

Open University of Cyprus

Faculty of Economics and Management

**Postgraduate (Master's) Programme of
Business Administration (MBA)**

Postgraduate (Master's) Dissertation



Leadership in Organizations
A Study to Explore the Relationship between Leadership
Styles and Employee Engagement in a Financial Organisation
That Goes Through Frequent Changes and Transformational
Exercises

Eliana Christoforou

Supervisor
Alexia Panayiotou

May 2020

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The present Postgraduate (Master's) Dissertation was submitted in partial fulfilment of the requirements for the postgraduate degree
In Business Administration (MBA)
Faculty of Economics and Management
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Summary

The on-going changing demands of the modern business world drive leaders into further exploring skilled practices to increase employee engagement for retaining employees and improving financial results within their organization. The goal of this study is to determine whether leaders of a constantly changing organizational environment are perceived to exhibit specific leadership behaviours and whether leadership styles practiced by a leader relate to a positive or negative outcome on employee engagement.

A descriptive quantitative research methodology was used and a two section survey was utilized to collect responses from the 40 employees of a financial institution located in Cyprus. Survey instruments included the Multifactor Leadership Questionnaire (MLQ 5X-short) for determining the perceived leadership behaviours and the Utrecht Work Engagement Scale (UWES-9) for measuring the level of employee engagement. Furthermore, 20% of the employees were interviewed for understanding the change frequency levels of the organization from the employees' perception and memory.

The findings revealed that employees working in a constantly changing organizational environment perceived all their leaders to practice more frequently two of the transformational behaviours, Idealized Influence (II) and Inspirational Motivation (IM), despite the fact that half of the leaders were perceived to exhibit overall more transformational leadership style behaviours and the other half more transactional.

Furthermore, the leadership style and employee engagement relationship analysis revealed only one significant association; the positive influence of transformational leadership style on overall employee engagement whereas no significant association was found for either transactional or passive-avoidant leadership styles. Another important outcome of the study is that only certain transformational behaviours were found to have an influence on the overall employee engagement and on specific -not all- characteristics of engagement. The leadership behaviours identified to influence employee engagement are Individual Consideration (IC) and Intellectual Stimulation (IS). Individual Consideration (IC) was found to have a positive influence on both dedication and absorption employee engagement characteristics while Intellectual Stimulation (IS) only on dedication. None of the 3 leadership styles were found to have an influence on vigor employee engagement characteristic.

Περίληψη

Οι συνεχιζόμενες μεταβαλλόμενες απαιτήσεις του σύγχρονου επιχειρηματικού κόσμου οδηγούν τους ηγέτες σε περαιτέρω διερεύνηση πρακτικών που ενδυναμώνουν το επίπεδο δέσμευσης των εργαζομένων με σκοπό τη διατήρηση ειδικευμένου ανθρώπινου δυναμικού και τη βελτίωση των οικονομικών αποτελεσμάτων της επιχείρησης για την οποία εργάζονται. Ο στόχος αυτής της μελέτης είναι να προσδιορίσει κατά πόσον οι ηγέτες ενός συνεχώς μεταβαλλόμενου επιχειρησιακού περιβάλλοντος παρουσιάζουν συγκεκριμένες ηγετικές συμπεριφορές και εάν τα στυλ ηγεσίας που ασκούνται από έναν ηγέτη σχετίζονται με ένα θετικό ή αρνητικό αποτέλεσμα στην δέσμευση των εργαζομένων.

Η ερευνητική μεθοδολογία που χρησιμοποιήθηκε είναι περιγραφική ποσοτική. Μια διμερής έρευνα σχεδιάστηκε για τη συλλογή απαντήσεων από τους 40 υπαλλήλους ενός χρηματοπιστωτικού ιδρύματος που βρίσκεται στην Κύπρο η οποία περιλάμβανε το ερωτηματολόγιο πολλαπλών παραγόντων ηγεσίας (MLQ 5X-short) για τον προσδιορισμό των αντιλήψεων συμπεριφοράς ηγετών και την κλίμακα δέσμευσης εργασίας της Utrecht (UWES-9) για τη μέτρηση του επιπέδου δέσμευσης των εργαζομένων. Επιπλέον, το 20% των εργαζομένων συνεντευξιάστηκαν για την κατανόηση των επιπέδων συχνότητας αλλαγής του οργανισμού.

Τα ευρήματα αποκάλυψαν ότι οι εργαζόμενοι σε ένα συνεχώς μεταβαλλόμενο εργασιακό περιβάλλον αντιλαμβάνονταν όλους τους ηγέτες τους να ασκούν συχνότερα δύο μετασχηματιστικές συμπεριφορές, την εξειδικευμένη επιρροή (II) και τη διανοητική διέγερση (IM), παρά το γεγονός ότι οι μισοί ηγέτες θεωρούνται από τους εργαζομένους ότι παρουσιάζουν συνολικά περισσότερα μετασχηματιστικό στυλ ηγεσίας και το άλλο μισό πιο συναλλακτικό. Επιπλέον, η ανάλυση της σχέσης του στυλ ηγεσίας με τη δέσμευση εργαζομένων αποκάλυψε μόνο μία σημαντική σχέση- τη θετική επίδραση του μετασχηματιστικού στυλ ηγεσίας στη δέσμευση των εργαζομένων- ενώ δεν βρέθηκε σημαντική σύνδεση για τη συναλλακτική μορφή ηγεσίας αλλά ούτε για τη παθητική μορφή ηγεσίας. Ένα άλλο σημαντικό αποτέλεσμα της μελέτης είναι η διαπίστωση ότι μόνο ορισμένες μετασχηματιστικές συμπεριφορές επηρεάζουν τη συνολική δέσμευση των εργαζομένων και συγκεκριμένα - όχι όλα - τα χαρακτηριστικά της δέσμευσης. Οι συμπεριφορές ηγεσίας που βρέθηκαν να επηρεάσουν την δέσμευση των εργαζομένων είναι η εξατομικευμένη εξέταση (IC) και η διανοητική διέγερση (IS). Η εξατομικευμένη εξέταση διαπιστώθηκε ότι επηρεάζει θετικά τόσο το χαρακτηριστικό της αφοσίωσης όσο και το χαρακτηριστικό της απορρόφησης των εργαζομένων, ενώ η πνευματική διέγερση επηρεάζει θετικά μόνο το χαρακτηριστικό της αφοσίωσης. Κανένα από τα 3 στυλ ηγεσίας δεν βρέθηκε να επηρεάζει το χαρακτηριστικό του σθένους.

Acknowledgments

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Chapter 1

Introduction

1.1 Setting of the Study

Within the competitive world of the service industry, organizations are struggling with different strategies to adapt to changes and stay ahead of competition. In this landscape, retaining and engaging skilled employees has become the focus point. Engaged employees contribute greatly to the profitability and therefore it is fairly considered one of the key factors for the survival and success of any organization (Kular, et al., 2008; Shashi, 2011).

Studies have shown that leadership is one essential component which adds, positively or negatively, to employee engagement (Attridge, 2009; Macey & Schneider, 2008; Hirtle, 2016, Saks, 2006; Walumbwa et al., 2009) and thus leaders' practices and behaviours should be oriented around building an environment of trust and engagement among their employees.

This study aims to examine the employees' perception on leadership behaviours practiced by their leaders and their self-perceived level of engagement in the content of a constantly changing organizational environment within financial services sector. The outcome of the study targets to provide leaders in service sector a better understanding on which leadership behaviours may possibly have a positive or negative influence on employee engagement in workplace.

Leadership is a highly creative interpersonal dimension requiring a leader to know when and how to engage other individuals using specific behavioural methods and skills (Ionescu, 2014). Exploring the leadership behaviours of transformational, transactional and passive-avoidant leadership styles may help understand how leadership behaviours relate to different characteristics of engagement (vigor, dedication, absorption) (Wright, 2019).

1.2 Statement of the Problem

The general problem detected, is that the increasing changing demands of today's business world makes it harder for leaders to determine the right approach and leadership styles required to engage employees. Successful delivery of any change requires the full attention and focus from the people who lead the change and therefore leaders are left with less time to dedicate in understanding, listening, comprehend and react to employees' feedback and needs.

Globalization and the technological evolution of the last couple of decades brought businesses face to face with some new concepts to embrace. "Customer Satisfaction", "Product Innovation", "Social Responsibility", "Zero-Touch Processes", "GDPR", "Know-Your-Customer" are just a few of these terms which organizations continuously have to comply with in order to keep being operational and competitive.

In this fast growing environment, change is by definition the only constant element within the business world. The need for change is even more intense within the service sector where the competition is stronger and technology has a big influence on how services are delivered and on the overall customer experience (Ismail, 2018; Chauhan, 2018; Anderton et al.; 1995). That is why organizations are working in identifying and building a strong leadership that can identify the need, adjust and deliver change.

Another equally important element in service sector for successful delivery of change is the dedicated workforce. Employees in this area (Tasso, 2019) are those who are constantly interacting with customers, they are the face of the company and thus employee engagement has a direct impact on service quality, customer satisfaction and productivity.

One of the greatest challenges in today's business world is retaining skilled and qualified employees and while employee engagement is recognized as one of the key factors for retaining employees (Sundaray, 2011), leaders continue straggle to determine the right practices and leadership behaviours required to do so (Zhang, Avery, Bergsteiner & More, 2014).

1.3 Purpose of the Study

The purpose of this study is to examine the relationship between the different leadership styles and the perceived levels of employee engagement among the employees of a financial organization in Cyprus which undergoes frequent changes and transformation exercises.

The organization selected for the study, for which anonymity will be retained to eliminate any reputational and confidentiality risks, is a financial company belonging to the wider family of a global financial organization. The Cyprus branch consisting of 40 employees and with over 60 years of presence in Cyprus market is the subject of this study. Due to the nature of the company, it is anticipated that the organization goes through frequent changes exercises in order to keep-up with and adopt the decisions of the mother company.

The goal of this study is to determine whether leaders who apply transformational, transactional or passive-avoidant leadership behaviours relate to positive or negative impact on employee engagement and its characteristics of vigor, dedication and absorption. For the purpose of the study, leaders of the financial institution were defined to be the managers leading the four main departments of the organization (Sales, Customer Service, Support Services and Finance). Selection was decided based on the visibility and interaction of the role among all the employees of the organization.

1.4 Research Questions

The present study aims to answer the following questions:

- What is the employees' perception of the leadership behaviours practiced in a constantly changing organizational environment?
- What is the relationship between the perceived leadership styles by the employees' and the level of employee engagement within the same organization?

1.5 Research Methodology

For the purpose of this study a descriptive quantitative methodology was employed and a structured survey consisting of two parts was used as a primary data collection

method. The two sections of the survey included the multifactor leadership questionnaire (MLQ) for identifying the leadership characteristics and the Utrecht Work Engagement Scale (UWES) questionnaire for measuring the level of employee engagement.

Furthermore interviews were utilized as a descriptive qualitative research tool for understanding the change frequency levels of the organization out of employees' perception and memory.

1.6 Importance of the Study

The on-going changing demands of the modern business environment drive leaders into further exploring practices to increase employee engagement for retaining skilled employees and also improving financial results of the their organization. The focus of this study is to explore the leadership styles and behaviours practiced in a frequently changing work environment as well as to study the relationship between those leadership styles and level of employee engagement.

The intent of the study was to make contributions to overall leadership and employee engagement research. In fact, the study's target was to shed light upon which leadership styles and behaviours demonstrated by leaders can positively or negatively affect the levels of employee engagement thus helping leaders understand which skills and practices need to develop in order to have positive impact on overall organizational outcomes such as profitability and skilled employee retention.

Chapter 2

Literature Review

2.1 Introduction

The 2 fundamental questions that this study aims to address highlight the need for a further review into better understanding the following three areas: Change management (the process of implementing change), leadership and employee engagement.

2.2 Defining Change & Change Management

The world is constantly changing. Nothing remains static and the same applies to organizations as well. In order for any organization to survive through time, it needs to adapt to the changes of the world. The pressing need for change in business may arise and be triggered by various types of factors; either internal such as change of leadership, low productivity, high expenses, mergers and acquisitions or external such as technology, regulations, change of market needs.

2.2.1 Types of Organizational Change

Type of change can be categorized in a number of ways based on a variety of criteria (i.e. complexity, nature, drivers) but most of the definitions which exist are related to either (a) the scope of the change or (b) the positioning of the change in relation to internal/external events.

Types of change based on the scope of the change:

As per Ackerman (1997, see figure 2.1), there are three types of change falling into this category:

Incremental/Developmental Change: This is a type of a change that occurs slowly over time, involving a series of small steps with target to maintain, improve or correct

existing aspects of the organization. Incremental changes do not alter the organization’s core. Examples of incremental change are the improvement of a skill, a process or a product.

Transitional Change: Seeks to achieve a known desired state that is different from the existing one. It is episodic, planned and second order or radical. Such examples are corporate restructures, merges and acquisitions, implementing new technology etc.

Strategic Transformational Change: This type of change addresses the whole organization. “It is a process designed to create significant change in the culture and work processes of an organization and produce significant improvement and performance” (Miller, 2013). Examples of transformational change can be a change in organizations’ structure and culture or a business process re-engineering.

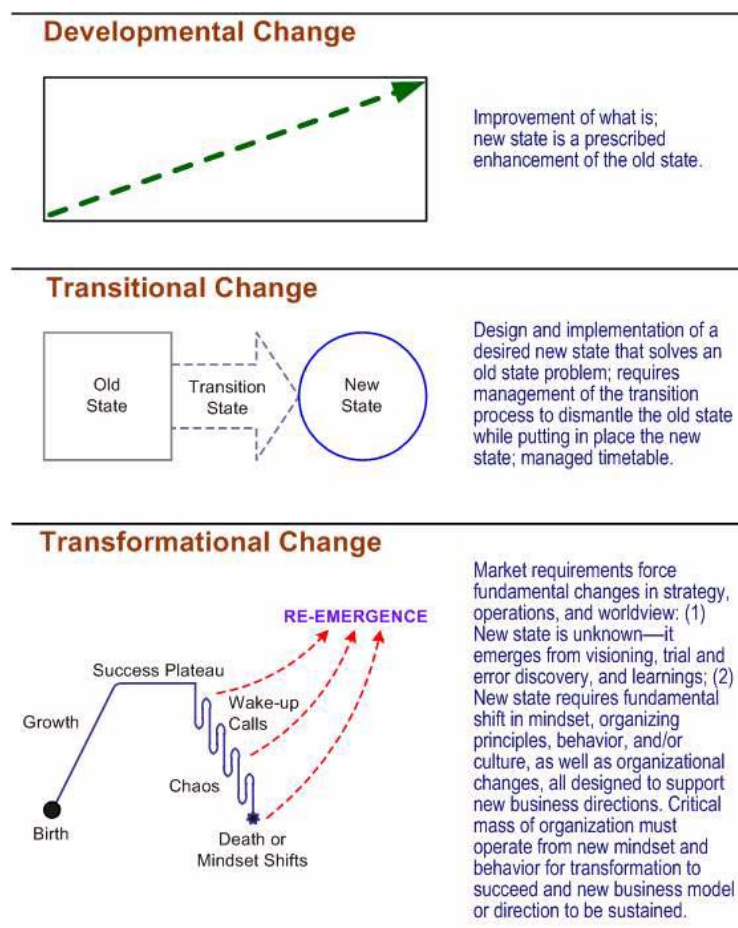


Figure 2.1: Ackerman Anderson L., Anderson D. (2010) Awake at the Wheel: moving Beyond Change Management to Conscious Change Leadership

Types based on positioning of the change in relation to internal/external events:

Reactive/Unplanned Change: It is a response to an unanticipated event after the fact (Spensieri, 2017). It is a change that occurs when unexpected forces obligate organization to implement change. These types of changes are more intense as they require high activity in a short period with minimum to none space for preparing people in advance. An example of such a fact is a closing down of a competitive business due to unforeseen factors or the sudden resign of the company's CEO.

Anticipatory/Proactive Change: Changes that are initiated in anticipation of an event or a series of events to occur. An example of such an event is a new regulation that is expected to be voted by the parliament in due time.

Remedial Change: Change that intends to remedy current situation. Remedial change focuses on urgently addressing specific major problem.

2.2.2 What is Organizational Change Management

By nature, all human beings are resistant to change as we are creatures of habit. People are used to living and working within their comfort zones and their daily routines. Any change to that way of living creates anxiety and is not easily accepted. Fear of the unknown, the emotional security developed with old habits and practices, as well as the lack of confidence in succeeding in something new, could be some of the key reasons people may show resistance to change.

No matter how well designed a solution or a change delivery might be; the employees of the organization are those who will finally determine the success or failure of any change initiative. The workforce of the organization is the one who will be adopting the change in their day-to-day activities and if they are not convinced of the benefit and purpose of change, no matter how well the project delivery is; the change will not be accepted and will eventually fail. Organizational change management was introduced to cover exactly this area: to prepare and engage employees to accept and embrace change.

Organizational change management is a complementary process to the overall project management of delivering a change (prosci, n.d.). On the one hand, project management focuses on designing, developing and delivering a solution, while on the other hand change management targets to ensure that the solution will be understood, embraced,

accepted and used.

A comprehensive attempt that has been made in defining organizational change management is offered by Jeffrey Hiatt and Timothy Creasey (2012) by which is described as “the application of processes and tools to manage the people side of change from a current state to a new future state so that the desired results of the change are achieved”.

According to Noer (1997), leaders are the most fundamental tool for change as they have the capabilities to lead others in embracing change. Those are the ones within the organization who will drive and deliver change management.

2.2.3 Methods of Delivering Change

While many change management models developed have been developed over the years (Collier, 1945; Lewin 1945; Schein 1980; Mento et al. 2002; Jick 2003; Lippit et al., 1958; Kotter, 1996), the three widely known and used are:

Lewin's 3-stage of change model: A model developed by Kurt Lewin in the late 1940's who defined change delivery as a 3-step process (Unfreeze-Change-Freeze). First stage, “*Unfreeze*”, is the period of thawing where awareness and urgency for change is awakened among employees. Second stage, “*Change*”, is the period where change is happening. This step might take time until full implementation and thus continuous reassurance is required for the employees to keep being engaged on the change. Last step of the process, “*Freeze*”, is the stage where company stabilizes again and employees are operating under the new status quo.

McKinsey 7-S model: Model created in 1979 by two former McKinsey & Company consultants, Tom Peters and Robert Waterman. This model consists of 7 internal factors which need to be aligned and reinforced in order for it to be successful (Kenton, 2019). Those factors are classified into two categories “*hard*” and “*Soft*”. “*Hard factors*” are Strategy, Structure and Systems, which can be easily influenced by management while “*Soft factors*” - Staff, Skills, Shared Values and Style - are more intangible. The 7-S model can be also used for examining the effects of future changes in alignment with the 7 factors.

Kotter's 8-step change model: John Kotter in his book “Leading Change” describes 8

overlapping steps to be followed when implementing change in an organization. This model was called the Kotter's 8-step change model. The 8 steps are:

- (1) Increase the urgency of change
- (2) Build a team dedicated to change
- (3) Create a vision for change
- (4) Communicate the vision
- (5) Remove Obstacles
- (6) Create short term goals
- (7) Stay Persistent
- (8) Anchor the changes in corporate culture

It can be argued that Kotter's 8-step process actually fits within the Lewin's 3-step fundamental model of change since the 4 first steps can be aligned with the "*Unfreezing*" stage, steps 5-7 with the "*Change*" stage and final step of Kotter's model can be also aligned with the "*Freeze*" stage of Lewin's model.

2.2.4 Key Roles and Responsibilities for Change

The two main key roles for any change initiative are those who lead change (champions of change) and those who will be impacted by change (stakeholders).

Champion of change is usually the person responsible to bring change vision into live, the one who will be able to engage people and encourage new behaviours. Leaders usually play the role of the change champion since it is the management of the organization that keeps the process of change ongoing and maintains the organization's operational reliability (Nadler D., Nadler M. 1998). In this critical role, the leader needs to work on overcoming some of the most common obstacles that organizations face during a change implementation such as employee resistance, communication breakdown and staff turnover. In order to achieve this, champions of change need to possess some -if not all -of the below seven leadership traits (Bethell, 2017):

- Be comfortable leading new ideas

- Have powerful project management skills
- Have strong networking abilities
- Be influential and engaging with others
- Have superb problem solving skills
- Be willing to take managed risks
- Have emotional management skills of self and others

Stakeholders on the other hand, are the employees who will be impacted in their day-to-day activities, thus it is critical that leaders include and involve those impacted groups in the process. To ensure implementation of change, leaders will need to facilitate employees' understanding as to how this change will impact their everyday work and at the same time guide them to embracing it.

2.3 Defining Leadership

Leadership plays a vital part in organizations' efficiency and success. Any organization will count on its workforce for achieving its objectives and for that, managing that workforce effectively becomes crucial.

In the course of time, a number of definitions have attempted to shed more light on the nature of leadership:

..“Leadership may be broadly defined as the relation between an *individual* and a group built around some *common interest* and behaving in a manner directed or determined by him.” (Schmidt, 1933)

..“Leadership is the behaviour of an *individual* when he is directing the activities of a group toward a *shared goal*.” (Hemphill & Coons, 1957)

..“Leadership is the *process* of influencing the activities of an organized group toward *goal achievement*”. (Rauch & Behling, 1984)

..“Leadership is a process whereby an *individual* influences a group of individuals to achieve a *common goal*.” (Northouse, 2004)

..“Leadership is the ability of developing and communicating a vision to a group of people that will *make that vision true*” (Kenneth Valenzuela, 2007)

.. “Leadership is the *activity* of mobilizing people to *tackle tough challenges and thrive*” (Heifetz & Linksy, 2011)

..“Leadership is a process of social influence which maximizes efforts of others towards *achievement of a goal.*” (Kruse, 2013)

The above definitions –all stated within last century or so –share the same core; the act of an individual (person) towards influencing other(s) to achieve a goal.

2.3.1 Full Range Leadership Theory

Leadership has been studied extensively from different angles for many years and number of theories (trait, great-man, situational, transformational, adaptive leadership, servant leadership etc.) were born and evolved through those studies. As stated by Yammarino (1999), leadership theories have moved from birth or acquired traits to situational and relationship types of leadership, to the function of groups and group process and, currently, to the interaction of the group members with an emphasis on personal and organizational moral improvements.

While early leadership theories concentrated on methods to improve operational efficiency and increase productivity, transactional and transformational theories, which came into spotlight in the 70’s, shifted the focus towards exploring different ways for leaders to motivate followers to achieve goals. Transactional and transformational theories formed the foundation of what was later extended to the Full Range Leadership model which is amongst the most widely used the last decades (UKessays, 2018).

Following Burns’ findings in 1979 on the co-existence of the two leadership styles, transactional and transformational, Bass and Avolio came to the conclusion a few years later (1985) that those two styles are commentary and important in an organization. Bass also identified another leadership style, named Laissez- Faire to describe the complete absence of leadership in an organization (Avolio & Bass, 2004).

The full range leadership model, developed by Bernard Bass and Bruce Avolio in early 90’s, is based on the assumption that there are sets of characteristics a leader can

demonstrate that connect to the 3 major leadership styles –transformational, transactional and passive-avoidant (figure 2.2) and that every leader demonstrates behaviours of these three leadership styles in different levels (Avolio 2010, p.66). Ideally, an effective leader should demonstrate more frequent transformational behaviours rather than transactional and less passive than transactional.

Passive- Avoidant		Transactional		Transformational			
Laissez-Faire (LF)	Management-by-exception		Contingent reward (CR)	Individual Consideration (IC)	Intellectual Stimulation (IS)	Inspirational Motivation (IM)	Idealized Influence (II)
	Passive (MBE-P)	Active (MBE-A)		<i>Caring</i>	Thinking	Charming	Influencing

Figure 2.2: The full Range Leadership Model

The full range leadership model graph (illustrated in figure 2.3) consists of 8 single-order factors accounting for leadership effectiveness, active and passive leadership (Antonakis et al., 2003). The evolution of the model starts off at the top with transformational leadership being the most effective type of leadership and slowly progressing down to transactional leadership in the centre of the graph, and at the end of the line is the laissez faire, which is basically the absence of leadership.

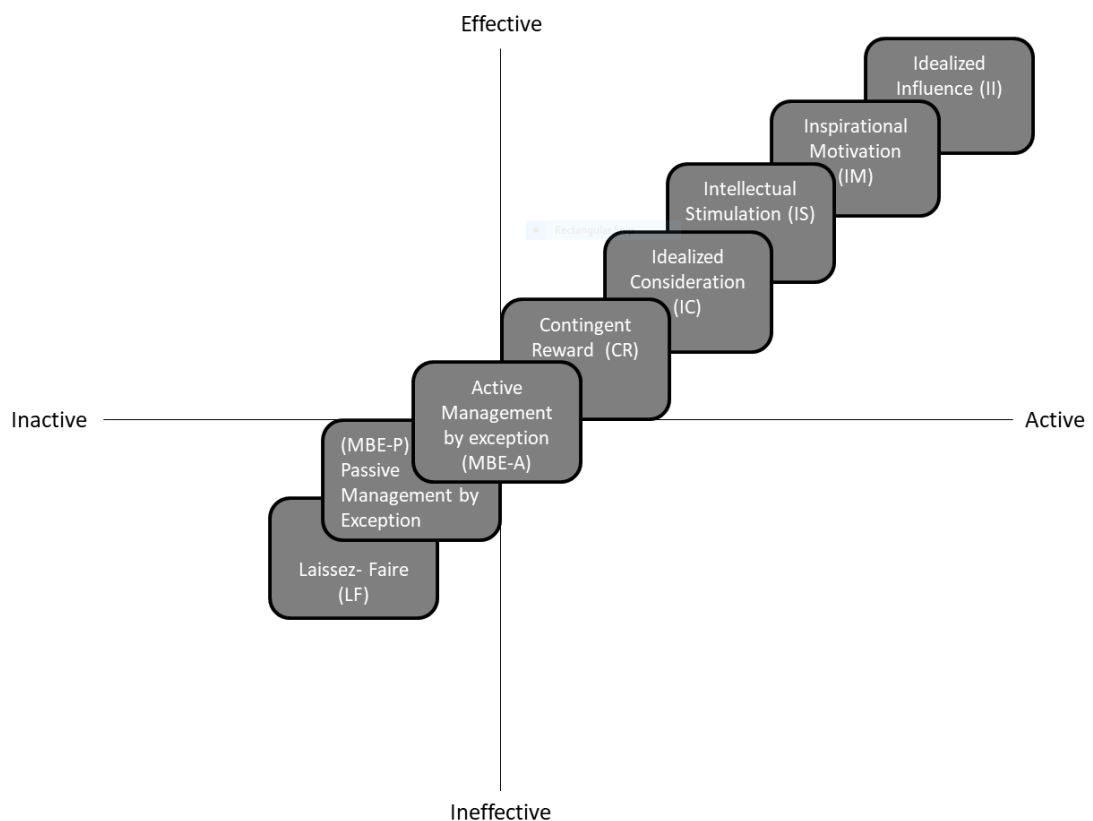


Figure 2.3: The full range leadership Model (Bass & Riggio, 2006)

2.3.2 Transformational Leadership

Transformational leadership is the style of leadership which is capable of recognizing the need and successfully deliver change in an organization. It is linked with positive outcomes on both people and organizations. Kreitner and Kinicki(2010) state that a transformational leader is an individual that “engenders trust, seeks to develop leadership in others, exhibits self-sacrifice as moral agent, focusing himself and followers on objectives that transcend the more immediate needs of the group”.

Transformational leaders use their inspirational and influential skills to motivate people to do more than they have thought or intended to do. They are concerned about their subordinates and their need to develop and evolve. Transformational leaders are generally energetic, enthusiastic and passionate; people who lead by example, not only caring for the success of the process but also focusing on helping followers to also succeed (Cherry, 2019b). Bass (1985) describes transformational leaders as individuals who:

- Increase their follower’s level of awareness on the strategies to be followed as well as the importance of achieving valued outcomes.
- Encourage followers to go beyond their own interest and set their primary focus on the best interest of the team or organization.
- Focus on the development of their subordinates higher needs such as achievement, autonomy and affiliation.

Furthermore also Bass notes that transformational leadership foundations are based on the below four behaviours of the leader:

Idealized Influence (II)

Charisma is necessary for a good leader and one of the charismatic effects that a transformational leader possesses is Idealized Influence (II) (Yammarino & Dubinsky, 1994). Leaders demonstrating Idealized Influence (II) are those who are doing the right thing, they act as a role model and born the desire to others to emulate them (Ogola M. et al., 2017). They generate pride, respect, admiration and trust to their followers. Idealized Influence (II) leaders set high standards, always look the good in others and

sacrifice their personal gain over the good of the group or organization.

Inspirational Motivation (IM)

Inspirational Motivation is the second element that helps make up transformational leader's charisma. IM is the ability to inspire confidence and motivate others via spoken word. Leaders with IM skills develop and articulate a clear vision of the future. The vision is then communicated by using different types of motivational techniques to inspire and commit their followers towards its achievement.

Intellectual Stimulation (IS)

Intellectual Stimulation (IS) and Individual Consideration(IC) -that follows next- are the two behaviours that define the relationship between leader and follower.

IS challenges the old ways and habits and helps others to change their perspective on a problem, barrier or opportunity through coaching. Leaders employing IS encourage followers to think and recommend new ideas, to be creative and innovative. They also demonstrate their support and trust by including their followers in the decision making process.

Individual Consideration (IC)

Individual Consideration is the honest and genuine concern of the leaders towards their followers. Leaders care and recognize the specific needs and desires of each of their followers. Through listening, coaching, mentoring and teaching IC leaders target to continuously improve, develop and help their followers reach their full potential.

2.3.3 Transactional Leadership

Transactional leadership is the style of leadership that centres on a transactional relationship between the leader and the follower (Bass, 1990). This leadership style differentiates from the transformational leadership style where the focus is on serving the follower, and mainly focuses on a system of reward and penalties in order to achieve goals (Raza, 2011). A transactional leader is the one who will specify expectations, negotiate contracts, clarify responsibilities and provide rewards and recognition when those expectations are met (Bass, 1985). These rewards may come in the form of pay increase, bonus, extra leave days or role advancement. In the other hand though,

employees are being penalized if they fail to perform as expected. A transactional leader is not linked with change but rather with sustaining and maintaining the correct order of how things have been defined to operate within an organization. As per Bass definition, transactional leaders are individuals who:

- Recognise what followers want from their work and ensure that they get it, if their performance justifies it.
- Exchange rewards and promises of reward for appropriate levels of effort.
- Responds to the needs and desire of followers as long the they are getting the job done.

The two main behaviours of a transactional leadership style as defined by Bass & Avolio (2004) are the below:

Contingent Reward (CR)

This behaviour can be found in any supervisor- subordinate relationship where there is a common understanding between the two parties on the expectations and the accompanied rewards when those expectations are achieved. B. Avolio and B. Bass (1995) state that a contingent reward leader will clearly define who is responsible for achieving specific targets and what will be the exact compensation upon successful delivery. They also argue that leaders with CR behaviour are individuals who will provide subordinates with support in exchange of their efforts and express satisfaction when they meet expectations. Contingent reward behaviour can be used when there is a dedicated and skilled workforce; then a reward challenge can be added to boost willingness for achieving results (Stafford M., 2009).

Management by Exception-Active (MBE-A)

Management by Exception is another form of transactional leadership and it describes the intervention of a leader to correct a situation. This concept of management is used to monitor the company's performance against the defined goals and standards. Processes that are running smoothly are ignored and attention is given to processes that show variances from the standards, either positive or negative, so as corrective actions can be applied.

MBE can take two forms, active (MBE-A) and passive (MBE-P). A leader practicing MBE in its active form is the one who constantly monitors processes and performance and intervenes at the early signs of a possible problem. On the other hand, the passive form of MBE, which leans towards passive-avoidant leadership, will focus on mistakes, complaints and broken processes. It will not take any action until something is broken or is not performing as expected. Managers employing MBE are not willing to take any risks or consider touching a working process unless it is broken.

2.3.4 Passive-Avoidant Leadership

The passive-avoidant leadership comprised of two elements: Management-by-exception (Passive) and Laissez-Faire.

Management by Exception-Passive (MBE-P)

As mentioned earlier, a leader demonstrating MBE-P behaviour is someone who fails to interfere until problems become chronic or serious and only takes action when things go wrong. A MBE-P leader is strongly in favour of “if it ain’t broken, don’t fix it”.

Laissez-Faire (LF)

As per Google’s definition, Laissez Faire, is “an attitude of letting things take their own course, without interfering” and Laissez Faire leadership is exactly that; the absence of direction, monitoring and inspiration within workplace, the complete lack of leadership. Leaders adopting the Laissez-Faire behaviour do not make decisions, do not care about developing their people and they do not care if a process or performance goes bad. These are usually individuals who are either close to retirement or consumed and discouraged by different events in their lives and thus do not have the strength to lead.

2.3.5 Conclusion

The full range leadership theory, which is one of the most researched and validated leadership models of the 21st century (Northouse, 2016), targets to present a series of behaviours a leader can demonstrate depending on circumstances at a specific point in time.

Laissez-fair and MBE-Passive behaviours which are considered the most ineffective leadership styles will probably make sense if are employed by a leader close to

retirement where succession is already trained and in place or were the subordinates are highly skilled managers/leaders who can work independently and creatively.

MBE-Active and contingent reward behaviours can work effectively in a workplace where processes and performance targets are well defined but will fall short in getting their followers to go over and beyond their well-defined targets.

In an environment where innovation and change is promoted the leader needs to be equipped with the remaining 4 behaviours illustrated in full range leadership model; the so called 4Is- Idealized Influence(II), Inspirational Motivation(IM), Intellectual Stimulation(IS) and Individual Consideration(IC)- which all encourage the motivation, innovation and going the extra mile among the followers.

Revisiting the change champion leadership traits described in section “2.2.4 Key Roles and Responsibilities for Change” of this study, a relationship between some of those traits and the 4-I transformational behaviours is observed (Table 2.1), leading also to the conclusion that transformational leadership promotes greater organizational adaptability and participation to upcoming changes.

Change Champion Leadership Traits	Transformational Behaviours
Be comfortable leading new ideas	Idealized Influence (II)
Have strong networking abilities	Inspirational Motivation (IM)
Be influential and engaging with others	Intellectual Stimulation (IS)
Have emotional management skills of self & others	Individual Consideration (IC)

Table 2.1: Connection of Change Champion Traits and Transformational leadership behaviours

2.4 Defining Employee Engagement

The concept of employee engagement is relatively new as the first academic reference to the term was by William A. Kahn in his article “Psychological Conditions of Personal Engagement and Disengagement at work” in 1990. Before that, business’ focus was on employee satisfaction as the perception was that happy employees are productive employees. This concept failed soon as a happy employee can easily be someone who is allowed to go late at work every day, has plenty of time to surf the net or chat with colleagues. Such an individual will express Job satisfaction but is surely not productive.

Furthermore, employee satisfaction and immediately after employee commitment, fell short to explain why organizations were losing satisfied skilled employees with good remuneration packages over competition. At that point, employee engagement concept began to mature.

Employee engagement involves several parameters and scholars have given different definitions based on each one's site of view, without having a unique and commonly accepted definition as of yet. Some of the definitions provided by researchers are the below (Chandel, 2018):

.. "Is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performance", Kahn(1990).

.. "Is a persistent, positive affective – motivational state of fulfillment", Maslach et al. (2001:471).

.. "A positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption", Schaufeli et al. (2002).

.. "Employee engagement is the "employees' willingness and ability to contribute to company success", Perrin (2003).

.. "Employee Engagement is a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance", Saks (2006).

.. "A unique concept that is best predicted by job resources and personal resources and is predictive of psychological/physical health, proactive organizational behaviour and job performance", Shimazu and Schaufeli (2009).

2.4.1 Benefits of Employee Engagement

There are a number of benefits to an organization when investment is made on improving employee engagement. Engaged employees enjoy their work and feel motivated to perform. They comprehend the company's vision, values and products and they use fully their knowledge and skills to help the company succeed its goals (Sharma,

2015). They are behaving as agents of the organization by promoting the values, products and vision to the outside world.

As outlined by Robertson-Smith Gemma and Markwick Carl (2009:17-22) in their book "Employee engagement-A review of current thinking", the most significant outcomes that may arise when high employee engagement is present are the below:

- Customer Loyalty
- Employee Retention
- Employee productivity
- Advocacy of the organization
- Manager self-efficacy
- Organizational Performance
- Bottom-line profit
- Successful organizational change

2.4.2 Employee Engagement Theories and models

Over the last 30 years, researchers came up with formulating theories and models of how to measure employee engagement. Shuck (2011) offered classicisation of these theories into 4 main approaches: (a) the need satisfying approach (b) the burnout antithesis approach, (c) the satisfaction –engagement approach and (d) the multidimensional approach (Fletcher & Robinson, 2013)

Need Satisfying Approach

The need-satisfying approach was first reflected in Kahn's model of engagement which was presented in 1990. Kahn claimed that engagement is measured based on the level of cognitive, emotion and physical expression the employee demonstrates while working and that those 3 elements are affected by 3 psychological conditions; meaningfulness (feeling that job performed is valuable), safety (feeling of trusted environment with no negative consequences to self-image) and availability (feeling of having the physical,

emotional and psychological means to do their job) (Devi, 2017).

The Burnout Antithesis Approach

Maslach-burnout theory, introduced in 1997 by Maslach and Leiter, argues that engagement is the exact opposite of burnout. Defining the three dimensions of burnout to be exhaustion, cynicism and lack of professional efficacy (Schaufeli et al., 2002); Energy, Involvement, and Efficacy were identified as the three positive opposite dimensions that denote employee engagement (Admasachew & Daeson, 2011). The Maslach-Burnout Inventory-General Survey (MBI-GS) tool was developed based on this theory to measure employee engagement based on Maslach's and Leiter's theory of burnout.

Another significant theory falling under this approach is Schaufeli et al (2002) who built up on Maslach's et al. burnout theory by giving a positive definition of engagement: "employee engagement is a positive fulfilling, work-related state of mind that is characterised by vigor, dedication and absorption (Sun L. et al, 2019). They have also stated that engagement is not a momentary and specific state, but rather, it is "a more persistent and pervasive effective- cognitive state that is not focus on any particular object, event, individual or behaviour" (Borah & Barauah, 2014). The Utrecht Work Engagement Scale (UWES) questionnaire, developed by Schaufeli and Bakker based on the three dimensions of vigor, dedication and absorption is the most widely used and validated tool among researchers for measuring employee engagement (Schaufeli, 2013).

The Satisfaction Engagement Approach

Satisfaction-engagement approach targets to validate the correlation between employee satisfaction and employee engagement. The approach uses as a basis the study contacted by Harter et al. in 2002 to show that both business-unit-level employee satisfaction and engagement have positive correlations with customer satisfaction productivity, employee retention and employee safety (Stenberg, 2015).

The Multidimensional Approach

Based on Khan's earlier work, Saks introduced in 2006 the social exchange theory. According to this there is a two-way relationship between the organization and the

employee. Saks is the first to examine the antecedents and consequences to employee engagement in academic literature (Shuck, 2011; Stenberg, 2015) by correlating the amount of resources employees bring to their work –cognitive, emotional and physical with the level of facilities and resources they receive from the organization (Kahn, 1990). Short after there were a few more researchers that followed the multidimensional approach for defining employee engagement, an example being the study of Macey and Schneider(2008) who have presented a triadic framework based on trait, state and behaviour engagement(Stenberg, 2015).

2.4.3 Factors impacting employee Engagement

Another area researchers have been exploring is pertinent to the factors (antecedents) influencing employee engagement. Sun et al. (2019) divide those factors into 3 categories: Organizational, Job and Individual factors.

Organizational factors include parameters such as management (senior management style and supportive supervision), work environment (colleagues and team atmosphere) and organizational culture (Kahn, 1990; Harter et al., 2002; May et al., 2004). Furthermore participation in decision-making (Farndale, 2015), Job control & security, compensation reward & recognition (Salanova & Shaufeli, 2008) are also considered as factors which impact employee engagement.

Job factors include role and task characteristics, work interaction (Kahn, 1990), job enrichment (May et al., 2004), training and career development (Anitha, 2014).

Finally, individual factors include neuroticism, extraversion and mobility (Langelaan et al.; 2006), self-esteem, self-efficacy, optimism (Xanthopoulou, 2009) as well as responsibility, positive personality (Christian et al., 2011) and resilience (Bakker et al., 2006).

According to the results of a survey contacted by Robinson et al. (2007), referred to the book of Robertson G. and Markwick C. (2009) “Employee engagement-A review of current thinking”, the level of employee engagement may also vary based on biographical details as well. The survey revealed that factors such as gender, age, ethnicity and disability might have a slight impact on the level of employee engagement.

2.4.4 Conclusion

Employee engagement has significant and important benefits to an organization. Especially within the service sector where employees are considered to be the most important asset, organizations should pay greater attention towards ensuring that an environment exists that promotes employee engagement.

Based on the factors influencing employee engagement, outlined earlier, to build an employee engagement culture starts from the point of resource selection. Human resource department must give the right attention on hiring the most skilled person for the job but also ensuring that the other qualities such as self-esteem, self-efficacy, optimism, resilience and positive personality are also present.

Another important element of employee engagement, which is the most relevant for the purpose of this study, is the organizational and Job factors. Researchers' propose that employee engagement is highly impacted by management's role, direct supervision and the ability to participate in the decision-making process within an organization. In addition, the nature and responsibilities of the Job, reward and recognition as well as the opportunities for training, development and role enhancement are also noted as impacting factors.

Reviewing once again the literature on leadership a lot of the characteristics outlining or distinguishing the different leadership styles have relevance with these employee engagement factors. One of the areas of this study is to analyse how specific leadership behaviours may relate with the level of employee engagement.

Chapter 3

Research Methodology and Tools

3.1 Introduction

For the purpose of this study, a descriptive quantitative methodology was employed to explore the relationship between the perceived leadership behaviours (transformational, transactional and passive-avoidant) and employee engagement of the financial organization in Cyprus. The main line of the investigation is an examination of the leadership behaviours perceived to be adopted by the leadership of this company and how these behaviours could relate with the level of employee engagement. For the data collection method a structured survey was used.

Moreover, interviews were utilized as a descriptive qualitative research tool for understanding the change frequency levels of the organization from employees' perception and memory. The sections that follow define the research questions, research design, research tools, administration of the survey and population sampling selected for this study.

3.2 Research Questions

The purpose of this research study is to explore the relationship between the perceived leadership behaviours exhibited by the leadership of the financial organization in Cyprus and the influence of these behaviours on the level of employee engagement. The two research questions below have been established to address this purpose:

- What is the employees' perception of the leadership behaviours practiced in a constantly changing organizational environment?
- What is the relationship between the perceived leadership styles by the employees' and the level of employee engagement within the same organization?

3.3 Research Design

3.3.1 Descriptive Quantitative Methodology

Descriptive research design helps provide answers to the question of who, what, where and how, associated with a particular problem. This type of research is used to obtain information concerning the current status of the phenomena and to describe “what exists” with respect to variables or conditions in a situation (Anastas, 1999; Bhat, n.d.).

Quantitative research is used to determine the relationship between one thing (independent variable) and another (dependant variable). Researchers utilizing a quantitative method use reliable and valid existing instruments (surveys, questionnaires etc) intended to fit the different perspective of participants from a sample (Wisdom et al, 2012, Yilmaz 2013). Quantitative research designs are either descriptive (subject is measured once- “what exists”) or experimental (subject measured before and after a treatment). A descriptive quantitative research establishes only associations between variables and not causality (Spalding University, n.d.).

Since the aim of this study is to examine the relationship between leadership behaviours and employee engagement without interfering with the company’s activities, the descriptive quantitative methodology was found appropriate for the understanding of the purpose of the study. Further to this, quantitative research method which permits the use of a survey for collecting data allows the researcher to have clearly defined questions which require objective answers and to also collect data in a form of numbers which can be easily arranged to tables, charts and figures.

3.3.2 Descriptive Qualitative Research Method

Qualitative research is a more in-depth investigation and explanation of participants’ thoughts and feelings as opposed to predicted outcomes of a structured survey (Yilmaz, 2013). This type of research produces descriptive data that the researcher must then interpret using methods of recording, coding, mapping and analysing of trends and themes (Crossman, 2020). Methods of qualitative research include observation, interviews, open –ended surveys, etc.

Interview qualitative research tool was found appropriate to be utilized in order to

obtain from employees their views and perception on the frequency and type of changes the financial institution under study went through the last 5 years. By doing so the researcher targets to validate whether the company under study fits the criteria of being an organization that is frequently undergoing changes and transformational exercises. Assumptions made and mapping used in doing so, is further elaborated under section “3.4.4 Interviews” of this chapter.

3.3.3 Informed Consent

In advance of the survey distribution, an email was sent to all potential respondents within the organization, informing them about the upcoming survey, the purpose of the study and the approvals received for contacting the survey (Appendix A). A cover letter (Appendix B) was included in the survey covering the below areas:

- (a) Thank you note
- (b) Framework under which the survey is contacted
- (c) Purpose of research
- (d) Explanation of survey content , estimated duration for completion
- (e) Collection procedure
- (f) Confidentiality

3.4 Research Tools

After the extensive review of the literature on leadership and employee engagement presented in chapter two, the full range leadership theory (transformational, transactional, passive-avoidant) and Schaufeli et al. (2002) approach on employee engagement and its characteristics(vigor, dedication and absorption) were found appropriate theoretical concepts for this research.

Sections that follow include description, validity, reliability and licensing of the two instruments developed based on these theories (Multifactor Leadership Questionnaire and Utrecht Work Engagement Scale). The reason for choosing those questionnaires is also being discussed.

3.4.1 Multifactor Leadership Questionnaire(MLQ)

MLQ was developed from Bass' (1985) transactional and transformational leadership model which claimed that leaders who have an influence on their followers' actions and behaviours possess certain traits and characteristics (Chancy, 2017). A Theory that was further developed by Bass and Avolio (Avolio & Bass, 1991) to what is today known as the full range leadership model.

Since MLQ was first introduced in 1985, several revisions of the model took place as additional factors have been uncovered through subsequent researches (Hunt, 1991; Smith & Peterson, 1988; Yukl, 1994, 1999) using revised versions of the MLQ (Bass & Avolio, 1995, 2000, 2004). Extensive testing and various statistical methods used by the original MLQ developers led to the current version of MLQ, Form 5X (Alsayah, 2011).

The MLQ 5X consists of 45 descriptive items used to identify and measure leadership and effectiveness behaviours on a 5 point Likert scale as follows:

"0- Not at all", "1- Once in a while", "2- Sometimes", "3- Fairly Often" and "4 -Frequently, if not always".

Thirty six (36) of the items capture the nine leadership behaviours (5 transformational, 2 transactional and 2 passive-avoidant) of the full range leadership model, while the remaining nine (9) items assess three leadership outcomes; (a) follower's extra effort (EEF), (b) effectiveness of a leader behaviour (EFF) and (c) follower's satisfaction (SAT). Table 3.1 shows the MLQ form scales and number of questionnaire items connected to each behaviour. The score for each behaviour is calculated by averaging the responses of the items connected to that behaviour and the score for each leadership style is calculated by averaging the score of all items connected to the specific leadership style. Blank / not answered items are excluded from the averaging process (Avolio et al., 1995).

Following the argument of Bass & Avolio (1985) that transformational and transactional leadership styles are complementary and important in an organization, leadership behaviours embodying those two leadership styles are also referred to as the 7 "positive behaviours" for the context of this study.

Leadership Style	Behaviours	No of Items
Transformational	Idealized Influence(Behaviour)	4
	Idealized Influence(Attributes)	4
	Inspirational Motivation	4
	Individual Consideration	4
	Intellectual Stimulation	4
Transactional	Contingent Reward	4
	Management by Exception (Active)	4
Passive Avoidant	Management by Exception (Passive)	4
	Laissez-Faire	4

Table 3.1: MLQ form Scales (Bass & Avolio, 1995)

Validity and Reliability of MLQ

MLQ is a standard validated and acceptable instrument for assessing a range of transformational, transactional and absence of leadership scales (Rowold, 2005) and it has been used in hundreds of research programs, doctoral dissertations and master theses around the globe for over 20 years (Bass & Avolio, 2004).

As stated by Salter et al. (2014) the reliability and validity of the MLQ has been tested on numerous occasions (Avolio, Bass & Jung, 1999; Judge & Piccolo & Ilies, 2004; Rowold and Herrera, 2003; Rowold, 2004; Pantaleon, 2015). With reliability ratings for all items on the scale ranged from 0.74 to 0.94 and validity ratings for these items ranging from 0.79 for transformational leadership styles, 0.56 for transactional leadership styles and 0.91 to 0.84 for passive- avoidant leadership style (Bass & Avolio, 2004).

License

MLQ requires license purchase for reproducing. Permission to reproduce 50 copies of the questionnaire was purchased by Mind Garden Inc. (Appendix D).

Purpose of using MLQ

The researcher's goal for using MLQ questionnaire is to identify what leadership styles and behaviours are perceived to be exhibited more frequently by the four defined

leaders of the financial institution under study and then relate those results with the level of employee engagement scored in each leader’s department.

3.4.2 Utrecht Work Engagement Scale

The Utrecht Work Engagement Scale (UWES) questionnaire, developed by Schaufeli and Bakker based on the three dimensions of vigor, dedication and absorption is the most widely used and validated tool among researchers for measuring employee engagement (Schaufeli, 2013).

UWES consists of 9 descriptive items used to measure the three characteristics of engagement on a 7 point Likert scale: “0- Never”, “1- A few times a year or less”, “2- Once a month or less”, “3- A few times a month”, “4- Once a week”, “5- A few times a week”, “6- Everyday”. Each engagement characteristic is assessed by three of the questions in the questionnaire as follows (a sample of the UWES can be found under Appendix E):

Question	Characteristic
At my work, I feel bursting with energy	Vigor
At my job, I feel strong and vigorous	
When I get up in the morning, I feel like going to work	
I am enthusiastic about my Job	Dedication
My Job represents me	
I am proud of the work I do	
I feel happy when I am working intensely	Absorption
I am immersed in my work	
I get carried away when I’m working	

Table 3.2: Connection between UWES questions and engagement characteristics

The mean score of the three dimensions of UWES is computed by adding the scores on the scale and dividing the sum by the number of items of the related dimensions. Similarly to calculate the score of the overall employee engagement, the results of each item is added and the sum is divided by the total number of items answered.

Validity and Reliability of UWES

As outlined by Robertson-Smith Gemma and Markwick Carl (2009:52), “the UWES -9 has

been shown to have good construct validity, suggesting high correlation to the theorised contract of engagement (Seppala et al, 2008). Tests have shown that the three scales have good internal consistency and test-retest reliability, indicating that the scale is reliable (Schaufeli et al., 2002, 2006) and that the tool is suitable measure in studies of positive organization behaviour”.

Licence

The UWES questionnaire is free for use for non-commercial scientific research.

Purpose of using UWES

It was decided to use UWES since it was considered to combine both simplicity and validity. The researcher’s goal for using UWES is to measure individual’s engagement levels and perform aggregation of data to departmental level. Departmental level results could be then related with the perceived leadership style of that department’s leader.

3.4.3 Interviews

In order to validate whether the company under study fits the criteria of being an organization that is frequently undergoing changes and transformational exercises the researcher found appropriate to utilize standardized open ended (structured) interviews as a tool to get an inside of the number , frequency and type of changes the financial institution went through the last 5 years.

For that purpose, an interview sheet template was prepared containing specific targeted questions (Appendix F) to help researcher apprehend out of employees’ memory the type and frequency of changes occurred within the organization. Ackerman’s (1997) definition of change presented in chapter two was found appropriate categorization method in order to understand the nature of the changes. Ackerman defined types of changes based on their scope into three categories; developmental, transitional (planned or radical) and transformational. The interview questions were drafted based on Ackerman’s definition with the aim of achieving a “question to change type” mapping. Table 3.3 below illustrates the assumed mapping. Apart from the questions listed on the table, the interview sheet also consisted of one opening question:

“What are the changes either organizational or departmental that took place the last 5

years which you *remember the most?*”

The purpose of placing this question is to capture what the interviewee considers as a change prior setting any conceptual framework. This way the researcher targets to reduce the risk of missing out any of the changes occurred were the interviewee is unable to categorize it into one of the questions that follow.

Type of Change	Definition	Question
Developmental Change	Occurs slowly over time with a series of small steps.	What changes you believe <u>took the longest</u> to be delivered?
	Targets to maintain , improve or correct existing steps	Do you remember any changes on <u>processes or products</u> that force you or your department to adjust your processes or way of working?
Transitional Change- Planned	Seeks to achieve a known desired state different that the existing one. Planned or in anticipation of an event.	Do you remember any <u>new technology implementations</u> that force you or your department to adjust your processes or way of working?
		Do you remember of any <u>scheduled changes in anticipation of an event to occur?</u>
Transitional Change- Radical	Seeks to achieve a known desired state different that the existing one. Response to an anticipated event	Do you remember of any <u>unexpected forces</u> (i.e. closing down of a competitive business, new regulation) that force you or your department to adjust your processes or way of working?
		Do you remember of any <u>urgent need to implement</u> a change for remediating a problem?
Strategic Transformational Change	Significant change in culture and work processes that address the whole organization	Do you remember any changes in <u>organizations structure</u> that force you or your department to adjust your processes or way of working

Table 3.3: Mapping of Interview questions to Ackerman’s change type definitions

As the interview questions are based on interviewees' memory, it was found appropriate to use e-mail as the method for contacting the interview. E-mail type interviews, make it easy to complete and allows questions and answers to be well thought out (Quad, 2016). The interviewees were given a week time to respond.

All interviewees were contacted over the phone:

- (a) Prior to the circulation of the interview sheet, the purpose and the format were explained and the interviewees could go briefly through the questions and ask for clarifications.
- (b) After the submission of the interview sheets, in order for the researcher to clarify or cross-validate responses provided by the interviewees.

3.4 Administrating the Survey

The relatively small number of potential participants allowed the manual distribution of the survey. The survey was prepared, printed and given by hand to the participants. The respondents were asked to seal the complete questionnaires in the empty envelop they were provided along with the survey documents. The respondents were given a one month period to complete the questionnaires.

The following data collection procedures were followed:

- A covering letter was prepared including the purpose of the research, an explanation of the survey content, the estimated duration for completion, the collection procedure and confidentiality of the responses (Appendix B).
- A two section survey was drawn up consisting of :
 - o A custom 4-column Multifactor Leadership Questionnaire (MLQ) for permitting each respondent to rate each one of the defined leaders of the company separately (Appendix C). Decision to ask each respondent to rate all four defined leaders and not only direct manager was taken based on the below parameters:
 - MLQ is structured to capture a 360° feedback from higher, lower or same organizational level colleagues (Bass & Avolio, 2004). MLQ

can also be used as a self-rating tool for capturing how leaders perceive themselves.

- Attempt to capture a more holistic picture on the perceived leadership behaviours practiced by each defined leader and minimize the chances of personal biases that may exist in a leader-subordinate relationship, which may affect the phenomena under study.
- UWES questionnaire in order to measure the level of employee engagement of the respondent.
- In order to ensure anonymity of the respondents, the researcher was performing frequent rounds to collect the sealed envelopes by encouraging the participants to place them in the closed collection box.
- Each time a questionnaire was collected the researcher marked the participant's record as completed to keep track of the submission progress and also to easily follow-up on pending responses.
- The box was opened once the survey period expired.

3.5 Population

The target population of this study is the entire employee force of the selected financial organization located in Cyprus for which anonymity will be retained to eliminate any reputational and confidentiality risks. Due to the relatively small size of the organization, the entire population of the organization was contacted for completing the survey to maximize the accuracy of the results. The financial organization workforce counts 40 employees which are spread across its four major departments; Sales, Customer Service, Support Services and Finance. Asking each employee to rate all four defined leaders increases the number of maximum responses from 40 to 128.

For the interviews, a 20% of the population was found to be adequate for a good feedback on the type and frequency of changes within the organization. Total of 8 middle-manager and higher level employees with over 5 years within the organization were selected to be interviewed (2 from each department).

3.6 Analytics Tools

The collected data were analysed using MS Excel and Python Pandas statistical analysis software.

Descriptive statistics (mean, standard deviation) were calculated and graphically represented using MS excel while Python Pandas analytics tool was utilized for conducting the regression analysis to evaluate the effects of leadership styles on employee engagement. The details on inputting, calculating the scores and processing of the collected data are outline in the following chapter.

Chapter 4

Data Analysis and Results

4.1 Introduction

This chapter presents the results of the analysis and findings on the data collected from the 33 survey participants who worked in the financial institution under study in Cyprus. The following list presents the elements analysed through this chapter in order to explore the relationship between the perceived leadership styles and employee engagement in a financial organisation that goes through frequent changes and transformational exercises.

- Employee beliefs about the organization’s change frequency levels.
- Employee beliefs about the leadership behaviours practiced in the organization
- Employee self-perceived engagement levels
- Relationship between leadership styles and employee engagement

4.2 Response Rate Analysis

The responses received from the 40 individuals supplied with a survey were 33, amounting to a total response rate of 82.5%, while the full vs partially completion rate was calculated to 91% as 3 of the respondents choose not to complete the UWES (employee engagement) section of the survey. Table 4.1 provides an overview on the overall response rates.

	Total	MLQ	UWES
Responded	33	33	30
Not responded	7	7	10
Response %	82.5%	82.5%	75.0%

Table 4.1: Total Survey response rate with respect to questionnaire (Source: Data Analysis)

Customer Service and Finance departments recorded a 100% response rate, while Sales and Supporting Services recorded a 66.7% and a 60% response rate respectively. Furthermore, excepting department heads response rate which was recorded to 75%, the response rate for all other job categories was recorded between 82-83% regardless of category. Table 4.2 details the response rates with respect to the department the respondents worked and their job category.

Department	Responded	Not Responded	Response %
Sales	10	5	66.7%
Customer Service	13	0	100.0%
Supporting Services	3	2	60.0%
Finance	7	0	100.0%

Job Category	Responded	Not Responded	Response %
Senior Manager	3	1	75.0%
Middle Manager	10	2	83.3%
Co-Worker	20	4	83.3%

Table 4.2: Survey response rate with respect to department and job category (Source: Data Analysis)

The above analysis shows that a good mix of responses was achieved covering staff across all departments and organizational levels of the company under study.

4.3 Employee Beliefs about the Organization’s Change Frequency Levels

Interview data were interpreted by utilizing the mapping between the questions and Ackerman’s change type definitions as described in section 3.4.4 of chapter 3. In fact, the practice followed by the financial institution under study to name the most important change initiatives (such as Branch Transformation, VBG etc) assisted in the unique identification of the changes reported by the interviewees as well as to the mapping between the change and the departments affected by each change.

Cases where the same change description was found to be reported in two different mapping categories, the researcher decided which category was best fit to be counted in. In addition, changes with similar descriptions were crossed out to eliminate double counting. For example: New telephony, Avaya call centre and Avaya were counted as one

change.

The following are some of the quotes of how interviewees have replied to the questions:

“What are the changes either organizational or departmental that took place the last 5 years which you remember the most?”

- “Changes to our international and local leadership, centre of excellence for processes of optimization, establishment shared Services , Brexit, GDPR, new paperless workflow for supporting services”
- “ Change of local management, new telephony, system upgrades due to Windows XP support cut down”
- “GDPR, IDD, Brexit, shared services, electronic proposal submission”

“What changes you believe took the longest to be delivered? ”

- “Branches transformation project took the longest”
- “Change of local Management and Avaya call center”

“Do you remember any changes on processes or products that force you or your department to adjust your processes or way of working?”

- “Bulk report generation, electronic proposal submission”.
- “Introduction of share services caused significant change in how we work, also direct debit implementation added new steps in our existing way of working”.
- “The document management system and the elimination of paper format requests”

“Do you remember any new technology implementations that force you or your department to adjust your processes or way of working?”

- “New Telephony”.
- “Telephony and SAP”.
- “Report automation , electronic proposal submission, Avaya”

“Do you remember of any scheduled changes in anticipation of an event to occur?”

- “Brexit, GDPR”
- “ Brexit ”
- “ Brexit and IDD”

“Do you remember of any unexpected forces (i.e. closing down of a competitive business, new regulation) that force you or your department to adjust your processes or way of working?”

- “A competitive company closed down , impacting our incoming submissions and our sales strategy”
- “An off-shore branch was sold impacting local departments structure and services exchanged between the two branches”

“Do you remember of any urgent need to implement a change for remediating a problem?”

- “System upgrades due to Windows XP support cut down”

“Do you remember any changes in organizations structure that force you or your department to adjust your processes or way of working?”

- “VBG branches re-organization followed by a new CEO appointment”
- “Changes to our Leadership, if correctly remember, we had two CEO the last 5 years followed by changes in their leadership teams and organizational structures”

Interview interpreted results outline that based on employees’ memory, the financial institution under study counts a significant number of changes within the last 5 years. Table 4.3 illustrates the categorization of changes by type of change. Total of 12 changes were counted under “Transitional Change-Planned” type which scores the highest. “Transitional Change – Radical” and “Developmental Change” types count a total of 5 reported changes within the 5-year period, followed by “Transformational Change” type with total of 4 reported changes within the same period. It is also worth mentioning that the majority of the changes are reported in more than one department which means that several of the changes had an influence across several departments. To be more precise, 20 changes were counted for Customer Service, 15 for Finance, 17 for Sales and 10 for Supporting Services.

Type of Change	Total
Developmental Change	5
Transformational Change	4
Transitional Change- Planned	12
Transitional Change- Radical	5

Table 4.3: Number of changes categorized by type of change (Source: Data Analysis)

From the analysis of the responses, it has been observed that most of the interviewees commented on the change of CEO at an international level (that took place in 2017) considering this as the start point of a series of other change exercises such as branch transformation, shared services, centre of excellence, VBG etc. In fact it has been also noted that a lot of the change exercises reported for addressing regulatory matters such as GDPR, Brexit and IDD also took place after 2017.

In light of all this, it can be claimed that the financial institution is an organization that frequently undergoes changes and transformational exercises.

4.4 Employee Beliefs about the Leadership Behaviours Practiced in the Organization- measured with MLQ

Total of 132 MLQ questionnaires were received (33 respondents who have completed 1 questionnaire for each of the four defined leaders) out of which 7 were not completed properly and thus excluded from the analysis. All responses were recorded in an excel sheet consisting of 125 rows (corresponding to the 125 correctly completed responses) and 50 columns holding the below information:

Columns	Description of Value	Source
1-36	Respondent's rate for each questionnaire item	Survey
37	Department of the respondent	Survey
38	Department of the leader who is being evaluated	Survey
39-47	Calculated score for each of the 9 leadership behaviours(using the MLQ scoring key)	Calculated values
48-50	Calculated score for each of the 3 leadership styles (using the MLQ scoring key)	Calculated Values

Table 4.4: MLQ Data import mapping (Source: Data Analysis)

Means and standard deviations were calculated, on an organizational and departmental leadership level, using MS excel build-in formulas. MLQ Likert scale mapping was used to translate means into frequency as per below table:

Mean Range	Frequency
0.00 to 0.49	0- Not at All
0.50 to 1.49	1- Once in a while
1.50 to 2.49	2- Sometimes
2.50 to 3.49	3- Fairly Often
3.50 to 4.00	4- Frequently , if not always

Table 4.5: Mapping of MLQ mean values to frequency

The results of MLQ's mean and standard deviation measurements demonstrate that employees of the financial organization under study consider their leadership to exhibit more transformational and transactional behaviours rather than passive-avoidant behaviours. As demonstrated in table 4.6, employees' perception is that their leadership exhibit transformational (mean 2.41, SD 0.85) and transactional (mean 2.32, SD 0.81) behaviours "2-Sometimes" while passive-avoidant (mean 1.28, SD 1.00) behaviours are practiced "1- Once in a while".

Leadership Behaviours	Mean	SD
Transformational	2.41	0.85
Idealized Influence- Attributes (IIA)	2.59	1.03
Idealized Influence- Behaviours (IIB)	2.46	0.90
Inspirational Motivation (IM)	2.53	1.04
Intellectual Stimulation (IS)	2.41	0.94
Individual Consideration (IC)	2.09	0.89
Transactional	2.32	0.81
Contingent Reward (CR)	2.41	0.89
Management by Exception –Active (MBE-A)	2.23	0.93
Passive –Avoidant	1.28	1.00
Management by Exception –Passive (MBE-P)	1.50	1.12
Laissez-Faire (LF)	1.11	1.01

Table 4.6: Descriptive statistics for MLQ Leadership Factors- Company Totals (Source: Data Analysis)

Among the 7 "positive behaviours" embodying transformational and transactional leadership styles, those that are perceived to be practiced "3- Fairly Often" is Idealized Influence- Attribute (mean 2.59, SD 1.03) behaviour and Inspirational Motivation (mean 2.53, SD 1.04) behaviour. All other "positive behaviours" are considered to be practiced

“2- Sometimes” by the leadership of the financial organization under study. Laissez-Faire behaviour is what is perceived to be practiced the least by the organizations’ leadership with a mean score 1.11 (SD 1.01) translated to “1-Once in a while” on MLQ Likert scale.

In an effort to understand whether all leaders tend to practice same leadership behaviours in a frequently changing environment, an analysis of the perceived behaviours and styles of each leader was performed. Table 4.7 shows how leadership of each department is perceived by the employees of the company under study.

	Customer Service		Finance		Sales		Supporting Services	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Transformational	2.83	0.70	2.25	0.95	2.40	0.88	2.13	0.72
IIA	3.00	0.75	2.43	1.15	2.49	1.15	2.38	0.97
IIB	2.70	0.77	2.28	1.01	2.59	0.86	2.23	0.92
IM	2.96	0.90	2.38	1.04	2.45	1.15	2.27	0.98
IS	2.89	0.82	2.35	0.97	2.33	0.96	2.00	0.82
IC	2.51	0.77	1.99	0.91	2.01	0.94	1.78	0.79
Transactional	2.55	0.83	2.29	0.82	2.22	0.83	2.21	0.75
CR	2.73	0.88	2.27	0.90	2.32	0.94	2.27	0.76
MBEA	2.38	0.98	2.33	0.90	2.10	0.98	2.08	0.86
Passive Avoidant	1.05	0.96	1.25	0.98	1.37	1.05	1.47	1.03
MBEP	1.19	1.05	1.45	1.07	1.58	1.19	1.83	1.15
LF	0.91	0.99	1.16	1.01	1.19	1.03	1.19	1.05

Table 4.7: Descriptive statistics for MLQ Leadership Factors- by Division Leadership (Source: Data Analysis)

More specifically , *Customer Service* leadership is perceived to exhibit both transformational (mean 2.83, SD 0.70) and transactional (mean 2.55, SD 0.83) style “3- Fairy Often” on the MLQ Likert scale while passive-avoidant (mean 1.05, SD 0.96) style behaviours are perceived to be practiced “1- Once in a while ” by the same leader. The leadership style behaviour reporting the highest mean score is Idealized Influence-Attribute with a 3.00 mean (SD 0.75) while the lower mean among the 7 “positive behaviours” is reported for Management by Exception-Active with a mean of 2.38(SD 0.98). The lowest mean of 0.91(SD 0.99) is observed for Laissez-Faire behaviour.

Sales leadership is perceived to exhibit “2-Sometimes” transformational (mean 2.40, SD 0.88) and transactional (mean 2.22, SD 0.83) leadership style and “1-Once in a while”

passive-avoidant (mean 1.37, SD 1.05) style. The leadership style behaviour reporting the highest score within sales leadership is Idealized Influence-Behaviours with a 2.59 mean (SD 0.86) which indicates that this behaviour is perceived to be practiced “3-Fairly Often” by the leader of the department while the lower mean among the 7 “positive behaviours” is reported for Individual Consideration (IC) with a mean of 2.01 (SD 0.94). The lowest mean of 1.19(SD 1.03), which is at the same time the highest reported among all departments, is observed for Laissez-Faire behaviour.

Finance leadership is perceived to practice “2- Sometimes” transformational (mean 2.25, SD 0.95) and transactional (mean 2.29, SD 0.82) style behaviours and “1-Once in a while” passive-avoidant (mean 1.16, SD 1.01) leadership style. Same as Customer Service leadership, Idealized Influence-Attributes reports the highest score within Finance leadership with a 2.43 mean (SD 1.15) while the lower mean among the 7 “positive behaviours” is reported for Individual Consideration (IC) with a mean of 1.99 (SD 0.91). The lowest mean of 1.16(SD 1.01) is again observed for Laissez-Faire behaviour.

Supporting services leadership scores the least on transformational and transactional behaviours comparing to the other departments with a mean of 2.13 (SD 0.72) on transformational and a 2.21 (SD 0.75), but still within the range of 2 in the MLQ Likert scale which means that this leader as well is perceived to practice “2- Sometimes” both of the leadership style behaviours. Passive-avoidant mean is reported to 1.47 (SD 1.03) which is also the highest across the four departments. The behaviour reporting the highest score is once more the Idealized Influence- Attribute with a 2.38 mean(SD 0.97) while the lower mean among the 7 “positive behaviours” is reported for Individual Consideration (IC) with a mean of 1.78 (SD 0.79). Laissez-faire behaviour, the lowest reported mean within Supporting Services leadership, scores the same as sales leadership amounting to 1.19(SD 1.05).

From the above analysis, the conclusions below have been drawn:

- Transformational and transactional styles are most frequently practiced by the defined leaders of the financial organization under study while passive -avoidant style is perceived to be practiced the least.
- Idealized Influence (either behaviour or attribute) and Inspirational Motivation

transformational style behaviours are what are perceived to be practiced most frequently by all defined leaders, while Individual Consideration is noted as the least frequently practiced behaviour out of the “7 positive behaviours” for the majority of the leaders.

This finding could suggest that a frequently changing work environment may favour the development of specific transformational leadership behaviours such as Idealized Influence or Inspirational Motivation, while other transformational style behaviours such as Individual Consideration, are harder to be developed if they were not already part of the overall leaders’ style.

4.5 Employee Self-perceived Engagement Levels – measured with UWES

Total of 30 completed UWES questionnaires were received and analysed. All responses were recorded in an excel sheet consisting of 30 rows (corresponding to the 30 responses) and 14 columns for holding the information below:

Columns	Description of Value	Source
1-9	Respondent’s rate for each questionnaire item	Survey
10	Department of the respondent	Survey
11-13	Average score for each of the 3 characteristics of employee engagement (Vigor, Absorption, Dedication)	Calculated values
14	Average score of the overall employee engagement	Calculated values

Table 4.8: UWES Data import mapping (Source: Data Analysis)

Means and standard deviations were calculated on an organizational and departmental level using MS excel build-in formulas. UWES Likert scale mapping was used to translate means into frequency as per below table:

Mean Range	Frequency
0.00 to 0.49	0- Never
0.50 to 1.49	1- A few times a year or less
1.50 to 2.49	2- Once a month
2.50 to 3.49	3- A few times a month
3.50 to 4.49	4- Once a week
4.50 to 5.49	5- A few times a week
5.50 to 6.00	6- Every day

Table 4.9: Mapping of UWES mean values to frequency

Results of UWES state that employees of the financial institution under study feel engaged “5- A few times a week” as the overall mean score calculated averages to 4.82 (SD 0.79) on a 0-6 Likert scale. Employees working in Customer Service department score the highest employee engagement averaging to 5.21 (SD 0.58). Finance department employees follow with a 4.70 (SD 0.84) average employee engagement and Supporting Services with a 4.59 (SD 0.65). Sales department employees declared that they feel engaged “4- once a week” (mean 4.45, SD 0.91) and score the lowest engagement score comparing to the other departments’ engagement levels.

Department	Mean	SD
Customer Service	5.21	0.58
Finance	4.70	0.84
Sales	4.46	0.91
Supporting Services	4.59	0.65
Total	4.82	0.79

Table 4.10: Descriptive statistics of UWES Employee engagement (Source: Data Analysis)

Table 4.11 details the score on the three characteristics of engagement; vigor, dedication and absorption. Dedication scores the highest among the three with an average of 4.99 (SD 1.03), followed by vigor with 4.81 (SD 1.18). Absorption scores the lowest among the three with an average of 4.67 (SD 0.84). The above results are interpreted as employees feeling dedicated, vigorous and absorbed by their job “5- A few times a week”.

Department	Vigor		Dedication		Absorption	
	Mean	SD	Mean	SD	Mean	SD
Customer Service	5.25	0.82	5.53	0.61	4.86	0.93
Finance	4.83	1.59	4.78	0.93	4.50	0.72
Sales	4.30	1.36	4.52	1.28	4.56	0.82
Supporting Services	4.56	0.51	4.67	1.20	4.56	1.07
Totals	4.81	1.18	4.99	1.03	4.67	0.84

Table 4.11: Descriptive statistics of UWES Employee engagement characteristics (Source: Data Analysis)

Employees of Customer Service department stated that they feel dedicated “6- Every day” while the feeling of vigor and absorption is present “5- A few times a week”. Results in Finance and Supporting Services state that employees feel vigorous, dedicated and absorbed “5- A few days a week”. Employees working in Sales department stated that they feel dedicated and absorbed “5- A few days a week” while the feeling of Vigor is only present “4- Once a week”.

4.6 Relationship Between Leadership Styles and Employee Engagement

Regression analysis was used to study the variables and determine the influence of leadership style behaviours on the overall employee engagement and its characteristics (vigor, dedication and absorption). In order to achieve this, the results of the leadership questionnaire had to be consolidated with the results of the employee engagement questionnaire.

Python Pandas analytic tool was used to execute the regression analysis and emphasis was given to the output variables below for translating the results:

R²: A value that measures the percentage of variation of the dependent variable that can be explained by the variation in the independent variables (Hayes, 2020). For example, a 0.10 R² means that 10% of the variance in the depended variable can be explained by the changes of the independent variables.

Prob (F-statistic): Indicates the overall significance of the regression. This is used to assess the significance level of all the variables together, unlike $P > |t|$ that measures the

significance for the individual variables. A low value (< 0.05) implies that overall regression is meaningful (Yadav, 2019).

Coefficient & P>|t|: The Coefficients and P-values in regression analysis work together to explain which relationships in the model are statistically significant and the nature of those relationships (Frost, n.d).

- **Coefficient:** Describes the correlation between each independent variable and the dependent variable. Thus, it signifies how much the mean of the dependent variable changes given a one-unit shift in the independent variable.
- **P>|t|:** The p-values for the coefficients indicate whether the relationship is statistically significant. A low p-value (< 0.05) indicates that a variable has statistically predictive capability in the presence of the other variables. A p-Value greater than the significance level (>0.05) indicates that there is insufficient evidence in the sample to conclude that a relationship exists.

4.6.1 Data File Preparation

The two excel files prepared for analyzing the results of MLQ and UWES questionnaires were used as a base for the preparation of the data file. The MLQ leadership file was used as the main data file including only the scoring results on the 9 leadership behaviours, the scoring of the 3 leadership styles plus the department of the leader being evaluated. Total number of rows amounted to 125; one row for each questionnaire response. The second file included the calculated employee engagement mean values for each department being assessed; as an aggregate (overall employee engagement) and for each individual characteristic separately (vigor, dedication and absorption). Therefore, the second file included 4 rows (one for each department) and 4 columns (for the mean values of each characteristic and the overall employee engagement value).

The result of the merged file was a single data frame for each of the 125 responses (observations), including:

- (a) the leadership styles and behaviours measurements and
- (b) the corresponding departmental employee engagement rates of the leader being assessed.

4.6.2 Definition of Variables and Number of Observations

For the purpose of current analysis, the employee engagement and its characteristics were considered to be the dependent variables, whereas the leadership styles and behaviours the independent variables.

First wave of regression analysis targets to explore the relationship between the three different leadership styles and employee engagement; as an aggregate and each of its characteristics separately. In order to meet this objective, the below regressions analysis plan was drafted:

Reg.#	Dependent Variable	Independent Variables
1.1	Overall Employee Engagement	Transformational, Transactional, Passive-Avoidant
1.2	Vigor	Transformational, Transactional, Passive-Avoidant
1.3	Dedication	Transformational, Transactional, Passive-Avoidant
1.4	Absorption	Transformational, Transactional, Passive-Avoidant

Table 4.12: Wave 1 Regression Analysis plan

Second wave of regression analysis targets to further analyze which specific leadership behaviours are predictive of any of the employee engagement independent variables. The second wave will be executed only for the leadership styles found as significant predictors of employee engagement in first regression analysis wave. The regressions analysis plan below was drafted for second wave:

Reg. #	Dependent Variable	Independent Variables
If <u>Transformational leadership Style</u> is a significant predictor of any of the Employee engagement dependent variables:		
2.1	Employee engagement independent variable	<ol style="list-style-type: none"> 1. Idealized Influence -II 2. Inspirational Motivation-IM 3. Intellectual Stimulation-IS 4. Individual Consideration-IC 5. Transactional 6. Passive-Avoidant
If <u>Transactional leadership Style</u> is a significant predictor of any of the Employee engagement dependent variables:		
2.2	Employee engagement independent variable	<ol style="list-style-type: none"> 1. Contingent Reward -CR 2. Management by Exception - Active - MBEA 3. Transformational 4. Passive-Avoidant

If Passive avoidant leadership Style is a significant predictor of any of the Employee engagement dependent variables:

2.3	Employee engagement independent variable	<ol style="list-style-type: none"> 1. Transformational 2. Transactional 3. Management by Exception- Passive - MBEP 4. Laissez-Faire -LF
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Table 4.13: Wave 2 Regression Analysis plan

Regression analysis requires a minimum number of observations depending on the number of the independent variables. A general rule of thumb suggested by Green (1991) is $N \geq 50 + 8p$ (where N is the number of observations and p the number of independent variables). Applying Green’s method on this study’s regression analysis case with the maximum number of independent variables (table 4.13, Reg#2.1), suggests that any number of observations above 98 ($50 + 8 * 6 = 98$) should be sufficient. The data file to be used for this regression exercise contains 125 observations and thus it is considered adequate for going ahead with the regression.

4.6.3 Leadership Style Predictive of Employee Engagement(Reg#1.1)

A model with overall employee engagement as the dependent variable and the 3 leadership styles as the independent variables was defined for this regression analysis(table 4.12, reg#1.1).

The regression model (table 4.14) explains 8% of the variance on the overall employee engagement ($R^2=0.079$, Prob (F-statistic) = $0.0185 < 0.05$), with transformational leadership style being a significant predictor of the overall employee engagement (coefficient 0.1141, p-value = 0.031) having positive influence on the overall employee engagement. However, the model coefficients suggest a negative influence of transactional and passive-avoidant leadership styles. Nevertheless, neither of the two is significant predictors of employee engagement.

Depended Variable:	Overall Employee Engagement
R² :	0.079
F-statistic:	3.461
Prob (F-statistic):	0.0185*
No. Observations:	125

Independent Variables	coefficient	std err	t	P> t
Intercept	4.6091	0.095	48.342	0.000
Transformational Leadership Style	0.1141	0.052	2.177	0.031*
Transactional Leadership Style	-0.0435	0.055	-0.796	0.428
Passive Avoidant Leadership Style	-0.0263	0.026	-1.002	0.318

*P < 0.05

Table 4.14: Regression Analysis of leadership styles and Overall employee engagement (Source: Data Analysis)

4.6.3.1 Transformational Leadership Behaviours Predictive of Employee Engagement (Reg#2.1)

The strong positive influence of transformational leadership style found in previous regression enables the regression execution for analysing the influence of the specific transformational behaviours on overall employee engagement (table 4.13, reg#2.1).

Regression analysis results point out a strong positive influence of Individual Consideration (IC) behaviour (coefficient 0.1143, p-value = 0.031 < 0.05) and Intellectual Stimulation (IS) behaviour (coefficient 0.1294, p-value = 0.034 < 0.05) on overall employee engagement. However, neither Idealized Influence (II) nor Inspirational Motivation (IM) behaviours were found to be significant predictors of employee engagement.

Depended Variable: Overall Employee Engagement
R² : 0.156
F-statistic: 3.393
Prob (F-statistic): 0.00414*
No. Observations: 125

Independent Variables	coef	std err	t	P> t
Intercept	4.6222	0.106	43.401	0.000
Idealized Influence -II	-0.1577	0.080	-1.972	0.051
Inspirational Motivation-IM	0.0758	0.047	1.626	0.107
Intellectual Stimulation-IS	0.1294	0.060	2.142	0.034*
Individual Consideration-IC	0.1143	0.052	2.184	0.031*
Transactional Leadership Style	-0.0862	0.064	-1.339	0.183
Passive-Avoidant Leadership Style	-0.0120	0.032	-0.370	0.712

*P < 0.05

Table 4.15: Regression Analysis of Transformational Behaviours and Overall Employee Engagement (Source: Data Analysis)

4.6.4 Leadership Style Predictive of Vigor (Reg#1.2)

The model for this regression analysis was defined with vigor as the dependent variable and the 3 leadership styles as the independent variables (table 4.12, reg#1.2). The regression analysis results for this model indicate that none of the 3 leadership styles is a significant predictor of vigor ($R^2=0.056$, Prob (F-statistic) = 0.0730 > 0.05).

Depended Variable:	Vigor
R ² :	0.056
F-statistic:	2.380
Prob (F-statistic):	0.0730
No. Observations:	125

Independent Variables	coefficient	std err	T	P> t
Intercept	4.6051	0.119	38.686	0.000
Transformational Leadership Style	0.0949	0.065	1.452	0.149
Transactional Leadership Style	-0.0193	0.068	-0.283	0.778
Passive Avoidant Leadership Style	-0.0354	0.033	-1.080	0.282

*P < 0.05

Table 4.16: Regression Analysis of Leadership Styles and Vigor (Source: Data Analysis)

4.6.5 Leadership Style Predictive of Dedication (Reg#1.3)

The model for this regression analysis was defined with dedication being the dependent variable and the 3 leadership styles the independent variables (table 4.12, reg#1.3). The regression model explains an 8.5% of the variance on dedication ($R^2=0.085$, Prob (F-statistic) = 0.0128 < 0.05), with transformational leadership style being a significant predictor (coefficient 0.1678, p-value = 0.020 < 0.05), having positive influence on dedication. The model also illustrates that transactional and passive-avoidant leadership styles are not significant predictors of dedication.

Depended Variable:	Dedication
R ² :	0.085
F-statistic:	3.756
Prob (F-statistic):	0.0128 *
No. Observations:	125

Independent Variable	coefficient	std err	t	P> t
Intercept	4.6853	0.129	36.226	0.000
Transformational Leadership Style	0.1678	0.071	2.361	0.020*
Transactional Leadership Style	-0.0693	0.074	-0.935	0.351
Passive Avoidant Leadership Style	-0.0346	0.036	-0.969	0.334

*P < 0.05

Table 4.17: Regression Analysis of Transformational Behaviours and Overall Employee Engagement (Source: Data Analysis)

4.6.5.1 Transformational Leadership Behaviours Predictive of Dedication Characteristic of Employee Engagement (Reg#2.1)

The strong positive influence of transformational leadership style found on previous regression enables the regression execution for analysing the influence of the specific transformational behaviours on dedication characteristic of employee engagement (table 4.13, reg#2.1).

Model coefficients suggest a strong positive influence of Individual Consideration(IC) behaviour (coefficient 0.1588, p-value = 0.027 < 0.05) and Intellectual Stimulation (IS) behaviour (coefficient 0.1742, p-value = 0.036 < 0.05) on dedication characteristic. However, neither Idealized Influence (II) nor Inspirational Motivation (IM) were found to be significant predictors of dedication.

Depended Variable:	Dedication
R ² :	0.160
F-statistic:	3.485
Prob (F-statistic):	0.00342*
No. Observations:	125

Independent Variables	Coef	std err	t	P> t
Intercept	4.7096	0.145	32.579	0.000
Idealized Influence –II	-0.2069	-1.906	0.059	0.059
Inspirational Motivation –IM	0.1051	0.063	1.660	0.100
Intellectual Stimulation –IS	0.1742	0.082	2.124	0.036*
Individual Consideration –IC	0.1588	0.071	2.235	0.027*
Transactional Leadership Style	-0.1272	0.087	-1.456	0.148
Passive-Avoidant Leadership Style	-0.0168	0.044	-0.381	0.704

*P < 0.05

Table 4.18: Regression Analysis of Transformational Behaviours and Dedication (Source: Data Analysis)

4.6.6 Leadership Style Predictive of Absorption (Reg#1.4)

The model for this regression analysis was defined with absorption as the dependent variable and the 3 leadership styles the independent variables (table 4.12, reg#1.4). The regression model explains 10% of the variance on absorption (R²=0.104, Prob (F-statistic) = 0.00386<0.05), with transformational leadership style being again a significant predictor (coefficient 0.0783, p-value = 0.003 < 0.05) having positive influence on absorption. The model also suggests that transactional and passive-avoidant leadership styles are not significant predictors of absorption.

Dependent Variable: Absorption
R² : 0.104
F-statistic: 4.700
Prob (F-statistic): 0.00386 *
No. Observations: 125

Independent Variables	coef	std err	t	P> t
Intercept	4.5398	0.047	96.966	0.000
Transformational Leadership Style	0.0783	0.026	3.045	0.003*
Transactional Leadership Style	-0.0411	0.027	-1.531	0.128
Passive Avoidant Leadership Style	-0.0088	0.013	-0.683	0.496

*P < 0.05

Table 4.19: Regression Analysis of Leadership Styles and Absorption (Source: Data Analysis)

4.6.6.1 Transformational Leadership Behaviours Predictive of Absorption Characteristic of Employee Engagement (Reg#2.1)

The strong positive influence of transformational leadership style found in previous regression enables the regression execution for analysing the influence of the specific transformational behaviours on absorption characteristic of employee engagement (table 4.13, reg#2.1). The model coefficients suggest a strong positive influence of Individual Consideration (IC) (coefficient 0.0587, p-value = 0.025 < 0.05) on absorption characteristic. However, none of the other three transformational behaviours were found to be significant predictors of Adsorption.

Dependent Variable: Absorption
R² : 0.153
F-statistic: 3.318
Prob (F-statistic): 0.00484
No. Observations: 125

Independent Variables	Coefficient	std err	t	P> t
Intercept	4.5604	0.053	86.573	0.000
Idealized Influence -II	-0.0545	0.040	-1.377	0.171
Inspirational Motivation-IM	0.0389	0.023	1.687	0.095
Intellectual Stimulation -IS	0.0532	0.030	1.780	0.078
Individual Consideration-IC	0.0587	0.026	2.266	0.025*
Transactional Leadership Style	-0.0601	0.032	-1.888	0.062
Passive-Avoidant Leadership Style	-0.0064	0.016	-0.396	0.693

*P < 0.05

Table 4.20: Regression Analysis of Transformational Behaviours and Absorption (Source: Data Analysis)

Chapter 5

Conclusions and Recommendations

5.1 Introduction

In a working environment where innovation and change is promoted, keeping employees engaged is dominant for ensuring the success of the company. Service sector is most affected by the need of change as technology innovation has great influence on service delivery (Miozzo & Soete 2001). Furthermore, dependency on workforce is much greater as employees play a vital role in building strong relationships and loyalty among the customers. It is therefore of paramount importance for leaders placed in this kind of environment to determine the right leadership behaviours that positively influence engagement of employees (Yilmaz, Ozgen, & Akyel, 2013).

The purpose of this descriptive quantitative study was to examine the relationship between the different leadership styles that are exhibited in an environment with frequent organizational changes and transformational exercises and the level of employee engagement. A financial organization in Cyprus was selected to be studied for analysing the characteristics of the leadership currently present among the management and provide a better understanding of any possible association between those characteristics and the impact on employee engagement.

5.2 Summary of Study

The goal of this study was to determine whether leaders of a constantly changing organizational environment exhibit specific leadership behaviours and whether leadership styles practiced by a leader relate to a positive or negative outcome on employee engagement. The research study was guided by two research questions:

- What is the employees' perception of the leadership behaviours practiced in constantly changing organizational environment?
- What is the relationship between the perceived leadership styles by the employees' and the level of employee engagement within the same organization?

Of course, the question that had to be primarily answered was whether the financial institution selected for this study meets the criteria of being an organization that is frequently undergoing changes. For this reason, interviews were contacted with some of the employees to assist in understanding the change frequency levels of the organization out of employees' perception and memory.

The primary data collection method utilized was a structured survey consisting of two sections; MLQ for determining leadership behaviours and UWES for measuring the level of employee engagement. The target population consisted of 40 employees spread across the 4 main divisions (Sales, Customer Service, Support Services and Finance) of a financial organization located in Cyprus. Additionally, 8 of the employees (20%) were selected for conducting the interviews. Ms excel and Python Pandas tools were used for analysing data and visually representing results.

5.3 Interpretation of Results

5.3.1 Environment of the Financial Institution under Study

According to the findings, the financial institution under study counts a significant number of changes within the last 5 years. The majority of the changes reported by the employees were categorized as "Transitional Change-Planned" which indicates that the organization mainly undergoes through change exercises in order to achieve a known desired state different that the existing one. The change exercises are planned, which means that are internally initiated in order to either improve current way of working(i.e paperless environment) or be prepared in anticipation of a known external event to take place (i.e. Brexit).

The above analysis can serve as strong evidence that the financial institution is an organization that frequently undergoes changes and transformational exercises.

5.3.2 What is the Employees' Perception of the Leadership Behaviours Practiced in a constantly changing Organizational Environment

Findings of the study show that respondents perceived their leadership to practice both transformational and transactional behaviours in a satisfactory extent("2-Sometimes"), with transformational behaviours (mean 2.41, SD 0.85) perceived to be exhibited slightly more frequent than transactional (mean 2.32, SD 0.81) behaviours. Respondents perceived their leadership to exhibit minimum passive-avoidant behaviours (mean 1.28, 1.00).

Study findings also underscore that pattern differ when results are analysed at a departmental level. While the most frequently used leadership behaviours are perceived to be Idealized Influence (II) transformational style behaviour followed by Inspirational Motivation (IM) transformational style behaviour, customer service and sales leaders are perceived to exhibit overall more transformational style rather than transactional while finance and supporting services leaders are perceived to practice transactional style more frequently than transformational. Furthermore, findings make it apparent that out of the 7 "positive behaviours", Individual Consideration(IC) transformational style behaviour is practiced the least by the 3 of the leaders(finance, sales, supporting services) while management by exception-active transactional style behaviour is what is perceived to be practiced the least by the fourth leader (customer service). These findings may suggest that regardless of the leadership style of a leader, a frequently changing work environment further encourages the growth of specific transformational leadership behaviours, while some other transformational style behaviours such as Individual Consideration are harder to be developed if they are not part of the overall leader's style.

Relating the findings of the above analysis with the number of changes reported for each department, it can be argued that leaders of departments who are affected more by the changes are perceived to exhibit higher transformational behaviours. On the other hand, leaders leading departments with a smaller number of changes, taking place the last 5 years, are perceived to exhibit slightly lower transformational behaviours and higher transactional behaviours. These findings may also support the idea that a frequently changing work environment may support the prosperity of certain transformational leadership style behaviours.

Department	# changes	Transformational	Transactional	Passive Avoidant
Customer Service	20	2.83	2.55	1.05
Finance	15	2.25	2.29	1.25
Sales	17	2.40	2.22	1.37
Supporting Services	10	2.13	2.21	1.47

Table 5.1: Leadership style versus frequency of changes per department (Source: Data Analysis)

5.3.3 What is the Relationship between Leadership Styles and Employee Engagement

Findings of the study demonstrate that transformational leadership style is a significant predictor which exerts a positive influence on the overall employee engagement of the financial institution under study. However, the study revealed that the other two leadership styles, transactional and passive-avoidant, are not significant predictors for the overall employee engagement of the same group of people. More precisely, data analysis revealed that transformational leadership style is a significant predictor with positive influence on the two out of the three employee engagement characteristics; Dedication and absorption. Nevertheless, none of the 3 leadership styles were found to be significant predictors of vigor.

Data analysis further revealed that not all transactional leadership style behaviours are predictors of employee engagement, as only Individual Consideration (IC) and Intellectual Stimulation (IS) behaviours resulted in a positive significant influence on the overall employee engagement. Individual Consideration(IC) was found to have a positive influence on dedication and absorption, while Intellectual Stimulation (IS) was found to have positive influence only on dedication. Figure 5.1 illustrates the components of the relationship between transformational leadership and employee engagement.

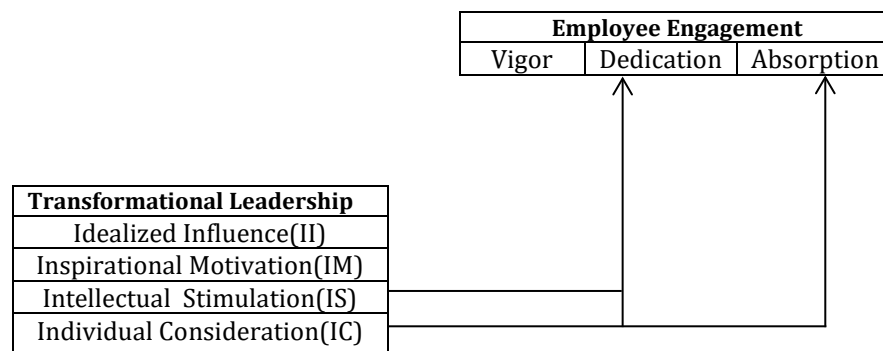


Figure 5.1: Relationship between Transformational behaviours and employee engagement (Source: Data Analysis)

5.3.4 Summary of Findings

The findings of the study lead to the conclusion that the company under study can be regarded as a work environment that undergoes frequent changes and transformational exercises; experiencing a number of changes taking place the past years and a number of changes which are currently in the process of being completed or are about to start. Therefore, this company meets the pre-requisites set; a financial organisation which goes through frequent changes and transformational exercises.

It is important to mention that leaders of the organization are generally perceived to practice, Idealized Influence (II) and Inspirational Motivation (IM) leadership behaviours despite the fact that half of the leaders are perceived to exhibit slightly more transformational leadership style and the other half more transactional. These findings suggest that certain circumstances such as a transformational work environment may further trigger leaders to evolve, develop or improve certain behaviours such as Idealized Influence (II) and Inspirational Motivation (IM).

What is also observed through the study findings is that Individual Consideration (IC) behaviour scores very low (close and below the average) for the three out of the four leaders while the fourth leader scores significantly higher. This observation may indicate that some leadership behaviours are more difficult to be developed if they are not already part of the overall leaders' style. Individual Consideration(IC) is defined as "the honest and genuine concern of leaders towards their followers" (Bass, 1985), and the fact that it involves the genuine feelings of leaders towards their followers rather than practices is what makes it harder to be learned and practiced.

Results on employee engagement revealed a high level of engagement among the employees as they have reported feeling vigorous, dedicated (mean 4.99, SD 1.03) and absorbed at least a few times a week.

The leadership style and employee engagement relationship analysis revealed only one significant association; the positive influence of transformational leadership style on overall employee engagement. No significant association was found for either transactional or passive-avoidant leadership styles. What is also an important outcome of the study is the finding that only certain transformational behaviours have an influence on the overall employee engagement and on specific -not all- characteristics of

engagement. The transformational leadership style behaviours found to influence employee engagement is Individual Consideration (IC) and Intellectual Stimulation (IS). Individual Consideration(IC) was found to have a positive influence on both dedication and absorption while Intellectual Stimulation (IS) only on dedication.

It is worth pointing out that one of the leadership behaviours found to influence employee engagement is Individual Consideration(IC) which has also been identified through the study as one of the transformational style behaviours that might be more difficult to develop than the other three.

5.4 Significance of the Findings

Findings of the study align with several other studies conducted on the same axis (Manning 2016; Rama Devi et al. , 2016; Zhang et al. , 2014; Abasilim et al., 2019; Gangai et al. ,2017; Nazim et al., 2018; Mansor et al.,2017; Wright, 2019) who all conclude that transformational leadership style relate more with higher employee engagement .

While all of these studies are in agreement with the direct and strong ability of transformational leadership style to create an environment of higher employee engagement (Gangai et al., 2017) and the negative or insignificant influence of passive-avoidant leadership, the outcomes about the influence of transactional leadership styles vary.

The study's outcome of transactional leadership style not being a significant predictor of employee engagement aligns with the study of B. Wright (2019) while the other studies reviewed, reveal either a positive (Rama Devi et al., 2016; Manning 2016; Nazim et al., 2018) and/or negative (Abasilim et al., 2019; Zhang et al., 2014; Manning 2016) influence of transactional leadership style on employee engagement.

Previous studies examining the relationship of leadership behaviours on employee engagement (Manning 2016; Mansor et al., 2017) align at a certain degree with the findings of this study as they all note a positive influence of Individual Consideration(IC) and Intellectual Stimulation (IS) behaviours with employee engagement. What differs among the findings is the relationship noted between Idealized Influence behaviour with employee engagement where each study separately states a different relationship. J.

Manning (2016) reports a positive influence, Mansor et al. (2017) reports a negative influence while this study's findings show no significant influence.

From the above analysis, it can be concluded that organizational and employee parameters such as different work environments may lead to different perceived outcomes. And while it is widely proven through these studies that transformational leadership style is a significant positive predictor of employee engagement, the strength of the relationship and the behaviours that positively influence employee engagement may vary depending on the setting of the organization under study.

5.5 Limitations of the Study

The main limitation of the study was the relatively small sample size (N= 40). Furthermore, the number of respondents from a specific department was also very small which may raise concerns regarding the accuracy of the results on employee engagement scores for that department. Another limitation was related to whether respondents answering the questionnaire were free from any form of bias. Moreover, not including a demographic questionnaire to ensure anonymity of the respondents, limited the opportunity of exploring any relationship between demographical characteristics and leadership behaviours.

5.6 Recommendations

The results of the study were a full examination on the leadership behaviours exhibited in a transformational work environment and on the relationships between the leadership behaviours of the 3 leadership styles and the levels of employee engagement among the employees of a financial organization located in Cyprus. The findings outline that the behaviours mostly exhibited by leaders in such an environment is Idealized Influence(II) and Inspirational Motivation(IM) regardless of the leadership style of the leader, while Individual Consideration(IC) behaviour does not seem to be significantly influenced by the work environment. Moreover a positive significant influence of transformational leadership on employee engagement was found with Intellectual Stimulation (IS) and Individual Consideration(IC) behaviours being the only two

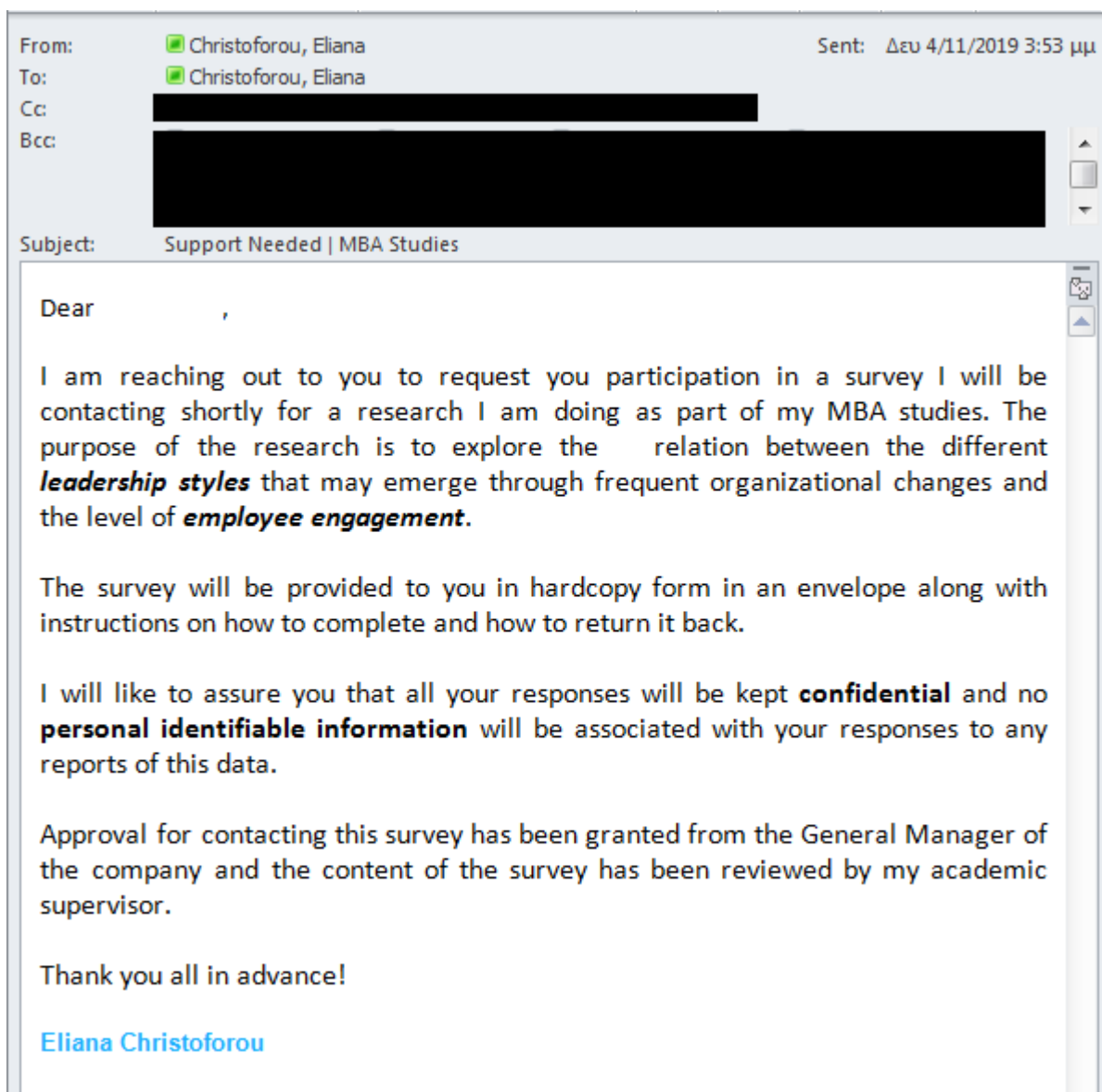
transformational behaviours influencing employee engagement.

Findings of the study may serve as a springboard for future research on further exploring the relationship between work environment and leadership styles as well as the further exploring the relationship between a transformational work environment and leadership behaviours evolved, within a larger sample and different organization natures.

Future research could also examine in greater depth the relationship between different leadership behaviours and employee engagement. Demographic analysis and its influence on employee engagement are also recommended for future research as this was not feasible to be included in this study due to anonymity limitations.

Appendix A

Informed Consent: Email to Participants



Appendix B

Informed consent: Survey Cover Letter

Dear participant,

Thank you for taking the time to help me with my post-graduate studies.

The survey that follows, and which you are kindly requested to complete, is performed within the frame of my Master's dissertation at the faculty of Economics and Management of the Open University of Cyprus.

The purpose of the research is to *“explore the relation between the different leadership styles that may emerge through frequent organizational changes and the level of employee engagement”*.

The survey consists of two separate questionnaires and will require approximately **15 minutes** to complete. If you choose to participate please answer the questions honestly.

Procedure

Once you complete the questionnaires, seal both of them in the empty envelop you were given along with the survey documents. I will be performing round trips frequently to collect the sealed envelopes which you will be placing in a closed collection box. The box will be opened once all envelopes are collected and the survey period expires.

Confidentiality

The study as such will be considered public information. Any information gathered through the survey will be kept anonymous and all efforts will be taken to protect your identify.

Sincerely,
Eliana Christoforou

Appendix C

MLQ Sample

Multifactor Leadership Questionnaire

Date: _____

Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Please answer this questionnaire anonymously

Forty-five descriptive statements are listed under this section. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

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

The Role I am Rating . . .		Head of Sales	Head of Finance	Head of Support Services	Head of Customer Service
1.	Provides me with assistance in exchange for my efforts	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
2.	Re-examines critical assumptions to question whether they are appropriate	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
3.	Fails to interfere until problems become serious	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
4.	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
5.	Avoids getting involved when important issues arise	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
6.	Talks about their most important values and beliefs	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
7.	Is absent when needed	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
8.	Seeks differing perspectives when solving problems	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
9.	Talks optimistically about the future	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
10.	Instills pride in me for being associated with him/her	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
11.	Discusses in specific terms who is responsible for achieving performance target	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
12.	Waits for things to go wrong before taking action	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
13.	Talks enthusiastically about what needs to be accomplished	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
14.	Specifies the importance of having a strong sense of purpose	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
15.	Spends time teaching and coaching	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
16.	Makes clear what one can expect to receive when performance goals are achieved	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
17.	Shows that he/she is a firm believer in "If it ain't broke, don't fix it."	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
18.	Goes beyond self-interest for the good of the group	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
19.	Treats me as an individual rather than just as a member of a group	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
20.	Demonstrates that problems must become chronic before taking action	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
21.	Acts in ways that builds my respect	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
22.	Concentrates his/her full attention on dealing with mistakes, complaints, and failures	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
23.	Considers the moral and ethical consequences of decisions	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
24.	Keeps track of all mistakes	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
25.	Displays a sense of power and confidence	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4

Appendix D

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<p>Multifactor Leadership Questionnaire™ Instrument (Leader and Rater Form) and Scoring Guide (Form 5X-Short)</p>

by Bruce Avolio and Bernard Bass

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Appendix E

UWES Questionnaire

Work & Well-Being Survey

Date: _____

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1-6) that best describes how frequently you feel that.

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	a few times a year or less	Once a month	A few times a month	Once a week	A few times a week	Every day

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. At my work, I feel bursting with energy..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. At my work, I feel strong and vigorous..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. I am enthusiastic about my work..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. My Job represents me..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. When I get up in the morning, I feel like going to work..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. I feel happy when I am working intensely..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. I am proud of the work I do..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. I am immersed in my work..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. I get carried away when I am working..... | 0 | 1 | 2 | 3 | 4 | 5 | 6 |

Unit you are in..... Sales Finance Support Services Customer Service |

Appendix F

Interview Questions

Interview Questions

Date:

Name:

Department:

- 1) What are the changes either organizational or departmental that took place the last 5 years which you *remember the most*?

- 2) What changes you believe took the *longest to be delivered*?

- 3) Do you remember any changes on processes or products that force you or your department to adjust your processes or way of working?

- 4) Do you remember any new technology implementations that force you or your department to adjust your processes or way of working?

- 5) Do you remember any changes in organizations structure that force you or your department to adjust your processes or way of working?

- 6) Do you remember of any unexpected external forces (i.e. closing down of a competitive business) that force you or your department to adjust your processes or way of working?

- 7) Do you remember of any scheduled changes in anticipation of an event to occur?

- 8) Do you remember of any urgent need to implement a change for remediating a problem?

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