melhoramento do sistema geral da organização.
- 🔴 Orientado para o Core Business: foco na comunicação eficaz; motivar os colaboradores a aceitarem a mudança de forma a alcançar o sucesso do neg…
- 🟠 Consciencialização e orientado para resultados: é usado para facilitar a mudança, estabelecendo marcos clar…

Graph 15 - Change model

Source: Survey data retrieved from *Google Forms*

The analysis reflects that motivation factors are also necessary to consider by the business firm. On this question the aim of the researcher was to connect the employees view on change management behaviours with the models presented on the literature reviewed on this study.

The first option refers to McKinsey 7-S organizational change model, which focuses on culture, shared value and improving the business strategy. The second one refer to the Lewin change model which helps the organization understand the changes required in the business and their effect on organizational growth and promotes employee involvement and knowledge sharing during change. Finally, the third one refers to the ADKAR change model which is more outcome focused and on obtaining results. This is a model that works to facilitate change by setting clear milestones to reach the process.

From the results of the survey we are able to see that NielsenIQ employees relate the change model more to the Lewin change model, 40.2 % of members have contended that effective communication is referred. Once again, this corroborates with the results from the previous questions. This model promotes effective communication and employee participation, as see on our literature before, which is a characteristic attributed to NielsenIQ's leaders. It has been possible to understand from the survey that leaders are honest; allow for employees to share their opinion and communicate their ideas; and have a participate trait of leadership behaviour (Q9,Q11,Q12).

Moreover, other 39,2% of the respondents also identify with the change model oriented for outcome and results, supported on the ADKAR model we have seen. This is a model which define a change based on a structured and well throughout plan which also values human behaviour.

Effective communication by leaders allows for motivating the employees and making sure respecting the change acceptance significantly. Such kind of activities allows having effective business success, and it may facilitate outcomes generated.

Q16- For accepting change, does frequent communication is or was done by NielsenIQ leaders?

Para aceitação da mudança, comunicação frequente e de apoio é / foi feita pelos líderes da NielsenIQ [For change acceptance, frequent and su...munication is/was done by leaders at NielsenIQ.]
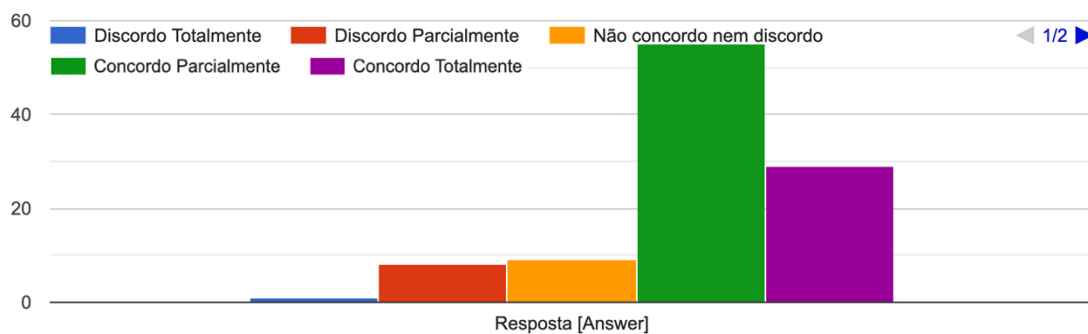
Graph 16 - Solution identification for problems

Source: Survey data retrieved from *Google Forms*

Analysis of collected information gas made understand that more than 50 % of respondents have contended that change acceptance factors are effectively considered (54% of total agreement and 30% of slight agreement). Frequent development in context to management is referred to properly so that key elements can be attained. Communication-related improvement has also been gained properly by referring to the change. Showing once more that leader have effectively communicated at NielsenIQ and also corroborating their traits of leadership and behaviours analyzed on previous questions of the survey.

Q17- Did you feel insecure at the workplace considering the change process?

Durante o processo de mudança, sentiu-se inseguro no local de trabalho? [During the change process, did you feel insecure at the workplace?]
102 respostas

Legend:
- Sim [Yes]
- Não [No]
- Não consigo dizer [Can't Say]

49%
44,1%
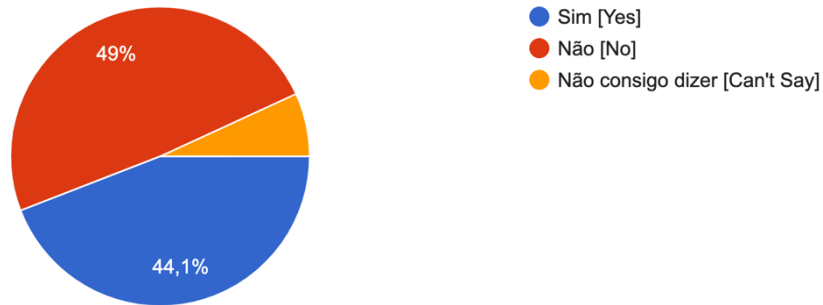
Graph 17 - Security in the workplace

Source: Survey data retrieved from *Google Forms*

From the primary data collection, it has been analyzed that 49% of the respondents out of 102 who participated has responded no that they do not feel insecure with the change process; however, at the same time, about 43.7% of the participants do feel insure as they have responded yes, and 6,9% of the participants responded can't say. As per the secondary data, wage reductions, reduction of privileges, work degradation, joblessness, or migration to different areas, provinces, or nations are common adjustments that have a serious effect on a segment of the workforce. Each of these shifts could be disastrous to workers, especially individuals that take care of people. Employees are usually concerned about losing employment or losing their personal circumstances. People could be frightened or doubtful regarding their abilities to undertake new employment tasks. Inside an organization, resentment is indeed a frequent response to situations. It becomes unclear and insufficient to make any conclusions on the feel of security for employees of NielsenIQ Portugal based on this since the answers are balanced between the two sides.

Q18- Do leaders at NielsenIQ provide clear procedure and training for change?

Os líderes/managers da NielsenlQ oferecem procedimentos e materiais claros durante a mudança? [Leaders within-NielsenlQ offer clear procedures and training during change?.]
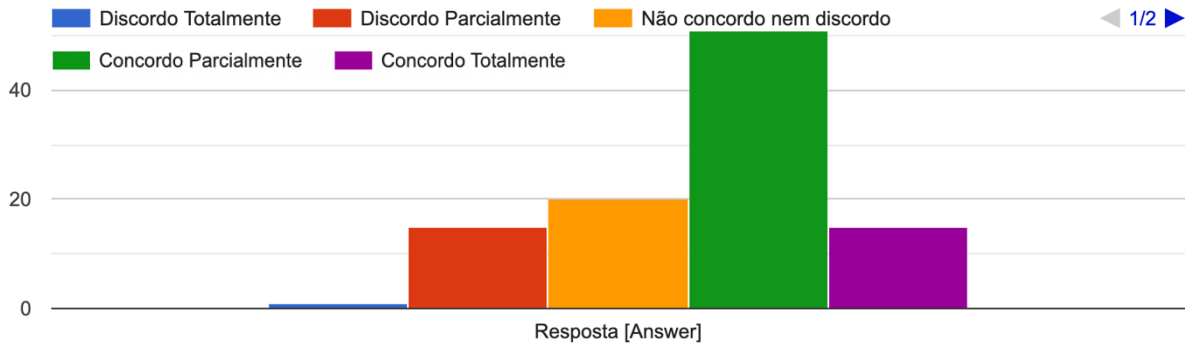
Graph 18 - Leader's procedure and training

Source: Survey data retrieved from *Google Forms*

Training is provided by management, and change is effectively managed accurately. 50 % of respondents have contended that key measures are effectively referred, and they may assist in growth. With an application of the training process, the improvement in skills and procedure application has been taken into account significantly.

Q19- In change management, the leaders of NielsenIQ….

Na gestão da mudança, os lideres/managers da NielsenlQ... [In the change management, NielsenlQ leaders / managers...]
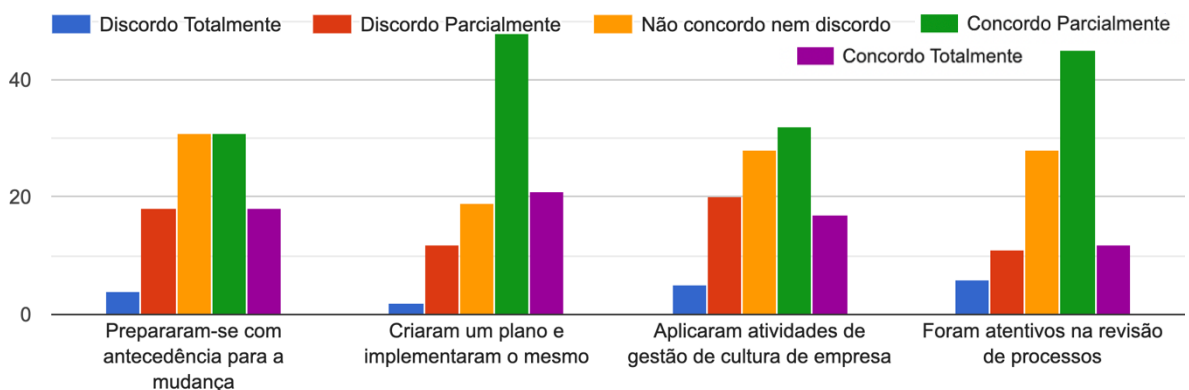


Graph 19 - Leaders and change management

Source: Survey data retrieved from *Google Forms*

Change management in the team is considered effective, and it has allowed accomplishing the objectives. It can be said that change-related advancement is considered, and respondents are partially agreed to respect the same. Use of plan and its further development is also referred. It assists in making sure that the company has proper change, and it might assist in growth. Looking at the first affirmation, "prepared ahead of change", most of the respondents agreed partially (32 out of 102) or stated that didn't agree or disagree (30 out of 102). When presented with the second affirmation "Created a plan and implemented the same", almost 50% of NielsenIQ Portugal employees agreed partially (48 respondents out of 102) and 21 agreed completely. Showing that employees agreed that the organization designed a proper plan to face the change and that they followed that same plan and implemented it, which allows the organization to present itself as trustworthy and for the employees to have a sense of security. Moving to the third statement "Applied activities of culture company management", 29 out 102 didn't agree or disagree, while 32 agreed partially and 17 agreed completely. As our literature suggests, company culture surges as key when thinking of employee engagement and motivation. It's a company culture that defines an organization, its values and beliefs, and especially during a change management process. Finally, when presented with the statement " Were attentive in the revision of processes", 29 didn't agree or disagree while 45 agreed partially and 12 agreed completely. It is possible to analyze from this question that NielsenIQ's employees have perceived a good approach to change by their organization in the majority.

Q20- Does the company consider motivation techniques to be effective change delivery?

A empresa considera técnicas de motivação para uma entrega eficaz da mudança? [Does the company consider motivation techniques used for an effective delivery of change?]
102 respostas

Não consigo dizer [Can't Say]
34 (33,3%)

- Sim [Yes]
- Não [No]
- Não consigo dizer [Can't Say]

32,4%

34,3%
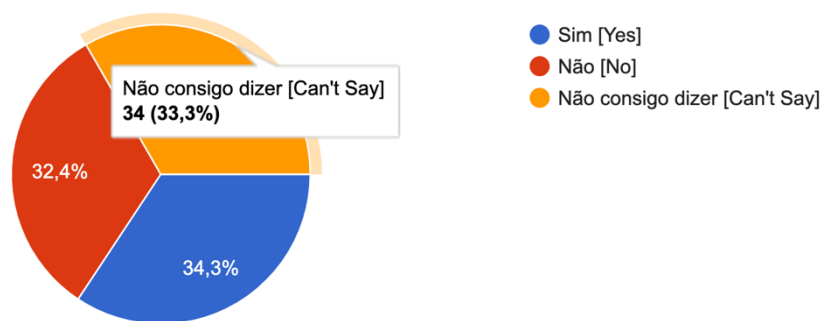
Graph 20 - Motivation techniques by NielsenIQ Portugal

As per the primary data collected the about an equal proportion of respondents that are 33.3%, felt that the company consider motivation as an effective delivery method, and the same proportion of individual does not consider the same, and the rest can't say. As per the secondary data analysis, The crucial and vital aspect of any change is indeed an appropriate reward framework since it creates the need for a significant majority of individuals and portions of the organization to push in a certain path, resulting in increased motivation & speed plus the easier resolution of challenges. The organization may concentrate on pushing ahead without needing to invest more time addressing opposition by engaging people to become effective advocates.

Q21- Are employees given rewards for motivation and accept organizational changes?

Os funcionários recebem/receberam recompensas / incentivos para motivar e aceitar a mudança organizacional.[Employees are given rewards/incen...r to motivate and accept organisational change?]
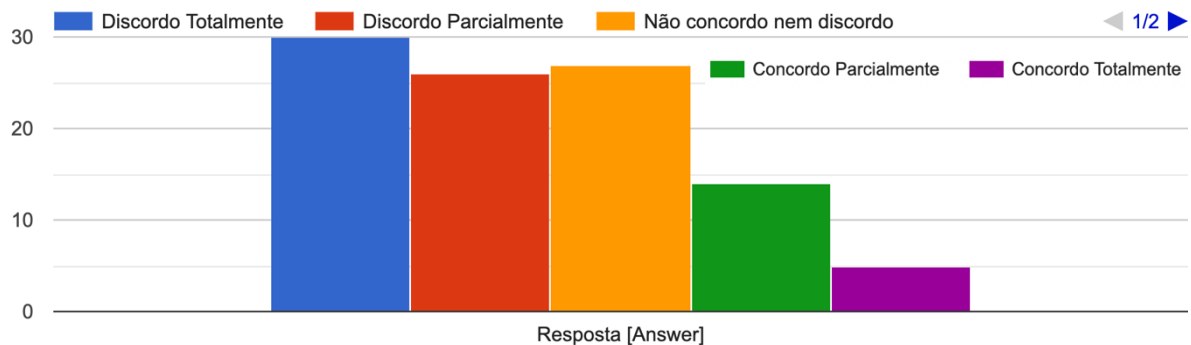
Graph 21 - Rewards and motivation on change

Source: Survey data retrieved from *Google Forms*

Analysis of information has said that employees are not given rewards in order to have change management. It is because more than 30 % of respondents from the research have said that they totally disagree with the statement, and it may influence the final outcomes negatively. It can be said that the use of diverse change management measures is also considered by the entity. 26,4% didn't agree or disagree and 25,4% slightly disagreed.

Q22- Are you happy with the implemented changes?

Estou contente com as mudanças implementadas [I am happy with the changes implemented]
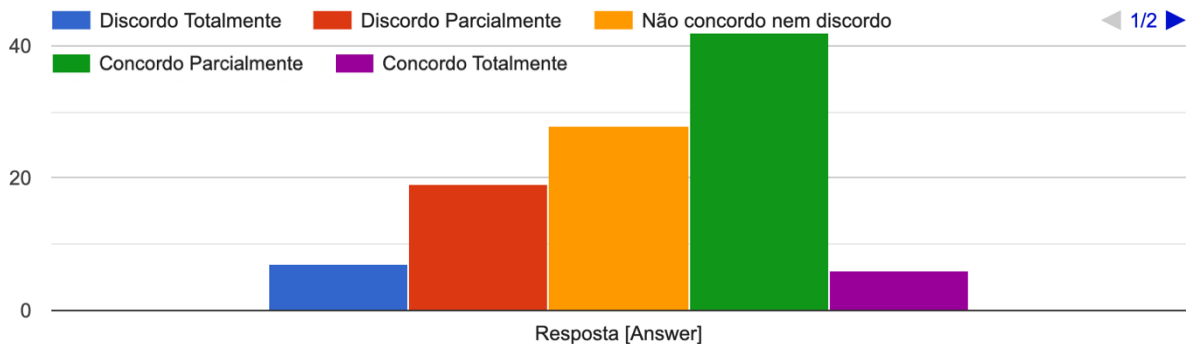
Graph 22 - Feeling towards change

Source: Survey data retrieved from *Google Forms*

Results from Q22 show that 41% of the NIQ Portugal employees slightly agree with the statement "I am happy about the changes implemented" while 27% do not agree or disagree and 19% slightly disagree. Thus, employees are not fully satisfied with the change and there are certain gaps that NielsenIQ was not able to fill. Nonetheless, 42% are still in some agreement and happy with the change which illustrates that some good tactics and measures were put into place when considering employees needs and expectations for change.

Q23- During the change process, the Covid-19 pandemic……

Durante o processo de mudança na NielsenIQ, a pandemia da covid-19... [During the change process at NielsenIQ, the COVID-19 pandemic...]
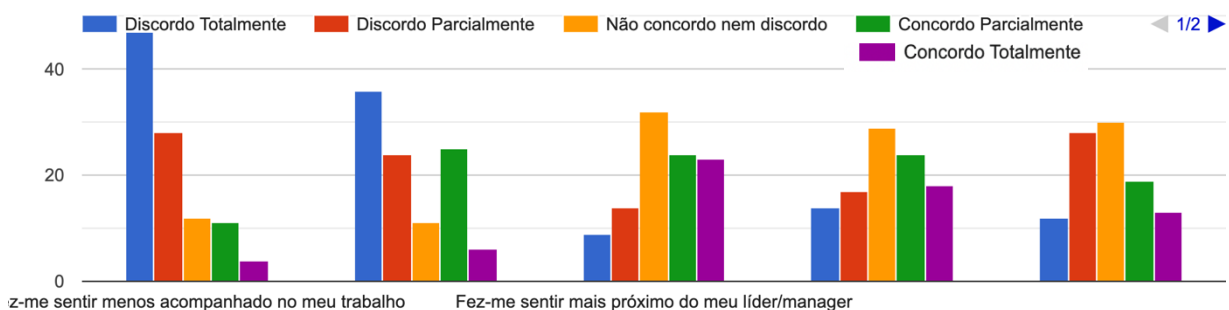
Graph 23 - Covid-19 Pandemic

Source: Survey data retrieved from *Google Forms*

It has been noticed that during covid-19 diverse issues are faced by the business firm, and different changes are also implemented to have the opportunity. Risk elements are also considered so that success factors can be referred to. Using the change process, the implication infirm is also made.

Regarding the pandemic, when asked if:

- "I felt less accompanied at work" 46% completely disagree and 25% slightly disagreed.

- "I felt more insecure about the future" 35% completely disagreed, 24% slightly disagreed while only 0,05% totally agreed.

- "I felt closer to their manager" 31% didn't agree or disagree, 24% slightly agreed and 24% agreed totally.

- "I felt closer to my team" showed a lot of ambiguity as the percentages were on average equally distributed through all the options (28% for not agree or disagree, 23,5% for slightly agree and 17% for slightly disagree).

- " I felt more accompanied by the organization and human resources" 30% didn't agree or disagree while 27,4 slightly disagreed. The percentage for strongly agree and strongly disagree were the same, 11,7%

In conclusion, the results seem to show a low impact of the pandemic on the change process although the results do not allow for the researcher to make proper conclusions or statements. It is possible to comprehend that: a large part of the employees didn't feel totally or slightly less accompanied at work due to the pandemic (71%); 59% of the respondents either strongly or slight disagreed with the pandemic making them feel more insecure in the workplace during change; and finally, that 48% felt either strongly or slightly closer to their manager.

7.3 Presentation of the Interviews

For the research and the structure of the interview guide, there were created seven questions, equal to all the interviewees and strategically written with the purpose to introduce, to guide and to obtain the furthermost reliable and relevant information for the study. The benefits of performing a structured interview include having a harmonized view of the results as the questions can be analyzed one by one and comparing each leader

side to side. Although the questions had been previously made, the questions were all open and made to create a dialogue on the topics.

It is important to point out that, as previously mentioned, the interviews have been conducted online via *Microsoft Teams* video-call software, and some important physical behaviour may have been more difficult to capture. This method has been chosen not only due to the current pandemic situation but also it facilitated the availability of the leaders and the recording and posterior analysis of the interview. To book the interviews, the researcher, in use of his position as a NielsenIQ employee, has contacted each leader via e-mail and internal calendar meeting to schedule the interviews.

Hence, to create a safe place and have the most accurate information, the researcher asked each interview prior to the interview if they preferred to remain anonymous or if their name and position could be mentioned. The researcher felt that some of the leaders might feel limited or constrained to provide honest answers and decided to give this option to the interviewees. From the four leaders interviewed, one has asked to be kept anonymous and the remaining three had no concerns on being identified.

The interviewees have also been given the choice to have the interview in English or in Portuguese. Since three of the leaders interviewed were Portuguese, the researcher opted to provide this option to have the most accurate and clear data since interviewees may feel more comfortable speaking in their mother language. In the end, only one of the interviewees has chosen to have the interview in Portuguese and it was then translated to English by the researcher. The full transcript of the four interviews has been added in the appendix of this dissertation.

The seven questions are all open-ended question types which allow the interviewees to do not feel limited in a set of answers. Here the goal is to have an in-depth description of the leaders to full fil our research object. The questions have been written in two languages (Portuguese and English) and displayed on screen since it is important to visualize the questions to process your thoughts.

Thus, the first question is "When thinking of the recent organizational change process the company has gone through, do you feel that strong tactics have been adopted within

NielsenIQ for motivating and engaging the employees?" and the purpose is to capture how leaders view the tactics and practical decisions the organization applied to motivate employees during the change process. Here we also aim to understand if leaders feel like other fellow leaders behaved actively in promoting engagement.

The second question "What is the importance of leadership behaviour within NielsenIQ?" becomes necessary to understand how the company views leadership and its importance. This will be useful to understand also how the interview views leadership and if they are in agreement with the company's views and values in regards to leadership behaviours.

The third question is "What kind of leadership approach is mainly adopted by you? and within NielsenIQ? Describe using your own words". This one has the clear objecting of perceiving the leadership style of which interviewee and how they compare it to the leadership style suggested by the whole organization.

Furthermore, the fourth question, "Do you think that the level of employee motivation, engagement is affected by leadership behaviour?" pretends to understand from the leader how they see the relationship of leadership with employee engagement. Here the researcher aims to understand if leaders feel like they have an impact, positive or negative, on the people they lead and consequently on further results and achieving the company goals.

The last three questions have been phrased in the same structure to create a more cohesive analysis. Question five states "Which actions NielsenIQ takes for developing leaders/managers?" which aims to have the leader's view on how the company sees leadership; if they are investing on developing leadership skills and specially know which actions the company has taken to develop leaders. In question six, "What actions/behaviours/attitudes were taken by the leaders for motivating the employees?" we know want to know how leaders motivated their teams particularly, how they have approached this and mostly how. This will help the researcher to make a connection between the general opinion of the employees on their leaders' behaviour captured on the surveys and the leader's perception of how they have performed. Finally, question 7 "What actions/attitudes/behaviours did you and other leaders/managers take for managing and dealing with the change" we are diving more deeply into the change

management process and how the leaders approached this time. This last question ends the interview with the clear vision of the leaders: how they behave, their approach to change, and their attention to keeping employees motivated and engagement during this process.

Interviewee A is the Global Solution Lead for the beverages-tobacco industry, and she is part of the global team of the organization. Carolina O'Neill is based in Lisbon, has been part of NielsenIQ since 2000 and has occupied many different roles in her professional experience. Interviewee B, Patricia Daimiel, is the managing director of South Europe - Portugal, Spain, and Italy at NielsenIQ. She is based in Madrid and has also been in the company for over twenty years. Her background is in business/economics, and she has also studied marketing. Interviewee C, Ana Paula Barbosa is the Retail Director at NielsenIQ Portugal, and she is based in Lisbon. She has been part of the organization for more than sixteen years and has been the retail director for twelve years. Her academic background is in economics. Finally, Interviewee D is a Sales Director at NielsenIQ Portugal and has asked to be kept anonymous. This leader has also had more than fifteen years of NielsenIQ experience and has had many roles over the years within NielsenIQ.

As previously stated, the full transcript of the interviews has been added in the appendix.

7.4 Analysis and Interpretation of the Interviews

Therefore, the researcher will proceed with the content analysis of the interviews, question by question, below:

- **Q1- When thinking of the recent organizational change process the company has gone through, do you feel that strong tactics have been adopted within NielsenIQ for motivating and engaging the employees? // Sente que foram adotadas táticas fortes dentro da NielsenIQ para motivar e envolver os colaboradores.**

Interview analysis has made understand that NielsenIQ managers are well focused on effective management of change process. With respect to the same, the company is also concerned about the development of different activities and initiatives. Employee engagement and motivation are also considered by managers. It facilitates to have a better

opportunity, and growth aspects can be promoted significantly in context to NielsenIQ. Although, Ana has said that unfortunately, the high time consumption in respect to same was a critical aspect. Also, other impacts in respect to diverse factors are also referred that have impacted the organizational growth. Issues in context to organizational process are also faced by the business firm, and it might influence the outcomes. It has been noticed that the company has tried to deal with the issues linked with employee motivation and engagement, but the implications could be improved so that final results can be attained. It can be said that the use of the change process is significant so that strong tactics can be implemented.

The key purpose of adopting the strategy is to have learned about diverse factors that may assist in addressing risk factors. Initiatives like changing aspects as per trends can be considered to have growth. The pandemic situation has impacted the management, but the company has tried well to motivate the workforce. Organizational changes were also adopted to have effective initiatives and ensure motivational standards. Uncertain aspects are also evaluated, and it has facilitated in terms of growth.

The interview process has also made understand that senior leadership has the perception that some restructuring has been done recently within the firm, and it is allowing to have better results. It can be said that instability creates anxiety among the workforce, so the consideration of different initiatives to deal with the same is referred to. In order to enhance the morale of the workforce, the company has decided to focus on a lot of restructuring. It has also helped in context to effective engagement and tried to attain better results. Efforts in order to engage more with the employees, are made but how effectively it helped in achieving success cannot be identified. It means initiatives were not much effective and the workforce is not having clear information respecting the same.

Another respondent in an interview has made understand that strong tactics are considered by a business firm to allow attaining success. Engagement is improved by the firm by referring the communication. During the change, the terms of communication and information sharing have been considered. Feedback-related measures are also considered, and it has assisted in development. The use of marketing and policies changes has also helped the firm to deal with internal and external changes.

Department-based communication has also helped in meeting with the change, and it has allowed ensuring respecting the leadership elements significantly. Collective initiatives are also measured to have to deal with the issues and improve aspects. Carolina O'neill stated in the interview that engagement and motivation are two major aspects that are referred to have success. Improvement in the process is referred to as practice that helps in effective engagement and motivation. The journey of creating success is also necessary to be referred to so that key elements can be attained.

- **Q2- What is the importance of leadership behaviour within NielsenIQ? // Qual é a importância do comportamento de liderança dentro da NielsenIQ?**

Leadership behaviour is important for an organization, and interview results have made me understand that it allows having better training. Leaders are also considering the effective improvement in terms of skills. An increase in loss of autonomy and direct intervention in many areas may affect leadership behaviour. It can be said that several training sessions have been created by the firm to manage the same. Currently, in the firm, the managers are not much concerned regarding supporting others. It means the improvement in context to the training program is necessary to be addressed. Team development aspects are also necessary to be considered because further changes can be implemented accurately. If such aspects are not maintained, then the behavioural leadership elements may be affected.

Information collected in the interview process also indicates that strong leadership is necessary for the organization. If such aspects are not referred to, then performance-related issues are faced. Strategic outcomes are also considered significantly by leaders, and they may assist in dealing with issues. The leadership approach is critical because it helps in team development. Effective relationships within a team can be taken into account so that better results can be attained. NielsenIQ executives have the perception that growth can be attained by brand effectively. Some leaders are also considering neutral leadership to have a better opportunity. It can be said that working hard may assist in having dealt with issues. Professionals are also trying to work in an honest manner, and leader has said that changes in the practices may impact the results.

Interview analysis also made understand that leadership is important so that key measures can be attained. Interpretation of data elements is also taken into account so that better results can be attained. Operational aspects are also considered so that development factors can be accomplished. Actionable aspects are also referred to significantly, and consulting elements are effectively referred to. Interpretation of elements is also considered so that effective growth measures can be contemplated. Leadership standpoint is also necessary to be referred. It is necessary because economic development can be attained as support in terms of data interpretation can be gained.

Information presented in an interview has identified that improvement and growth elements are considered accurate. Considering the leadership behavioural aspects, the business firm can have a better opportunity. Success factors are also reflected by having an application of factors that are necessary for growth. Path in context to expectations are also referred significantly, and it has facilitated in growth.

- **Q3- What kind of leadership approach is mainly adopted by you? and within NielsenIQ? Describe using your own words// Que tipo de abordagem de liderança é adotada principalmente por si? E dentro da NielsenIQ? Descreva por palavras suas**

It has been analyzed in the interview that the use of leadership aspects is necessary for the growth of NielsonIQ, and it assists to have a better opportunity. It can be said that trust and teamwork aspects in leadership are considered by the entity. It might facilitate to have better growth, and it may assist in dealing with issues. Referring to teamwork measures accurately, the distinction-related measures are significantly considered. Team management measures are necessary as they assist in completing the tasks. Key factors that are necessary for organization success are classified as factors that may assist in growth. Team working-based leadership implications are considered to have success and boost the performance.

Analysis of information also indicates that leadership measures are considered, and reference of different leadership skills is also referred. It can be said that individual contributors are also considered significantly that might assist in growth. Evaluation of results is also necessary so that annual goals can be accomplished, and proper training

can be offered. It can be said that consideration of happiness and other related factors is also considered to have a better opportunity.

Engagement-related measures in the leadership approach are also considered infirm because they assist in having effective success. Business engagement and other measures can be improved significantly by having a reference of leadership approach. It can be said that development-related elements are also significantly referred that assist in growth.

It is identified that the traditional leadership approach is considered by the business firm, and it us allowing having growth. By referring to diverse aspects, the leadership-related factors must be addressed. It might assist in the development of risk factors. With an application of traditional leadership, the genuine, authentic aspects can be promoted. It helps in focusing on cultural elements, and it may assist in effective transformation. Transformational leadership is also considered by a few leaders in the firm. It allows having an accountable working and may assist in addressing the issues. Cultural risk can be controlled significantly by referring to the diverse aspects that may assist in addressing risk.

Formal leadership aspects are also necessary to be considered by the business firm because they assist in improving performance. By referring to the team development accurately, the issues can be addressed properly. The hierarchical approach is also referred so that leadership aspects can be improved. It can be said that associate working is also considered, and team development is referred that may assist informal leadership. Depending on factors like culture, background, religion is considered so that better results can be accomplished.

- **Q4- Do you think that the level of employee motivation, engagement is affected by leadership behaviour? // Pensa que o nível de motivação dos empregados e a sua motivação são afetados por comportamentos de liderança?**

For effective leadership, communication-related measures are also considered in the firm, and it allows managers to have effective relationships with customers. Openness for conversational aspects has also been contemplated. Conversational measures using telecommunicating can be referred to so that better results can be accomplished. It has

been noticed that the use of communication aspects is also critical referred to have better results. Initiatives in terms of conversations are relevant, and they facilitate accomplishing objectives. Feedback-related measures are also referred to have effective engagement.

Analysis of information also makes sure that the level of employee motivation and engagement is influencing leadership aspects. If such measures are not considered accurately, then it may not allow having success. Employee motivation-related measures are also influenced negatively. The level of certification must be considered so that better results can be attained. Through having effective implementation of relationship management, the related engagement performance can be improved. It can be said that engagement can also impact the leader's behavioural aspects. If engagement is effective, then it may influence the final results.

According to the interview, the relationship between employee motivation and engagement factors is direct, and it is allowing the business firm to have better results. With reference to diverse aspects significantly, the opportunity-related elements must be addressed. Leadership behavioural elements are also referred that assisting in addressing diverse elements. Another respondent has said that level of engagement and motivation has been enhanced according to the reference of servant leadership. It is a traditional pyramid approach of leadership that might assist in addressing risk factors. It can be said that talented recruits important, and it might assist in improving performance. Communication in an important manner is also referred to significantly so that outcomes can be attained. Believer context aspects also may assist in leadership development. Motivation elements are also referred to by having effective information sharing. Communication is done by focusing on emails and other aspects.

A direct relationship is also promoted within the organization, and it is allowing to have effective employee motivation and engagement.

- **Q5- Which actions NielsenIQ takes for developing leaders/managers? // Que ações leva NielsenIQ a cabo para desenvolver líderes/managers?**

According to the interview, it can be said that behavioural, attitude and other aspects are also considered in NielsenIQ, and it facilitates to have a better opportunity. It can be said that rewards and prizes are provided so that key measures can be accomplished. In a pandemic situation, key aspects are affected, but by having supportive and understanding aspects, trust is created. It can be said that by having trust development, the leaders and managers may attain better opportunities. Recognition-related elements are also considered so that support to the leaders and managers can be offered. Bette results are also attained by addressing the issues with respect to leaders and managers. Complicated situational development is also referred to, and reference of diverse activities is also considered. It can be said that performance aspects are also impacted negatively due to changes in leadership valuation.

One of the key actions that are considered for development is training. It can be said that leaders and managers can take advantage of leadership programs, and it may facilitate to have a better opportunity. It can be said that the company also supports the working measures that assist in addressing risk factors. Leaders also have the focus on the base of the characteristics working, and the team is managed accordingly.

- **Q6- What actions/behaviours/attitudes were taken by the leaders for motivating the employees?// Que ações implementadas pelos líderes para motivar o pessoal?**

According to interview analysis, it can be said that Ana Paula has said that self-service mode is one of the key behavioural aspects that leaders must consider so that motivation in context to employees can be promoted. With a reference of all these factors accurately, the entity can easily have growth. By referring to the access to the information, the branding aspects are referred. Communication elements are also significantly referred so that better results can be attained. In addition to this, it can be said that an effective information sharing attitude must be referred so that consideration of motivation can be taken into account. Using the key aspects related to resource allocation, the engagement with teammates is also done, and morale improvement is referred.

Interview indicates that the use of strategy linked with the operating mechanism has also played a crucial role. It assists in the proper execution of the strategy. Knowledge base elements are referred to, and they may assist in addressing diverse aspects. Weakness-related elements are also necessary to be considered so that objects can be attained.

Interview information has also made understand that the program is also designed so that key measures can be addressed. Patricia Daimiel said that monitoring-related measures are also necessary to be considered so that performance aspects can be attained. Managers infirm can have an improvement in the engagement and motivation of people by referring HR associates' support. Sales training and other techniques are also considered properly that may assist in dealing with issues. Asia pacific networking-related measures are also considered by management. In respect to have engagement, the equality elements are also necessary to be promoted. It may facilitate addressing the issues. Risk factors can also be addressed, and it may facilitate in improving performance.

- **Q7- What actions/atitudes/behaviours did you and other leaders/managers take for managing and dealing with the change // Que acções, atitudoes, comportamentos etc. tomaram os líderes para gerir e lidar com a mudança**

It can be said that leaders and managers infirm are focused on a secure work process. It can be said that changes are necessary to be made so that effective development can be attained. Communication-related measures are also significantly considered that may assist in having a better opportunity. Documentation-related measures are also considered properly so that issues can be addressed. It is necessary to make sure that adequate use of emails and other elements is referred to so that better results can be attained. HR-related support is also provided to have success. Change dealing can be done properly by having an adequate evaluation of productivity. The interview has made understand that transparent working culture and honesty are promoted so that development can be attained. Perspective aspects are also considered accurately that may assist in dealing with issues. Focused development is also referred that may influence the outcomes. Business measures are also changed according to behavioural measures.

Interview indicates that aspects like compensation are also followed to have an improvement in the process. Support in terms of success factors is also necessary to be

referred so that key success can be attained. It can be said that mental health measures are also necessary to be implemented so that better opportunities can be attained. Volunteers paid, and another support to volunteering activities is also necessary to be considered. It may facilitate to have to deal with issues, and it may assist in addressing risk factors. Inclusion terms are also referred so that team working is also considered. Regular communication is a practice that assists in improving work patterns.

Interviewee	Q1	Q2	Q3	Q4
A	No but gradually improved	Yes, very important	-Informal -People centered For NIQ- can't say	Yes, direct relationship
B	Yes, but room for improvement	Yes, very important	-Servant leadership - People centered -No hierarchies For NIQ - views as an aligned approach	Yes, absolutely
C	No, improved with time	Yes, very important	-Trust/Honesty -Teamwork -No hierarchies For NIQ- views as an aligned approach	Yes, huge
D	No, needed more improvement	Yes, very important	-Lead by example -Teamwork -People centered For NIQ- views as aligned approach	Yes, 100%

Interviewee	Q5	Q6	Q7
A	-Trainings -Mentorship	-Total transparency -Communication	-No hierarchy - "all in the same boat" -Transparency
B	-Trainings -Monitor Silver Program	-Monetary compensation -Mental Health Day -Company culture -Global Impact Day	-Communication -Company Culture -Office Improvements -Promote work at the office
C	-Online training -Workshops	-Monetary compensation -Communication	-Communication -Online sessions -Honesty
D	-Trainings	-Communication -Teamwork -Strategy -Knowledge sharing	-Transparency -Honesty -Strategy

Table12: Answers analysis

Source: Interviews data

Additionally, looking at Table 1 below, with the overall results gathered from the interviews collected with all answers to the seven questions, we are able to validate the conclusions and statements made before. Most of the interviewees described that even though the organization has developed tactics to approach change, they weren't strong enough. Nonetheless, all of them think that there's an opportunity for improvement which is relevant for the company to learn from this and be more prepared for the future.

Regarding leadership behaviour, from Q2 we could understand that all the interviewees agreed that not only NielsenIQ valued leadership as key, but also gave a lot of effort and measures to develop it and improve. This becomes relevant for our study conclusions showing that leadership is viewed within the organization as relevant and essential when it comes to employee motivation and engagement.

Furthermore, from Q3 we can find a mutual leadership styles across all four interviewees: people centered. For these leaders, people are on the center, and they should be valued and considered before thinking of productivity or performance success metrics. Additionally, leaders B and C mention that they position themselves on their employees' shoes and don't think of themselves as superior, providing employees a sense of trust and companionship. These leaders mention that by achieving this they are motivating even more by being close and honest with their teams. Leaders B, C and D also stated that they perceived to exist an alignment between the leadership approach of the organization and the one applied by them. Meaning, a leadership based on values such as honesty and trust, and a leadership which puts people on the center. Also, on the topic of leadership, on Q4 we can see that all the interviewees were in full agreement: the level of employee motivation and engagement is affected by leadership behaviour. Once again, these results corroborate our research where we can see that leaders clearly impact their team's motivation, which latter one impacts productivity and the whole organizational success.

For Q5 the table presented allows us to also find a pattern in the interviewees answers when asked about which actions the organization undertook for developing leaders. All the interviewees mentioned that NielsenIQ has developed a wide range of trainings, either online or presently like workshops. Interviewee B has provided us with specific examples on these trainings such as the monitor silver program which was a series of online

trainings focusing on leadership, once a week. She has also provided an example of one of the trainings available that week called: *Manager program, silver accreditation: Engaging Motivating people while working remotely in times of change.* This strongly shows us that the company is focused and determined to tackle this change period having in mind the importance of leaders/managers in this process.

Lastly, on Q6 and Q7, we can highlight some mutual behaviours identified by the interviewees on motivating employees and for leading with change: communication and transparency. These two, as we have seen previously, surge as important characteristics for a leader to be successful in influencing and motivating employees. We should also mention the several examples that interviewee B mentioned regarding actions done to motivate such as: mental health day given as a free day for employees to enjoy; and global impact day which is a paid day to do volunteer work. Lastly, interviewee B also mentions the importance of a good workplace to maintain employee engagement and motivation. The improvement of infrastructures and of office materials and supplies has been a measure to improve the willingness of employees to work from the office, be together and feel better while at work (also related to the covid-19 pandemic).

8. Final Analysis and Reflection

It has been analysed that the role of leadership behaviour has become very important now, and the leaders are required to display good behaviour during the entire process of change. The data in this study has been collected from various secondary as well as primary sources, and it has been evaluated that, factors such as leadership behaviour have a direct impact on various aspects such as internal communication environment along with employee engagement and motivation during the change process (Zimmerman, *et al.* 2020).

Leadership has a direct link with the morale of the employees because it assists to address the factors that are necessary for firm. Interactive aspects are also considered by leaders so that communication factors can be maintained. Effective information sharing is also significant for entity and leaders are considering same accurately. If such measures are not reviewed then it may impact the performance (Osborne & Hammoud, 2017).

Direct link between leaders' behaviour and employee morale indicates that if support is high then it may improve efforts level of workforce. As same, if leadership behaviour is autocratic and it is not according to need of firm and follower then it may influence the results. Analysis of the research reflects that our Hypothesis 1: Leadership behaviour has direct influence on motivation, engagement, and communication environment - has been accepted.

It has been evaluated that people-oriented leaders are the one who emphasizes more and more supporting the team members in almost every possible manner. The participative style of leadership has also been identified as the one which is commonly used by the leaders during the process of change, and it has a direct impact on several areas, including organizational internal communication, employee engagement, and motivation. Even the process of change is not easy at work, and there are different types of factors that should be well considered by companies during the same.

According to trait theory the manager focuses on the effective supervision because it allows analyzing the factors. Different traits are being considered in the supervision so that success factors can be accomplished. Key traits that leaders consider in the operations are controlling, planning, etc so that further implications can be done. Such kind of supervision allows members to understand about factors that are necessary for motivation

and engagement. It also reflects that leadership behavior have direct influence on the motivation, etc (Pandita & Ray, 2018).

For example, the result of the secondary data collected and evaluated has highlighted the fact creating a vision for change is an important factor that needs to be well considered. During the process of organizational change, the leaders are also required to emphasize more on areas such as ensuring accountability among the team members, effective communication, and engagement within the entire organization (Young, *et al.* 2018).

Analysis of the behavioural theory also indicates that use of different behavioural factors is also considered accurately so that issues can be resolved. If such aspects are not referred properly then it may influence the growth factors. Communication aspects are also implemented by professionals according to behavioural elements. It is necessary to have communication and message sharing according to behavioural elements. It may assist to improve the performance and may assist to have dealing with issues.

The use theories such as organizational change stage theory can also be considered by the brands and businesses to manage the changes successfully and attain the best possible outcomes with reference to the same. As per the proposed theory, there are five main stages through which an organization is required to undergo during the entire process of managing change.

Apart from this, the application and use of the Lewin change model and Kubler-Ross change model can also be done by the leaders with an objective to gain detailed knowledge and understanding about the ways in which changes can be managed, and desired outcomes can be attained. It has also been evaluated that NielsenIQ Portugal is carrying out different types of changes at regular intervals, and the primary objective behind these changes is to improve the overall performance and productivity of the people at work.

It is identified that leaders are focused towards needs of individuals and organization. Accordingly, the team development is also done, and it facilitates to have better opportunity. With a reference of diverse activities like supporting and developing their team and team members the issues are addressed. Such kind of supportive behavior of

leaders allows members to have effective task performance. Also, supportive behavior also assists in schedule of the team. It indicates that performance factors can be advanced (Oreg & Berson, 2019).

The management at NielsenIQ Portugal is aware of the fact that leadership has a direct and considerable impact on areas such as engagement and motivation of the people at work, and this is one of the main reasons because which NielsenIQ Portugal emphasize considering the expectation and need of the employees during the process of change. The key role and responsibilities of employee engagement is that to know one's duty in the organization and are enabled to identify and perceive where it connects to the organization's goals and mission. Employee engagement must be maintained through the organization's positive perceptions and actions that assist in achieving the business outcomes in such a manner that stimulates and encourages the team members.

Osborne & Hammoud (2017) argued that employee engagement is critical because it helps improve the long-term performance of the employee. Engagement of the employees also helps NielsenIQ Portugal to make effective decisions in the business. Organizations with a high level of employee engagement can also gain an edge over the other players and competitors operating within the market. However, it has also been analyzed that the employees at NielsenIQ developed a fear during the process of change, and this is another main reason because of which the role of leadership becomes critical. Even the result of the study has outlined the fact that factors such as internal organizational communication, employee motivation, and leadership are highly affected because of the change process and therefore, the role of the leader is very crucial during the entire process. From the data collected during the process of interview, it has been analyzed that in the context of NielsenIQ, a concept such as leadership behavior is very critical, and it becomes more important when it comes to the management of changes at the workplace.

Findings of the analysis also reflect that change process is also considered by leaders to have better support to employee's morale. To boost the motivation and engagement the change process is also referred by businesses. It can be said that lewin's change model is considered by leaders to have effective implementation of activities that can support workforce morale. Change process also brings influence on the employees that also indicates that H1 is met, and leadership behavior impacts the employees in direct manner.

Changes like HR policies, communication pattern, operation activities implementation can be brought by leaders (Ravindran, 2018).

Such kind of changes in the organization also brings the process related aspects transformation. If any firm is having process changes then the employee's tendency to work will also be affected that means the key aspects are affecting performance. Employees are having direct dependency on the leaders. The leaders at NielsenIQ provide adequate direction and guidance to the staff members, and this further assists a lot in managing the changes in a better and most effective manner. From the results of the study, it can be also evaluated that an appropriate approach to leadership is very important in terms of handling the adverse impact of change and ensuring the fact that the desired outcomes are easily received. The result of the interviews conducted have also reflected upon the fact that ineffective leadership not only results in adversely affecting the process of motivation, but it can also result in creating complications in terms of meeting the objectives associated with changes.

Within NielsenIQ the leaders are focused on participative aspects, and it is helping in decision making. It can be said that team members work in the collective manner with the leader. Such kind of behavioral values are considered by participative leader so that collective work culture can be employed. If such aspects are adequately employed, then it may assist in growth and may lead firm to success. Democratic leadership allow every employee to ensure that they are having participation in the decision making. It makes employees feel valued that also impact morale of workforce directly. It indicates that H1 is also being meet in the research and direct influence of leadership behaviour is affecting motivation factors and engagement level.

To motivate the people at work during the process of change, the management of NielsenIQ focuses on promoting aspects such as self-services mode, and at the same time, the leaders and managers also ensure that internal communication remains effective in the best possible manner. The highest possible level of honesty is maintained by the leaders and managers at NielsenIQ, and this further assists a lot in the context of managing the changes and attaining the outcomes which are expected (Yang, *et al.* 2018). Compensation and other related benefits are also offered to the staff members, and the

prime objective here is to make sure that the employees remain motivated during the entire process of change.

Leaders help the organization save money and provide guidance to the employee to enhance the business's profitability. They train and encourage the employees to improve their performance that assist in achieving success in the long term in NielsenIQ Portugal. Further, leaders improve the company's financial success by solving the various issues and problems and motivating the employees to achieve the common goals and objectives in the business (Kouzes, & Posner, 2019).

9. Conclusion

From the above, it is concluded that NielsenIQ Portugal should be highly focused on their leadership behaviour which is very important to accomplish their desired goals by providing the right path to their employees or team members proving that our H1 is accepted; along with this, the company must be aware of their traits and upcoming issues so that behaviours, contingency, and other aspects must sort it out.

Objective 1 has been accomplished effectively by gaining the information on the leadership behavioral aspects. It is also vital to keep engaged and motivate their staff so that whenever the organizations change any policy, staff will accept and support accordingly. It is also identifying that the data analysis and reflection of the company is a great task which provides help and develops their employee's skills or knowledge more regarding the main organization area which must be improved. Thus, the company needs higher tools and techniques in their organization vitally. Another objective is also accomplished in the research because information on the communication aspects is being considered. Motivational engagement is also necessary to be referred by businesses and it allows having effective communication.

One of the key actions that are considered for development is training. It can be said that leaders and managers can take advantage of leadership programs, and it may facilitate to have a better opportunity. It can be said that the company also supports the working measures that assist in addressing risk factors. Leaders also have the focus on the base of the characteristics working, and the team is managed accordingly.

Objective of the role of a leader during organizational change has been considered in this research because the information on key factors of leadership linked with change is also identified. Behavioral changes are also playing critical role in the organizational success. It might facilitate to have growth and it may assist in addressing diverse manner. The analysis indicates that hypothesis 1 is met and leadership behavior has a direct influence on motivation, engagement, and internal communication environment.

Organizational change depends on strategic transformation and people-centric changes in the business sector. The supervisors implement modifications in the existing tools and policies, which can influence the change management in the organization. The use of transformational changes can positively influence organizational change to improve

business operational activity. Change management is based on minor transformational changes to accomplish the business strategy at NielsenIQ Portugal.

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11. Appendix

11.1 Survey Questionnaire

1. Identifica-se com o género [Gender Identification]: *

   Marcar apenas uma oval.

   ◯ Masculino [Male]

   ◯ Feminino [Female]

   ◯ Prefiro não especificar [Non-specified]

2. Insere-se na faixa etária [Age Range]: *

   Marcar apenas uma oval.

   ◯ Entre 18 e 24 anos [Between 18 and 24 years old]

   ◯ Entre 25 e 34 anos [Between 25 and 34 years old]

   ◯ Entre 35 e 44 anos [Between 35 and 44 years old]

   ◯ Entre 45 e 54 anos [Between 45 and 54 years old]

   ◯ Mais de 55 anos [Over 55 years old]

3. Identifique a sua Nacionalidade [Select your nationality]: *

   Marcar apenas uma oval.

   ◯ Português [Portuguese]

   ◯ Italiano [Italian]

   ◯ Brazileiro [Brazilian]

   ◯ Polaco [Polish]

   ◯ Espanhol [Spanish]

   ◯ Francês [French]

   ◯ Holandês [Dutch]

   ◯ Outro [Other]

4. Há quanto tempo faz parte da empresa [How long have you been associated with this organisation] *

Marcar apenas uma oval.

- ( ) Menos de 6 meses [Less than 6 months]
- ( ) 6 meses a 1 ano [6 months to 1 year]
- ( ) 1-3 anos [1-3 years]
- ( ) 3-5 anos [3-5 years]
- ( ) 5-7 [5-7 years]
- ( ) Mais de 7 anos [7 years and more]

5. Selecione o seu departamento [Please select your department] *

Marcar apenas uma oval.

- ( ) Administrativo [Administration]
- ( ) Recursos Humanos [Human Resources]
- ( ) Finanças [Finance]
- ( ) Marketing [Marketing]
- ( ) Vendas [Sales]
- ( ) Operações [Operations]
- ( ) IT [IT]
- ( ) Outro [Other]

6. Selecione se faz parte de uma equipa local ou regional/global [Please select your team] *

Marcar apenas uma oval.

- ( ) Local [Local]
- ( ) Regional/Global [Regional/Global]

7. Selecione a sua designação [Please select your designation] *

   Marcar apenas uma oval.

   ◯ Estagiário (e.g.Internship)

   ◯ Entry-level (e.g.Junior Consultant)

   ◯ Individual Contributors (e.g.Consultant)

   ◯ Manager (e.g.Senior/Manager Client Consultant)

   ◯ Director (e.g Retail Services Director)

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8. O seu manager / líder supervisiona-o de perto no dia-a-dia? [Does your manager/leader supervise you closely on a day-to-day basis?] *

   Marcar apenas uma oval.

   ◯ Sim [Yes]

   ◯ Não [No]

   ◯ Não consigo dizer [Can't Say]

9. Considera que a empresa está preocupada com a implementação de mudanças para seu melhor desempenho no trabalho? [Is the company concerned about the implementation of changes for your better work performance?] *

   Marcar apenas uma oval.

   ◯ Sim [Yes]

   ◯ Não [No]

   ◯ Não consigo dizer [Can't Say]

10. Os líderes/managers seniores da NielsenIQ tomam decisões tendo em conta as necessidades e expectativas dos funcionários [Senior Leaders at NielsenIQ make decisions by considering employees' needs and expectations] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	◯	◯	◯	◯	◯

11. Os líderes/managers seniores da NielsenIQ são honestos [Senior Leaders at NielsenIQ are honest] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	◯	◯	◯	◯	◯

12. Das características de liderança abaixo, quais as que melhor definem os líderes / managers da NielsenIQ? [What traits of leadership do you associate with NielsenIQ's leaders/managers?] *

Marcar apenas uma oval.

◯ Liderança transformacional (consideração individualizada; motivação inspiradora; estimulação intelectual; influência idealizada)

◯ Liderança participativa (facilitar a conversa; compartilhar abertamente informações e conhecimento; incentivar as pessoas a compartilharem suas ideias; comunicar sua decisão de volta ao grupo)

◯ Liderança laissez-faire (quando os líderes delegam aos funcionários a autoridade de tomar decisões sem necessariamente consultar o manager))

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13. Durante as situações de mudança, os líderes permitem que os subordinados tenham uma identificação eficaz das soluções para lidar com os problemas. [During change situations, leaders let subordinates to have effective identification of solutions for dealing with problems.] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	○	○	○	○	○

14. Na gestão da mudança, os líderes orientam os funcionários sem pressão. [For managing change, leaders provide guidance to the employees without pressure.] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	○	○	○	○	○

15. Qual dos seguintes aspectos de modelos de mudança é mais usado pelos líderes/managers da NielsenIQ? [Which of the following aspects of change models is majorly used by leaders of NielsenIQ?] *

Marcar apenas uma oval.

○ Centrada na cultura: Focada na criação de valor compartilhado, melhor estratégia e no melhoramento do sistema geral da organização.

○ Orientado para o Core Business: foco na comunicação eficaz; motivar os colaboradores a aceitarem a mudança de forma a alcançar o sucesso do negócio

○ Consciencialização e orientado para resultados: é usado para facilitar a mudança, estabelecendo marcos claros para alcançar o processo; conhecimento sobre como mudar, capacidade de demonstrar habilidades e comportamentos e reforço aos funcionários

16. Para aceitação da mudança, comunicação frequente e de apoio é / foi feita pelos líderes da NielsenIQ [For change acceptance, frequent and supportive communication is/was done by leaders at NielsenIQ.] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	◯	◯	◯	◯	◯

17. Durante o processo de mudança, sentiu-se inseguro no local de trabalho? [During the change process, did you feel insecure at the workplace?] *

Marcar apenas uma oval.

◯ Sim [Yes]

◯ Não [No]

◯ Não consigo dizer [Can't Say]

18. Os líderes/managers da NielsenIQ oferecem procedimentos e materiais claros durante a mudança? [Leaders within-NielsenIQ offer clear procedures and training during change?.] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	◯	◯	◯	◯	◯

19. Na gestão da mudança, os lideres/managers da NielsenIQ... [In the change management, NielsenIQ leaders / managers...] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Prepararam-se com antecedência para a mudança	◯	◯	◯	◯	◯
Criaram um plano e implementaram o mesmo	◯	◯	◯	◯	◯
Aplicaram atividades de gestão de cultura de empresa	◯	◯	◯	◯	◯
Foram atentivos na revisão de processos	◯	◯	◯	◯	◯

20. A empresa considera técnicas de motivação para uma entrega eficaz da mudança? [Does the company consider motivation techniques used for an effective delivery of change?] *

Marcar apenas uma oval.

◯ Sim [Yes]

◯ Não [No]

◯ Não consigo dizer [Can't Say]

21. Os funcionários recebem/receberam recompensas / incentivos para motivar e aceitar a mudança organizacional.[Employees are given rewards/incentives in order to motivate and accept organisational change?] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	◯	◯	◯	◯	◯

22. Estou contente com as mudanças implementadas [I am happy with the changes implemented] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Resposta [Answer]	◯	◯	◯	◯	◯

23. Durante o processo de mudança na NielsenIQ, a pandemia da covid-19... [During the change process at NielsenIQ, the COVID-19 pandemic...] *

Marcar apenas uma oval por linha.

	Discordo Totalmente	Discordo Parcialmente	Não concordo nem discordo	Concordo Parcialmente	Concordo Totalmente
Fez-me sentir menos acompanhado no meu trabalho	◯	◯	◯	◯	◯
Fez-me sentir mais inseguro em relação ao futuro	◯	◯	◯	◯	◯
Fez-me sentir mais próximo do meu líder/manager	◯	◯	◯	◯	◯
Fez-me sentir mais próximo da minha equipa	◯	◯	◯	◯	◯
Fez-me sentir mais acompanhado pela empresa e pelos recursos humanos	◯	◯	◯	◯	◯

11.2 Interview Transcripts

11.2.1 Interview A

Interview recorded on the 12th of October 2021 to Carolina O'Neill, *Global Solution Lead* in Global Operations at NielsenIQ.

José Athayde: The first question I have for you is so when thinking of the recent organizational change process that the company has gone through, do you feel that strong tactics have been adopted within the company to motivate and engage the employees?

Carolina O'Neill: Right from the beginning?

José Athayde: Yeah.

Carolina O'Neill: So, okay, straight away. No, I but I think gradually it has been improving and growing. And all engagement and motivation has come through that journey of creating those reasons.

José Athayde: Okay. So, for the second question, I want to understand from you what do you feel that is the importance of leadership behaviour within NielsenIQ?

Carolina O'Neill: What do you mean, what is the importance of leadership from up to us?

José Athayde: Do you think that the company views, leadership behaviour being an important factor within the company,

Carolina O'Neill: Okay, for sure, crucial. Great as it's not only for people, as well as set example, to set expectations, and also to, to carve the path explained path what we should be doing. So yes.

José Athayde: For the 3rd question, what kind of leadership approach? Would you say it's mainly adopted by you? And then how do you see that with what's been adopted mainly in the company? And so here, I'm just asking, you can describe using our own

words, not any, you know, technical, leadership, approach theory, anything. So how do you view your approach to when you lead people? And how you you see the people that surely work with you?

Carolina O'Neill: This is a tricky one, because I may have a view, and maybe you will tell me that it's totally different.

José Athayde: No, no, I'm unbiased here. You know.

Carolina O'Neill: That's fine. So how, how do I approach it? By First of all, I break any type of formality. So very informal, very near to all the associates working within the team within the projects, regardless of of their position, the title, region, culture, doesn't matter. Everybody's the same. There is no no hierarchies is we're all one team. That's how I approach it now within NielsenIQ IQ. How I see leadership, the approach and leadership and NielsenIQ

José Athayde: Yeah, so how do you see it? Do you feel like it's aligned with your own? Do you feel like it's, it's a bit different? How do you see it?

Carolina O'Neill: It's a tricky one. Because as we work in a global team, I think that the culture has a huge influence on the type of leadership that each leader in our company adopts. So I cannot say there is a pattern. I wouldn't say that. So everyone is different. But then again, depending on the culture, background, religion, yeah. Very different.

José Athayde: Yeah. Makes sense. Okay. So for the fourth question I have for you is, do you think that the level of the employee motivation and engagement is affected by the leadership behaviour? So he just understanding from your point of view, do you feel like there's a relationship between the two?

Carolina O'Neill: Yes, totally direct relationship.

José Athayde: Okay. And then, looking at the company in this process of change, how do you feel so which actions do you do you see that the company takes for developing it's leaders and its managers, or any kind of, you know, measures, activities,

Carolina O'Neill: At NielsenIQ, we have endless trainings of all in leadership and manage management, and within leadership and management, all the different areas and

aspects that compose the profile of the skill set to be a good leader or a good manager, that we have to acknowledge that NielsenIQ has a huge amount of trainings, a big offering. In terms of other actions, I do think that it will also be at the personal level, who wants to reach out and either choose a mentor or naturally find that finds their own mentor without looking without looking for them or coaching other people. So, I just think there's a lot.

José Athayde: Okay. For the sixth questions I want to ask you what actions, behaviours or attitudes were taken by the leaders for motivating the employees.

Carolina O'Neill: I think one of the great things of this huge, when this huge transformation happened was total transparency, there was a huge amount of communication on a very regular basis, actually, we were not used to so much communication in explaining what steps were taken and why they were being taken. And also being transparent on when they didn't know what what was next. You know, so I think that helped a lot.

José Athayde: Okay, so for my final question, here are also like to ask, what attitudes, actions behaviour Did you and other leaders managers take for managing with this change process?

Carolina O'Neill: And here again, is we're all in the same boat. So what we know, we know and we help each other what we don't know we assume that we don't know. And we will break path together and we'll make it together. And I think this is one of this is a golden rule that I use. I've been using for many years, so.

José Athayde: Okay, well, that's it for my question. That's me. Stop recording.

11.2.2 Interview B

Interview recorded on the 14th of October 2021 to Patricia Daimiel, Managing Director South Europe - Portugal, Spain, and Italy at NielsenIQ.

José Maria Athayde: I'm going to go ahead, okay?

Patricia Daimiel: Go for it.

José Maria Athayde: Okay. Thank you. So my first question to you is, when thinking of the recent organizational change process, the company has gone through? Do you feel that strong tactics have been adopted within your son IQ for motivating and engaging the employees? A strong word? What's the word strong tactics have been used? Or do I think a strong tactics have been used?

Patricia Daimiel: I think the intention has been definitely there to offer strong tactics. But in my long career experience, I tell you, there's something that companies always get wrong, no matter how much you try, is communication. People always, always want more of it, or better, or more clear. So that's, that's the reality of whatever you do in terms of communicating an organization or why and why not, something's happening, the feedback you will get from associates is that it wasn't done soon enough, or properly or enough of it. So I I'm very cautious about this. Something that whenever would you do change management, you do focus on that you always have a pillar that is around communication for that specific reason. The reality? So I think many tactics have been used, have they been sufficient? Probably not, because no communication is ever so so well done, right? That it's felt by the associates that it was enough of it or properly done, there's always room for improvement. And I feel that in this case, as well. The other thing that I think has been particularly challenging is that the amount of changes we have had at NielsenIQ, right, it has been a lot of change in the space of two years. And there have been the internal changes, and also the external changes, obviously, driven by the pandemic, and the difficulty of working remotely. So I think that has made it even harder. So I think that there have been a lot of tactics used, and the intention was there to communicate properly. But I think there was room for improvement. I also think that changes even impacted the market/com department. Even two days ago, there

was again, the announcement of another change in the marketing department. So even the professionals that have to support us in delivering these messages. We're changing. So I do think that things could have been done better. Yeah, but not for lack of intent.

José Maria Athayde: Totally, just a question. You mentioned a department, was it marketing. I didn't get the department. You were talking about? marketing,

Patricia Daimiel: Marketing and communication

José Maria Athayde: Yeah. Okay.

Patricia Daimiel: In our marketing/communications department that has changed, you know,

José Maria Athayde: Yes got it.

Patricia Daimiel: Changed functions several times. So before they were to separate departments, we have a marketing department with a leader, then we had a communication departments within another leader, then we put them together, then support them, then, you know, so in the meantime, these guys were trying to support us, but you know, they didn't even know what their job was. Yes. Oh, I think that with all this changes, this has been also hard on them. But I think it's quite important to note is that despite everything, the department and everyone and the leaders have tried to keep on communicating appropriately, and we have never missed, you know, when meals night pupils or, you know, there are different ways in which communication has reached associates.

José Maria Athayde: Yeah. Okay, that's perfect. Thank you. For my next question. I wanted to get from you. What do you feel is the importance of leadership behaviour within the company? How does NIQ view leadership behaviour?

Patricia Daimiel: It's a very interesting question. As you know, yesterday, we had a global Town Hall in which it was said that our values are going to change. The timing is a little bit strange, but yeah, comment on the new values because they haven't been announced. And therefore I cannot tell you exactly how is NielsenIQ IQ leadership going to be right? so that's that's part of what what I came up comment on. What I can

comment on is what have they been in the past up to today? Right? I think it's a culture, what I value about NielsenIQ culture on NielsenIQ culture until it changes, because we will have new values, obviously, and we have a new CEO, that it's bringing in a new economy there that is bringing new values to the company. To me, the most important thing is that we've always put people at the center, we are a people business, we are a service company, right? So yes, we do sell data. But the reality is that we sell our interpretation of data, you know, our factory, that's what we produce. And therefore, people are critical in what we do, either in our operations, to try to extract value from the data and make data be digestible by companies for action taking as in our consultancy with clients. So our biggest asset is people every company says that, but in our case, in our type of business, it truly is. Data is like we have to assess is the data good. And the people that interpret that data that clean the data, that that try to make sure that it's actionable to our clients. So those are unique to, to us, we don't have anything else, I mean, everything else, I mean, we can work from wherever. So that those are the two things. So if you think about that, obviously, people have always been at the center, and therefore from a leadership standpoint, I think that's been noticeable, especially with the pandemic, and how very quickly we were a company than when I compare, I have the impression that he's taken for granted how males have reacted very quickly. And we sent all employees home, we tried to make sure that they had all the tools and work good keep on happening and their families were secure. And we've always extended that to make sure that we were taking care of, but it's not the case. I know many companies, we live in a bubble in a way, especially those of us that work in multinational companies, sometimes we live in a little bubble and within the world is as we know it. And that's not true. We live in countries that have very, very different approaches. So to me, that's number one in terms of leadership, style. The other part that I think it's to be noted about NielsenIQ and traditional leadership approach has always been around that we really value people come in being being genuine, authentic. These are NielsenIQ: "you can be you", it's to me, has always hold true. And and that again, it's it's unique to the culture we have. So we do have that culture of people center, and a niceness. And that also translating how we cooperate with our clients were nice to our clients, we have this culture of service to our clients, and support. So I think that translates and permeates into whole culture. On the other one it's about that doesn't mean that we have to be copycats. We can be unique and genuine and authentic. And we basically welcome different profiles of people. And I think that's a little bit of the

leadership style we have had in the past. If I comment a little bit on what's the new leadership style, since the new CEO came on board, has been talking a lot about accountability, about maybe what was lacking our liberties, accountability, we often or we sometimes in the past said we were going to get something done on a given date. And it was sometimes done, but in a different date. So yeah, that what he's trying to what I I think it's going to be changing in terms of our transformation is driving more accountability into our culture and trying to drive more urgency into our culture. We are a company that is more than 90 years. And that shows sometimes. Sometimes it takes us to change to move forward. We are like this big elephant that it takes time to take a step forward. But if we want to stay healthy, in the new, you know, years to come for the next 90 years, we have to operate with a different sense of agility, and an urgency. And I think that's what's going to change in terms of the leadership traits that are going to be coming into into the business, more agility, more urgency, more accountability. So if you're saying like that, say do ratio faster, like commit to a date and deliver by that day, I think linked to it more innovation. I think innovation has always been despite what we sometimes perceive innovation has always been important for NielsenIQ. You know, and and if there was, if algorithms could help us deliver better recipt capture, we looked into it, right because that made efficient, and we work with data at the end of the day. So obviously we've always been innovative as a company. But I don't know that we were so innovative at individual level, each of the associates that level of innovation, technical ability, I think that's also going to change, right? We've seen all the recent acquisitions. And it's clear that that's going to be very important to us to get to transform to bear more truly digital, more automated. And I think it's going to be a skill set that leaders are asked to be better at.

José Maria Athayde: Yeah, yeah, totally. Okay, so you kind of stepped in on the, on the next question, but that's great. I was gonna go and ask you what kind of leadership approach do you think NielsenIQ adopts, but kind of, you know, got that you feel like it's very people oriented. Now, i want to ask about you, what leadership approach is mainly adopted by you,

Patricia Daimiel: I would say that one thing that defines me is that I truly believe in servant leadership. And servant leadership basically means that as a leader, you put your it's like an inverted pyramid. You know, the traditional pyramid of leadership is like you

have people on the bottom , you know, millions, and then the leadership's and then the people have ought to ask you: What do you need? Servant leadership is almost you take the pyramid and you invert it, you're (leader) at the bottom, you have to ask your team, what do they need from you, so that they can be successful? Because you know, and you understand that for the company, and for you, and for myself to be successful, Everyone, you have to be successful. So what can I do to support you. So I do understand that a big part of my job is to remove roadblocks from my team. And the roadblocks can be many, right? It depends on the layer for one of my directors, it could be that they need to recruit talent, and they need an approval from me for budget to recruit talent or a specific thing for someone else, it could be about, hey, we need to make sure that the Wi Fi works properly, because we kind of work. So my job as a leader is to support on all those things, right? Obviously,I have to do everything myself. And when there, especially when there are roadblocks, that's my job is to support the organization to be better at the same time. That's number one. That's what servant leadership is about is you put yourself at the service of your position that people in the organization mostly. by me? And then the second one, to me, I think it's very, very important to communicate. There's a lot of platter in big companies such as ours, especially when there are matrix companies in which you have many layers. So you have the country, look, the regional Look, the division, the function, it's very complicated. And things are happening every week, pretty much this day, I think it'd be part of leadership role is about clarify and be very clear, what's the strategy? What are the tactics to get there? And what's the focus, what should we be focused on, give clear direction, so that we all go in the same direction. So that's part of it ultimately, also linked to that I personally, I'm very passionate about investing in people. So I do take time, my way to give back if you will, is that I am an active mentor and coach within the organization and also outside. So I do invest in, in spending time with people not directly from my team, but to support them. And that's something that I, you know, you always think it's about giving back, but you take a lot as well, not so much for my coaches and mentees. And they come from any corner of the world or any function or outside or there might be people that you know, used to be one of my teams on have left the company. Sometimes I connect with them or want to have a chat about what do they do and, and that's incredible. And I think that also makes you be more closely connected to the issues, right?

José Maria Athayde: For sure, yeah, yeah. Okay, thank you, for the next question. I wanted to ask you if you feel like there, the level of employee motivation and engagement is affected by the leadership behaviour.

Patricia Daimiel: Absolutely. I'm a big believer. People don't leave companies. They leave managers so obviously leadership impacts and changes impact right? There are changes there are new leaders, you don't know who they are, you don't know what they want. You don't know how the culture is going to change. So absolutely. The motivation gets a stance everyone is like waiting and not clear and not sure so absolutely. I think that's why I mentioned before that one of the critical jobs of a leader is to communicate and to drive clarity As we can do properly and sometimes not so well, because with all the changes, sometimes it's hard, right? Sometimes emails come before we even know that they're coming. So in that regard is hard for us to drive clarity on something we don't even know what's going to happen. Yeah. So I think that we have to through all these changes, we have to really get state, which we got better. But I think it's it definitely impacts it's not the only thing. But it does have a huge impact.

José Maria Athayde: Okay. So which actions NielsenIQ IQ takes for developing its leaders and managers?

Patricia Daimiel: What actions, okay, so I can talk about a current program we are having we have an update, like a manager program, I think it's called the monitor silver program, and it's an accreditation, and we do this for managers, so let me see if I can find an example. I don't know. But they do different sessions. So let me give you an example. So October 7, there was one called: "manager program, silver accreditation, engaging motivating people while working remotely in times of change". So this sessions that usually it's about once a week, there's what happened through the year on different topics. And HR associates, and usually give some of these sessions, sometimes together with leaders. So this is one example. There's another than I'm participating in. So I'm doing at the end of the month, I think is the 28th. I'm doing a session, this is specifically for the Asia Pacific community. My colleagues are there and I have my network of contacts there. So we are doing sales training for some of our managers and leaders. And I'm participating in running a session on networking, for instance, to some of our leaders there, and I know that they're running another program on women leadership, that is, you know, has a couple of sponsors withdrawn. So again,

they might ask different leaders or different HR people to support and contribute with their experience. These are the other thing that I would say. I'll give you some examples. So I've mentioned already the manager silver program this year, manager bronze last year, I think they want to go to gold. I've mentioned that Asia Pacific sales training, the women leadership training, and on the one we are doing in Europe is we collaborate with the lead network. I don't know if you know that we work with the lead network, that it's an organization that supports within FMCG world, the advance of women or gender equity.

José Maria Athayde: Equality right?

Patricia Daimiel: Equality, yes. And we contributed and we we work together and we've selected I think it's going to get the number ground, I think it's about 10 women from NielsenIQ of middle management positions that we think could be the leaders of the future, going to participate in a women Leadership Program. That's a European program with a deep network. So they're going to be mentored by other members in the lead in the work so this is not a NielsenIQ program. So they might get a mentor from P&G or from Coke, you know, one of the other companies that are that are part of that. So we do different things. If you're so good at explaining what we are doing. That's a different thing. Some people don't know about them. Yeah. So but there are, there's a myriad of things we do on they are they are evolving and changing.

José Maria Athayde: Yeah. I know we're running out of time. I have two questions left.

Patricia Daimiel: Let me see if I can still talk.

José Maria Athayde: Of course no worries

Patricia Daimiel: Yes, we should be fine.

José Maria Athayde: Great, thank you. So then I would like to ask you what kind of actions again, httitudes behaviours were taken now by the leaders for motivating the employees now,more direct manager employees relationships.

Patricia Daimiel: Okay, but but when do you mean in the last year or so or?

José Maria Athayde: Yeah, doing now the process of moving NielsenIQ to NielsenIQ.

Patricia Daimiel: Okay. I think I think that one part that obviously like COVID has attempted a lot of what's going on to, to me, I think that communication on remote working has been one of the actions that has been taken. And the continued support of that linked to that, for instance, at the end of last year, and I think of many other companies, because I'm hearing that other companies are not doing now some other companies are doing it now. But I think that what we did last year, at the end of the year, to basically give a compensation to everyone across the world, I think it was 250 euros to basically make sure that you that to support your office at home. So it's not, you know, if you're talking to me wherever, in the office or work from home, but also, if you wanted to, to reinforce or buy your furniture or whatever, then you could do that. That was that was a good move. Definitely. I think the other thing that we've daunt on does is very timely, because it's happening tomorrow is global, like the support of global Mental Health Day. So that last year, and we are doing that this year, as well. And I think that this year's probably, we are trying to make sure that employees and Associates know about it, and lead by example, as much as possible. Are you taking the day off? Hope you are?

José Maria Athayde: Yes i am!

Patricia Daimiel: Okay, me too! Great. So that's great. So I think that's are a couple of things. I don't know that they're linked specifically to NielsenIQ IQ as in the new CEO, that, in a way to me this is more continuty of actions that were already in place will not be as too bad, because obviously that's linked to COVID. But support of the culture that we already had. And I think NielsenIQ has that culture. Right. So before that we we have Nelson global impact day, which I hope, I hope I don't know if it will, but I hope that we can go back and do it again. So because we support volunteering,

José Maria Athayde: Yeah, I really enjoyed that day

Patricia Daimiel: You can still do volunteer and up NielsenIQ. So, NielsenIQ, I think, runs you I think it's 24 hours.

José Maria Athayde: 24 hours, yes correct.

Patricia Daimiel: Of volunteer paid volunteer on time. So, you can do that whenever you want. Right?

José Maria Athayde: Yes. Because like every year I do it this year, of course, we couldn't do it yet.

Patricia Daimiel: yeah, but what I thought it was a nice and special was to do it all together at the same day. It's hard there because it was a day not only our volunteering, but also a day of connecting with everyone.

José Maria Athayde: And we would all be wearing the Nilsen t shirts and just, you know, yeah, collaborating and supporting other communities. It was special.

Patricia Daimiel: Yeah. I never wore the T shirts. Well, the last one. Because I tell you why. before yes. Because when I was in UK, for instance, I did it because I went to woods and stuff. And I used to do like to remove trees and things. Like very, very physical stuff. But in the last few years, we've worked with an organization that supports refugees, lgtb refugees, and we do this day together with them. And because it's an about inclusion, we didn't want to be dressed as we are volunteering to spend time. It's a signal, right? It's, it's completely the opposite of it separates. So if that's why we thought about and I were like, No, no, no, let's not because it's about bonding. It's about making sure that we listen to each other that we learn from each other. When we spend a day together. We are like we do different activities. And that's why for the last few couple of years that we work with this organization, which is amazing. We didn't wear them.

José Maria Athayde: Yeah, but it made total sense.

Patricia Daimiel: One last thing. I know you know about this, but obviously the NRGs are another initiative. I've talked about the Mental Health Day, I've talked about that on the compensation to support working from home, but also the NRGs and inclusion impact teams that we have in each country? I think it's a great, it's a great example of how we try to motivate teams, and this comes from, inclusion impact teams and the NRGs. It's a grassroots effort and comes from the employees. So it's about doing what employees are asking for. So I think that's a great initiative as well. Yeah, go for it. Sorry.

José Maria Athayde: No, no, no, thank you for reminding that. That's great. The last question I have for you, it would be what actions again, and attitudes did you and other leaders take for managing and dealing with a change

Patricia Daimiel: me personally for myself?

José Maria Athayde: You to your team

Patricia Daimiel: my team? Okay. I think I think number one is communication. So I think and I think we've all done more communication. So more regular communication. So both weekly calls, 1to1s, asking how are people getting a little more personal, all thought, especially through the COVID time, and when we have been doing remote working, that's one of the things we've done, specifically here to support our culture and motivate people. Because we knew so I'm based in Madrid, one of the things we were able to do because the timing was right, is that last year, when we all went, you know, to do remote work, or at least of the building was coming to the end. So we actually negotiated, we let go of one building of one floor, and we have three floors. And when we let go one floor, and with part of the segments, where do we refurbish the space? So now it looks super, like it looks much nicer. So and we made lots of collaboration pots and areas. And that's nice, right? So I think that that's as well part of motivation, if you're going to come to the office less often, which is another big thing that personally, I've been working a lot with my my region, so I lead the South clusters. So Portugal, Spain, and Italy. So one thing that I've been working on with with the people team is to change the contracts right to people come to the office, three or two days. But when you come to the office, you have to have the best possible experience. So you have to have to come to the office with purpose, you are coming to meet with your team, to try to make sure that the work you do from the office should be different from the work you do, frankly, from home, maybe you do focus work. And when you come to the office, that's when you do your team meetings, your one-to-one interaction collaboration with others, you need a very different space for that. So for instance, for me personally investing time, so I was very, very involved in the redesign of the office and meeting with the guys designing everything, honestly epic. I mean, there was a team but there was a lot of work doing that. Right so and that to me is part of how you motivate associates you have to feel proud of the place you work at, and that's part of it right?

You want your house to look nice and welcoming. You want your office to look nice and welcoming.

José Maria Athayde: Okay Patricia. I think I've got everything, it was a great input was really helpful. So thank you so much. I'm gonna stop recording now.

11.2.3 Interview C

Interview recorded on the 14th of October 2021 to Ana Paula Barbosa, Retail Director at NielsenIQ.

Jose Athayde: My first question to you is when you think of the recent organizational change process that we've been through in NielsenIQ for the past year, do you feel that strong tactics were adopted by the company for motivating and engaging the employees

Ana Paula Barbosa: I feel that initiatives were developed to motivate and engage employees, unfortunately it also coincided with a time of a lot of turbulence organizationally, it doesn't negate these initiatives but there were other impacts that beyond....are we talking about what period?

Jose Athayde: last year, organizational change from Nielsen to NielsenIQ

Ana Paula Barbosa: I thought it was more the impact of the pandemic

Jose Athayde: Oh no, I should have explained that more clearly. I am studying organizational change, not the pandemic itself. Of course it is a variable in the process and it had its impact.

Ana Paula Barbosa: In relation to managing the impacts of the pandemic, I think that the company did well in supporting and motivating the employees. when it comes to organizational changes, I wouldn't say that strong tactics were adopted, because being changes that affect people a lot, it is difficult for any initiative to be implemented to motivate employees. When we see teams shrinking, when we see talent leaving around

us, when we see so many people uncertain about the future, no matter how much the company does and didn't do it, but even if it did it was hard for people to get more motivated in this context. But I do think it improved when comparing in the beginning and now.

José Athayde: Yeah, makes sense. So the second question I have for you, is, what is the importance of leadership behaviour within NIQ? How do you think that the company views leadership behaviour?

Ana Paula Barbosa: NielsenIQ gives importance and has invested a lot in training for leaders. Now, what I feel as a leader is that there is an increasing loss of autonomy and that often I don't have a direct intervention in many areas. I am losing that influence, I have been losing influence. So there is a concern and several training sessions have been created, but there haven't been any, or rather none support, my manager hasn't encouraged me to go to these courses, it's not in my objectives. I do it because I want to, we have autonomy in the acceptance or not of these trainings that are made available, and from my side there is not much pressure to do them. There are decisions that are imposed on me in relation to my team and the management of my team that I don't have any kind of influence on.

José Athayde: Okay. I'm now moving. Now on to a bit more leadership approach. First, I ask you and in your relationship with your team, what kind of leadership approach do you mainly adopt? And then do what do you feel NielsenIQ adopts?

Ana Paula Barbosa: I focus on leadership based on trust, teamwork and honesty. i often position myself as one of them, i.e. i don't make the distinction because i have in my team a person who has been off sick for more than a year, i distribute the tasks to the team and i myself have taken over part of those tasks. I assumed work that is normally done by consultants, I also do it. I always try to lead by example and to be very close and open with the team. My team is very willing to talk to me about what is going well and what is going wrong.

Jose Athayde: How do you see your applied leadership style vs. NielsenIQ's leadership style?

Ana Paula Barbosa: I see myself in many things, and I agree with everything that we see in the trainings. I have done several sessions already, and I really am completely aligned with that vision, I see myself in that vision, now: if there is a tracking, an evaluation to this vision of leadership: I don't think so. what I mean is that I, as a manager, don't feel that I am being evaluated for my leadership skills. I am evaluated for results, quantitative etc. and in my goals I have nothing related to leadership. There is no point in the NielsenIQ annual goals that says in your goals you have to have something related to your role as a manager. since we don't have that in our goals, we feel that we are not being evaluated as managers, we are being evaluated by results, almost like they say in NielsenIQ" individual contributors".

José Athayde: Okay. Great. Now, I want to ask you, if you feel like there's a direct relationship between the employees motivation, engagement and the leadership behaviour, do you think they're related? Do you think they're not?

Ana Paula Barbosa: I think so, as a manager I think we have a huge influence on the motivation, the well being of people, and even their happiness. I see a lot of people, even outside of NielsenIQ, with psychological problems, who have their personal lives affected by problems at work, often problems with managers and the way people are treated. My motivation varies a lot with the leaders that I have. I feel that a lot of my motivation comes from the fact that I feel supported and I feel that they are trusting me and that's what I try to do with my team as well. transmit confidence and give them autonomy, another thing that I also find very important is to try to have a completely open dialogue with people, see what they like to do, what they don't like and try to adjust.

Jose Athayde: So you see communication as being a very important factor in this employee manager relationship?

Ana Paula Barbosa: Communication is very important. during the pandemic, in conversations with the team we had a lot of space and openness for conversation. we created chat groups to talk. we felt in conversations with the team, that with telecommuting we lost those informal conversations that we had. I work in the retail area, many times when we are together someone comments on a continente initiative, or the opening of a store of another client and we all end up benefiting from these

conversations that are not very formal. and we came to the conclusion that this is what we were missing a lot despite the numerous calls we had, but the calls always have a time and topic associated. So I created one hour per week, "tertulias", completely informal conversations, we were there talking about everything and really the best feedback I had from someone in my team, a person who even goes down easier, told me this: it is the best moment of the week. so that as a manager 'is the best feedback I could have. I never thought it would make that difference. It really had a big impact on my team, I can create good moments and I try to do it throughout the year. two moments where we go out for a whole day to visit stores, because it is also important for our work. we turn it into a different day, have lunch etc. I also encourage my team to propose different things. Different experiences. I am very aware as a manager that we have a huge impact on employee motivation and engagement.

Jose Athayde: Which actions NielsenIQ takes for developing leaders/managers?

Ana Paula Barbosa: Unfortunately they are online sessions and that has its interest, but it is like I say, nobody is controlling at this moment if I attend these sessions or not. nobody is asking me to complete them, there are levels of certification, as we do more sessions we increase the level but nobody is asking me to do them. I've had five different managers at NielsenIQ in the space of a year, managers that are less and less local and more distant, and even in the relationship of proximity with me, not only geographically. There is a lot of information, a lot of tool kits, a lot of workshops, a lot of things, but concretely no one is telling me, there is no follow-up.

José Athayde: I would also like to ask you what actions again, behaviours and attitudes were taken by the leaders to motivate employees. And i also want to ask about your example, how have you motivated your team?

Ana Paula Barbosa: I have already explained a little bit what I do, the other leaders.... what I have seen, awarding prizes when a project goes well, it has already happened to me and it feels good. it feels good during the pandemic I even received I think it was sent home, a gift for a project that went well and felt good, that's it. no matter how much they say that what is material is not what counts, receiving a tablet at home is always nice. the words are very important and supportive and understanding. I also like to see when they trust me, I've had different scenarios in the past, I've faced crises and

complicated situations and I had a manager trusting and believing in me and I felt motivated. there are two issues: one with material things and the other with the more motivational issue and there I think trust and recognition are two key words. Now we go to the other part that I think also counts a lot, we go to the material things and the bonuses. That is where I think NielsenIQ is completely wrong in the way they do things, for several reasons. 1- I in the last years I haven't seen a cause-effect relation between my results and the bonuses I received. there were years when we had fantastic results and other years when I had my bonus cut because the European or World level didn't go well for the company. it also happened the opposite, I had my bonus increased even though my year wasn't that good, but because the company had a good year and good results I got paid for it, so I don't see a cause-effect relation with my performance. I think it is a huge mistake, second mistake that is the one that I am struggling with right now, is putting targets, goals that are too high on people and it doesn't motivate. Some things that I think are also interesting are the sales incentive programs, punctual, we have incentives to sell certain solutions to our customers.

Jose Athayde: What actions/atitudes/behaviours did you and other leaders/managers take for managing and dealing with the change

Ana Paula Barbosa: As for the actions, I think they put the actions very much in self service mode, what do I mean, we received dozens of mails related to the change of microfost, a 30min/1hour session could even be with several countries at the same time, it would have been much more useful than the way it was done. some champions were created but the only thing they did was to anticipate the change for that person and they themselves saw the difficulties they had and then try to help the team - I don't think that was the best option. i think there is an excess of information and a lack of practical sessions. the change of branding wasn't that bad because the change of image has less implications. there was communication, there was a session about the new branding there were resources easy to assimilate and i think that this change was quite soft. The microsoft one has more to say, we were lost, it could have gone better.

Jose Athayde: And with organizational changes? of managers, of team structure?

Ana Paula Barbosa: People were insecure, I was insecure, my managers were insecure, so I start to worry when my manager is insecure. Even today I still feel insecure because

I know that there are going to be more changes. Although the watchword is speed and everything happens quickly, for us it was not very fast. receive communication team by team. more than that is, the worst is when we can not understand what will change in practice. this in the commercial area is happening a lot and then when this happens we are bombarded with rati matrix to explain what each one will do, lots of documents, very complex documentation and that no one has time to read to explain us who will do what. in these things of communication, less is more. do things in a simple and objective way and have less communication about things. when you realize that no one is following up, it seems that they do more and more emails and communications. Nowadays, this is another issue at NielsenIQ, I would need more time to talk about it, you know? what there is at NielsenIQ also in terms of communication is too much communication and too many initiatives. which is a little bit annoying, because the teams are now under pressure in terms of amount of work, they are very reduced, there has been a lot of productivity, which is the term they use at NielsenIQ to reduce people is productivity. There has been a lot of reduction in the teams and then we are bombarded with all kinds of communication that could be very interesting if we had time. for impact & inclusion, many things, pride month etc. I don't know there are many things that are happening and I think it is interesting and good that NielsenIQ does, but then we receive too much communication about a lot of things. Many newsletters, from operations, HR etc and when I read them I find them interesting and then the international ones. There should be a control of the flow of communications that reach people, because what happens is that people end up devaluing, automatically rejecting those readings and it's a shame because then it has the opposite effect. Even the theme of metnal health, I think is very important and super important, now we have cyber security, but we don't have time for everything and it should be managed in a more controlled way.

Jose Athayde: Thank you very much for your input and time!

11.2.4 Interview D

Interview recorded on the 14th of October 2021 to Leader 1, Director in the Sales Division of NielsenIQ (Interviewee asked to be kept anonymous).

José Athayde: Thank you for your time. My first question to you is when you think of the recent organizational change process that we've been through in NielsenIQ for the past year, do you feel that strong tactics were adopted by the company for motivating and engaging the employees

Leader 1: More or less ,actually, we have been passing for some restructuring and this is something that when you need to change and make some restructuring in the company its something that comes always with some instability. Okay. And instability creates, anxiety, in people I would say that, you know, for taking into consideration all the movements that we have done in the company in the last few years. There were a lot of changes a lot of restructuring. I don't think we have created the right tools to, to guide people on through those changes in the right way. In regards to motivating people, engaging the employees, I think we would have failed in some way on that process.

José Athayde: Can you specify?

Leader 1: Probably we have done some efforts in order to engage more with the employees, but I'm not sure if we were successful, you know, achieving success with those tactics because, you know, when you have a restructure every six months, it's always very, very tough to motivate and to engage people, you know, and that's, that's why I'm not saying that the company as a whole hasn't tried. Okay, but probably we weren't successful, because, you know, we are changing every moment. And this is creating a lot of instability on people, in our people.

José Athayde: Yeah, makes sense. So the second question I have for you, is, what is the importance of leadership behaviour within your fund iQ? How do you think that the company views leadership behaviour?

Leader 1: The importance is, it's huge, I would say, because , we need to lead by example, we should lead by example. And if we don't have strong leadership teams, if we don't have charismatic leaders, no one will believe you know, and we need to have people believing in our, in our strategy, believing in our business, you know, and supporting our strategies. Therefore, I would say that it's it's key to have strong leadership.

José Athayde: So you feel like NielsenIQ IQ views leadership as key and as a very important factor?

Leader 1: Definitely. Yeah.

José Athayde: Okay. I'm now moving. Now on to a bit more leadership approach. First, I ask you and in your relationship with your team, what kind of leadership approach do you mainly adopt? And then do what do you feel NielsenIQ adopts?

Leader 1: Yeah, my style, normally people say says, say that i am natural leader, which for me, it's a good compliment. It's it's always great to listen. You know, I tend to lead by example, to be quite close of my team, my people, you know, working hard, always working hard. I've never asked anyone in my my team to do something that I don't have for myself, you know, and that's my my way to see leadership you know, and of course, I try also to inspire to take people to the next level. I have always one objective is, you know, when people come, come come to work with me, I always say you know, I want in a few years or in the time that we will be working with me at the end that you become a better person and a better a better professional . So I'm not so much focused on the on skills, honestly, I'm very much focused on the people, on the profile of the people that come to work with me, because the skills you can train people, you can train skills, you cannot change a person, you know, yeah, I give a lot of importance to the character of the of the person. And, you know, try to create, to leverage the different skills that these different profiles that we have within the team and try to get the best from each of them.

José Athayde: Okay, and do you feel like your leadership style is in line with other leadership styles within our company? Within NielsenIQ?

Leader 1: Depends, I would say that there are people that probably agree, but in general think it, I think yes, the answer is yes. But I would say that we have been losing through the time. Some of these super engaged leaders, you know, they're very much engaged with with with the business.

José Athayde: Okay. Great. Now, I want to ask you, if you feel like there's a direct relationship between the employees motivation, engagement and the leadership behaviour, do you think they're related? Do you think they're not?

Leader 1: 100%. Completely related.

José Athayde: Yeah. And how do you think they relate?

Leader 1: Look, you cannot work with anyone that that don't create in yourself a positive reaction, positive sensations, you know? We are people you know, we are human beings. And we are emotional and the way I see leadership is in the relationships, not so much hierarchical, you know, but more as, as colleagues in the way we need to accomplish some tasks, some objectives, to tackle some, some, some, some some projects. So we need to act as a team super engaged in to put emotion on the business. I don't believe we can do a great job if we are not emotionally linked to the business, you know, and you need to create that kind of engagement, emotional engagement with your people. Otherwise, you know, we would be like, robots.

José Athayde: Totally

José Athayde: Yeah, totally. And so one thinking of how the company handles leadership trainings, do you feel like so what do you feel like the company has done to develop its leaders and managers?

Leader 1: The company has done some trainings and some programs over the year. In the end, I think it is always something that the company supports and has been investing also through the years, you know. I think we can develop managers, we can develop in some way, leaders, but I also think that there are some kind of characteristics in a leader that you cannot teach. And this is where I think, we (NielsenIQ) should probably do a better job, you know. How to attract, how to retain the talent, the leaders that we have today and the leaders that we want to have in the future and we need to hire.

José Athayde: So you feel like, leadership is more of a characteristic that is born with you, rather then something you can train?

Leader 1: I think so. Yeah

José Athayde: I would also like to ask you what actions again, behaviours and attitudes were taken by the liters to motivate employees. And i also want to ask about your example, how have you motivated your team?

Leader 1: I tend to agree on their operating rhythms or with the team, you know, every year we speak, we align on our objectives as a team, also as individuals, and we set our operating mechanisms you know, that includes one on one's, team meetings, some business reviews, a lot of things, you know, some lunches as well that we tend to organize ourselves, you know, and the way we will operate in the year. Every time you set a strategy, you know, we need to set a strategy and we need to make sure we are and we have the right conditions to have a perfect execution of that strategy. Otherwise, you know, it will be just a dream, you know, so we need to set a strategy to have the perfect execution of that strategy and that's what we always try to do. And you know, also from our people development, you know, I'm always very close of my team and my colleagues, you know, and I have always tried to pass my knowledge to work with them on some aspects. I tend to pay more attention to the strong points, then the weaknesses, okay, because I don't think we should spend our lives trying to change the points where we are not so good. I think we should put more focus in the strengths.

José Athayde: Great. As my final question, so thinking of this process of change for the last, let's say, one year, one year and a half, we have you know, we separated the two businesses, so connect and media, we became NielsenIQ IQ. We had a new branding, we changed from Google to Microsoft. So a lot of changes happened right. Also. Some teams have changed some people left the company so I want to ask you, if you felt that your team was feeling insecure about the future? How did you dealt with it? How did you kept them engaged? or How did you make them feel more safe? So how did you approach your leadership during this period of change basically.

Leader 1: With transparency, being transparent in the end, you know, being quite honest with everyone. And of course asking for dedication, asking for their focus because you know, we cannot change what we cannot decide or control you know, and because we cannot do that, we cannot change what we cannot control, it's it's a completely waste of time to be focusing in some aspects that we see, you know, abroad and where we cannot influence. From that perspective i think overall the team has been focusing on the business, on the company objectives. I feel that, you know, I don't hide that they are a bit anxious and probably a bit disappointed with all the changes, all the instability we have been seen in the company, but it is always true that they have a very clear view about their job, the importance of their job within our company, how they can

contribute and thats the most important for me. To have them focusing on the objectives with a clear view about their importance and their contribute to the business.

José Athayde: Okay, thank you so much. I will stop recording now.