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Exploring Leadership Strategies to Enhance Worker Performance

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Walden University
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Abstract

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MPHIL, Walden University, 2019

MS, Central Connecticut State University, 2008

BS, Charter Oak State College, 2006

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

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Abstract

Multiple leadership strategies have been used by some organizations in the US to improve worker performance. A literature gap still exists regarding how transformational leadership style may enhance worker performance in Connecticut state manufacturing industries. The purpose of this qualitative study was to explore the perceptions of organizational leaders about how best to improve the knowledge and the effectiveness of transformational leadership styles. Transformational theory and contingency theories were chosen to serve as the theoretical foundation for the conceptual framework of this study. The research question examined the perceptions of employees of a manufacturing organization located in Connecticut about how to best improve the knowledge and the effectiveness of transformational leadership styles. Saturation point was achieved with data from 20 participants in this qualitative single case study. The process included data organization, coding, and analysis. Data collection was done via Zoom, Skype, WhatsApp, and by telephone. All the 20 participants expressed that transformational leader's ideas were the major factors that inspired and motivated their job performance. They also discovered that transformational leader's individual consideration and intellectual stimulation largely influenced their job satisfaction. Through this study, readers of the dissertation may act as proponents of transformation in other similar organizations by helping them to implement the recommendations necessary to transform their companies to achieve their set goals. The results of this study revealed that the implication for positive social change stays critical and requires improvement on leadership strategies on specific areas to impact positive change on worker performance.

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I dedicate this work to my wonderful family who have been there for me throughout this journey. I would like to dedicate the dissertation to my wife Pamela whose encouragement kept me going whenever I felt like quitting the journey. I cannot forget to mention my mother, she always made sure that I got education through high. brothers took over the responsibility of support and guidance through my early collage journey. This work was also dedicated to my brothers who took over the responsibility of support and guidance through my early collage journey, they inculcated in me the love and passion for learning and encouraged me to share knowledge gained as an obligation to all mankind. They taught me that education is a privilege, once attained can never be taken away. Thank you for being an inspiration and the foundation of who I am today. I cannot forget my children for their understanding and the easy time they accorded me throughout the process. My sincere love to you all.

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A special thank you to colleagues who gave me materials to support this work especially, Dr. Simon Davies Nutakor for his unwavering support during the dissertation writing process. I would also like to express my gratitude to the research participants for their cooperation and their time which they dedicated to the study free of charge. Lastly, I want to acknowledge God Almighty for granting me the strength, intelligence, courage, and direction to see me though my lifetime dream come true.

Table of Contents

iii

List of Tables

List of Figures

Chapter 1: Introduction to the Study

Worker performance in an organization depends on the effective leadership strategy employed by the management team; it is one factor that contributes to the success of the company (Trmal et al., 2015). Management requires leadership skills which is a complex concept. Leadership may refer to those who occupy higher positions in different companies or to those who possess certain leadership qualities or characteristics (Redmond & Sharafizad, 2020). Redmond and Sharafizad (2020) identified an academic consensus, which recognizes leadership as a relationship by circumstances between a leader and the followers. Sensible, trustworthy, and dependable leadership in a manufacturing company may influence organizational processes and outcomes through knowledge-based and psychological pathways (Mellahi et al., 2016).

I adopted a qualitative case study approach and explored how to best improve transformational leadership styles. I built on the existing literature on leadership theories and available company rules and regulations to understand how the employees could be motivated to enhance their performance and increase productivity. The first chapter includes the background, problem statement, purpose of the study, and research questions. It also includes prior research in the area of interest, why it was important and the impact on the society.

Background of the Study

Many organizations have changed the way they conduct their operations due to the technological changes of the 21st Century, and business leaders need to understand

how to manage, and overcome emerging challenges (Wojtara-Perry, 2016). The U.S.

manufacturing industries support about 17.2 million jobs, which is about 9% work force,

and among the 10 largest industries worldwide (Mesimo-Ogunsanya, 2017). The

technology helps improve and enhance the worker performance; certain business leaders

recognize the continually evolving technologies with a role of data-driven decisions and

automated processes as the essential tool to their companies' competitive advantage

(Dahl, 2016). Even though many changes have been brought about by the technological

revolution of the 21st century, leaders should use technology to serve the organization's

vision and not lose direction, but to focus on the goals (Adada et al., 2017). The

technological innovations have proved to be a significant factor for the sustainability of

the global market competition (Fazal et al., 2016). The result of such global competition

results in competitive companies that fail to meet customer needs that then go out of

business (Nadaf & Nadaf, 2016).

The speed at which most corporations perform their operations to meet targets has

also been escalated. In order to be productive and to remain relevant in the global market,

employees of any organization need to be skilled, effective, and proficient when

performing their job (Owusu-Ansah et al., 2016). The highly competitive information

technology of the 21st century, results in cheaper, smaller, and faster delivery of good

and services (Chitrao, 2016). Transformational leadership and worker performance are

topics of interest to me due to experience in manufacturing industries. The theme of the

research proposal was designed to explore leadership strategies which can enhance

worker performance. The relationship between the employees and the leadership of a company is imperative for the working atmosphere on the production line and the success of the organization (Han & Han, 2020).

An organization requires leadership and expects individuals who recognize that people and communities are not just a means to the company outcome but are also an end in themselves (Slavik et al., 2015). An employee's perception of his or her work environment may determine his or her level of job satisfaction, which in turn may affect the employee's job performance (Redmond & Sharafizad, 2020). The kind of leadership skills practiced by the team leaders in a manufacturing floor determines the mood of the employees. The mood of the organization is set by the mood of the leader (Ochalski, 2016). Emotionally skilled leaders can understand and control their own emotions as well as the emotions of their followers (Ochalski, 2016). Several challenges such as aligning individual needs with shared goals, managing resources, and task completion are faced by leaders (Aga et al., 2016).

Researchers have acknowledged a positive connection between followers' job satisfaction and transformational leadership at both individual and team levels (Redmond & Sharafizad, 2020). Transformational leadership style encompasses the influence of leaders to motivate followers' emotions and values with the aim of profiting the organization (Veiss, 2017). Followers are motivated by transformational leaders by communicating visions of the future that are inspirational, such leaders show respect to their followers. The leaders provide opportunities that inspire them to learn new skills

and acquire knowledge on new technology to address the global challenges (Schermuly & Meyer, 2020).

Although researchers have revealed that multiple leadership strategies have been used by some organizations in the US, as well as internationally, to improve worker performance, a literature gap existed regarding how transformational leadership style could enhance worker performance in manufacturing industry. In this qualitative case study, I explored the strategies used by transformational leaders to enhance worker performance in their relevant workplaces. Business leaders commenced the emphasis of managerial practices intended at enhancing employee performance in the late 2000s (Yasir et al., 2016). Their main strategies included employee recognition, monetary, and nonmonetary based awards (Inuwa, 2017), leadership development (Hildenbrand et al., 2018), and positive employee engagement (Kazimoto, 2016). My primary focus was to explore relationship between transformational leadership style and employee's work performance in manufacturing industries (Chan et al., 2019)

The study was important because it may create awareness for many organizations on the importance of adopting transformational leadership style to improve worker performance, resulting in a positive impact to the organization. Successful completion of this research acts as a template that may be used by many companies for the purposes of improving their employee performances. The study may also help future companies in their planning on the best effective leadership and management practices for organization.

Problem Statement

The ongoing globalization of markets resulting from 21st century technology has demonstrated higher levels of competition in outsourcing and offshoring of goods and services (Bowen et al., 2015). Efficiency planning is put into place to avoid costs and achieve savings by avoiding unnecessary waste of resources (Fernbach et al., 2015). In order to be productive and remain relevant in the global market, organization leadership must ensure employees are skilled, effective, and efficient in their job performance (Nayak et al., 2015). Seventy-two percent of corporate managers recognize the importance of organizational leadership on the performance of an organization (Kumari, 2015). Leaders and managers must have strategies to enhance worker performance to improve productivity (Kumari, 2015).

While some evidence in the literature showed that business leaders achieve some measures to improve worker performance by providing training to their employees (Chan et al., 2019), more research is needed to investigate the relationship between transformational leadership style and employee work performance in other manufacturing industries. Experimental and theoretical evidence indicated that employee perceptions of managerial practices shape individual performance in the workplace (Taneja et al., 2015). According to 2017 United States Training Industry Report (2017), organizations spent an average of $1,075 per employee on training and development. Even though some leaders of organizations attain some level of improvement, employee training alone has shown to be inadequate to ensure sustainable productivity (Arghode & Wang, 2016). The general

business problem was that some manufacturing managers operate without business strategies to enhance employee performance (Parvadavardini et al., 2016). The specific problem of this study was to better understand how organizational leaders can improve their knowledge and the effectiveness of transformational leadership styles.

Purpose of the Study

The purpose of this qualitative study was to explore the perceptions of organizational employees about how best to improve the knowledge and the effectiveness of transformational leadership styles. I used a single case study design with different sources of evidence. The case study included organization document review, semistructured, in-depth interviews, reflective field notes, review of facility assessment reports in a manufacturing organization located in Connecticut. A sample of 20 participants were considered for the research study and saturation point was achieved with the selected participants.

Leaders of organizations gained deeper understanding of cultural practices, leadership, and management strategies to enhance worker performance and to ensure employee job satisfaction. I intended to suggest ways of improving the knowledge and the effectiveness of transformational leadership styles. Successful completion of this qualitative study has the ability of impacting social change in administrative and industry practices, by providing strategies and research data designed to increase worker performance to the managers and supervisors of manufacturing industries.

Research Question

Based on the purpose of this study, I formulated the following research question for this study.

What are the perceptions of employees of a manufacturing organization located in Connecticut about how to best improve the knowledge and the effectiveness of transformational leadership styles?

Conceptual Framework

I chose transformational theory and contingency theories to serve as theoretical foundation for the conceptual framework of this study. The early influence of transformational leadership style was derived from Burns (1985). Burns identified four concepts of transformational leadership behaviors: individualized considerations (paying attention to individual's needs), idealized influence, intellectual stimulation, and inspirational motivation. The four concepts mentioned of transformational leaders may affect the creative self-efficacy of employees as they offer certainty to the followers to change the viewpoint already developed. The field of leadership today not only focuses on the leader, but also on followers, supervisors, peers, work setting/context, and culture that includes a much broader array of individuals representing the entire spectrum of diversity in public, private, and not-for-profit organizations (Lazarus et al., 2019). The contingency and transformational leadership theories suggested for this study are among the eight theories concerning leadership and organizational change.

Transformational leadership theory was first introduced by leadership expert Burns (1985). According to Burns, the theory asks the most important questions as to why one should be a leader and the goal of leadership; he argued that transformational leaders could inspire positive changes in followers (Redmond & Sharafizad, 2020). Burns asserted that transformational leaders are normally energetic, enthusiastic, and passionate about what they believe in and what they intend to carry out. Burns stated that transformational leaders involve themselves in the change process and helps others succeed. Burns concluded that transformational leaders help motivate followers to align their personal perceptions, expectations, and aspirations with those of the organization. Within transformational theory, leaders are willing to learn from others, take risks to attain accountability level of confidence, gain trust, and maintain integrity (Aga et al., 2016). Transformational leaders are trusted, admired, and command respect from followers (Alrowwad et al., 2017), which indicates that anyone can step in and be a leader.

According to Fiedler (1967), effective leadership is based on a style of leadership and one's control over the environment, where the leader may have expert knowledge and skills to bring about a favorable outcome. Fiedler developed a contingency theory model (contingency theory of leader effectiveness). Fiedler stated two major important factors that the effectiveness of group performance depended upon the leader's motivational pattern and the extent to which the situation gives the leader power and influence (Fiedler, 1967).

This theory concentrated on two concepts (a) leadership style (task-oriented and relations-oriented), and (b) situational favorableness. The task-oriented style consists of the interaction between a leader and the followers where the leader's style is measured by an index called the least-preferred coworker (LPC). These concepts are appropriate to this study because each concentrate on factors associated with the improvement of overall employee performance in organizations and are important to the discipline of leadership and organizational change through the illustration of different leadership styles. I used the transformational leadership theory to explore the effect of its four dimensions on employee's performance and job satisfaction within the selected manufacturing company. Zhang et al. (2015) recommended further research on transformational leadership theory using qualitative case study to explore the effect on followers in a different setting such us manufacturing industry.

Nature of the Study

Based on the purpose of this explorative study, I used qualitative research methodology. Researchers used the method to develop meaning from people's experiences by aiming on answering questions such as *what, how,* and *why* (McCusker & Gunaydin, 2015). I employed a single case study research design with several embedded units using different sources of evidence like for example semistructured, in-depth interviews with corporate employees as subject matter experts and data from corporate documents to gain deeper insight on strategies leaders employ to increase worker performance. To ensure the reliability of the study, I used a single case study as the main

strategy (Yin, 2018). The virtual interviews were recorded, coded, and analyzed accurately in accordance to the participant's verbatim transcriptions (Yin, 2018). Gemünden et al. (2018) stated that when the goal of the study is to extract personal stories, qualitative research method is highly recommended.

Quantitative research is an inquiry into a social or human problem grounded on testing a theory comprised of variables, analyzed with statistical procedures and measured with numbers. Quantitative researchers examine the differences and relationship among variables by developing and testing hypotheses through statistical testing of samples (Coad et al., 2015). Measurements of variables occur in quantitative methodology to enable the data analysis using statistical procedures and means (Yin, 2018). Quantitative methodology was not appropriate for this study because the purpose of this study was to construct meaning from employees' experiences and not to identify cause-and-effect of variables. I did not test an experimental hypothesis. Mixed research methodology was not appropriate for my study either because qualitative researchers focusses on studying social events such as, strategies as opposed to developing and testing of hypotheses or combining qualitative and quantitative in a mixed method (Palinkas et al., 2016). I collected the research study data from the participants who includes workers, supervisors, as well as managers. Qualitative research method is the most suited for the author to adopt.

There are other designs which I did not use for my research study. The methodology of the phenomenological study is used to gather and explore the lived

experiences; it allows the researchers to explore ways to construct meaning regarding the events in a social setting in a timely manner (Yin, 2018). Grounded theory design is often referred to as qualitative method by some researchers, it is a general method, a systematic generation of theory from systematic research (Mohammad et al., 2017), this design was not fit for my study because generation of theory was not the primary aim of the research. Narrative design concentrates in collecting stories and studying individuals in the process of data collection, this creates stories about their experiences and the meaning such individuals under investigation attributes to (Mohammad et al., 2017). I did not plan to use narrative design in the research study because I only focused on the process and not individual employees. Ethnography design concentrates on in depth scrutiny of the culture. It is a process where the researcher studies about the culture of the individuals and the environment under investigation (Kim et al., 2017). The traditional ethnography is a time-consuming process, because of the time constrain and the nature of my study, the design was not the best fit and I did not use it in my study.

I used a single case study design approach because a case study does not exclusively address historical phenomenon but allows the researcher to focus on existing issues (Yin, 2018). This approach works well with the qualitative research design and allows for a better understanding of *why* and *how* questions based on real-life situations. The purpose of any research study informs the choice of the design methodology, that is, to explore the leadership strategies which can improve worker performance. I selected the

sample participants for the data among those who are knowledgeable about their work environment or are involved in daily operations of the organizations.

The main benefit of a case study design is that it provides much more detailed information than what other methods gather. The design allows for the presentation of data collected from multiple sources (surveys, interviews, document review, and observation) to provide the complete story (Davis & Amirbekova, 2019). Based on the case study, interviewees were expected to explain their experiences and observations during the normal daily operations (Sun & Wang, 2016). The next procedure was to analyze the collected data by combining them into themes; the themes are then developed into a textural description of their experiences (Waldman et al., 2015).

Definitions

The terms defined below are exceptional and special to the topic of exploring leadership strategies to enhance worker performance. I consider the terms below essential to support the reader's ability to better understand the study.

Contingency theory: This kind of leadership theory focuses on specific factors related to the environment that could determine the type of leadership best suited for a situation. The theory affirms that no leadership style is best in all situations (Sharon et al., 2016).

Followership: The ability to understand direction and get in line behind a task, and to deliver the expectation as a team player. A good follower is an asset to an organization; followership is the mirror image of leadership (Owie, 2017).

Globalization: This is a process of integration and interaction of people, organizations, government of different nations across the globe, it is a process propelled by investments and international trade supported by information technology of the 21st century. It impacts economic development, environment, political systems, and on culture (Kuzucu, 2017).

Leadership: It is perceived in psychological theories as a social influence process in which leaders apply interpersonal skills to motivate and inspire followers in attaining company, or group objectives. In the business world, leadership is about setting goals perceived by business models; good leadership is an essential key to the success of a company. Leadership is about planning and executing as a team or as an organization, it is about influencing followers to contribute to the goals of the organization (Deschamps et al., 2016).

Transformational leadership: The process of exchange between leaders and subordinates in which the subordinates are recognized by the leaders, their financial goals, other needs and organizational recognition are catered for by the leaders. Transformational leadership highlights tasks and clarifies organizational expectations and required tasks to attain rewards (Wang & Yen, 2015). The transformational leaders motivate their followers by communicating an inspiring vision of the future, their interaction with their followers are coaching or mentoring relationship.

Assumptions

In this study, I had five assumptions. It was assumed that the participants understood the research questions and responded to them appropriately without any influence, or fear of any kind of punishment from the leadership of their organization. The second assumption was that all participants had enough experience, skill, and are knowledgeable enough to participate in the research study. Third assumption was that all respondents answered the questions truthfully and shared the information ethically without bias. I assumed that there was collective responsibility on the production line. The production floor requires close coordination with all the team players, that is, teamwork and collaboration between the supplies, managers, supervisors, and the subordinates. Working together helps an organization to achieve her long-term goals, it also helps individual employees-built rapport with their fellow workers which is healthy for the organization in achieving her mission and vision. I assumed that the organization of choice use efficiency measures in their operations. Efficiency planning is vital and enables companies to attain optimum savings and avoid unnecessary waste of resources. With the globalization, organizations must ensure efficiency by offering skill improvement training to workers.

Scope and Delimitations

The literature that addressed how transformational leadership influences the performance of follower and their job satisfaction lacked much information about the manufacturing industries in the eastern part of United States. I filled the existing gap by

studying the lived experiences of 20 participants working for a transformational leader in a manufacturing organization. I chose a sample of senior, lower-level management, and subordinates for the interviews that were virtually conducted through electronic median such as zoom, skype and by telephone. Apart from interviewing the participants, I also conducted online review of company documents (Yin, 2018). I studied a maximum of 20 people selected from the three categories above as narrated their duties and operations at their workplace. The primary focus of the study was to establish the ways in which transformational leadership style affects work performance and satisfaction at the workplace.

Delimitations define the limits of the research study developed according to the preferences of the researcher in such as participants' selections, choice of questions, and methodologies (Noble & Smith, 2015). I limited the scope of this case study to 20 participants, by which I attained saturation point. The study was also limited to facility in the state of Connecticut, and I also reviewed the policy and procedure documents of the selected organization. Transferability of the study is left to the readers to make a judgment because the data samples were collected from a selected manufacturing facility; this has a potential of limiting the transferability of the results or findings to other similar wire manufacturing industries.

Limitations

Limitations are boundaries that may not or may contribute to the study (Marshall & Rossman, 2016). Limitations signify areas of the study that are beyond the researcher's

control (Noble & Smith, 2015). The estimated sample of up to 20 participants was based on one or few selected manufacturing organizations located in one region of United States, that has multiple employees forming the cases in the group as a multiple case is another limitation (Yin, 2018). The geographical location choice of Connecticut and the selection of manufacturing industry presented opportunity for bias study results. Appearance of such bias creates a possibility of participants giving responses based on the organization in the selected geographical area. The own subjective feelings during the data collection results in researcher bias (Yin, 2018).

There is also potential bias on self-collected and reported data based on the assumption that all data collected from the field are accurately documented and reported, and that they reflect the real situation to advise all similar organizations after the analysis may also pose limitation. Self-reported data are believed to cause credibility concerns regarding the attainment of the proposed objective of the study. Researcher bias may be mitigated by use of triangulation. Triangulation is used to aid a researcher in testing the validity through the merging of information from different sources, and to avoid bias during the data collection process (Latan et al., 2019). Inaccurate responses from participants who might be in a rush to finish the virtual/phone interviews as quickly as possible is also a limitation for the study. Case study is time consuming and very difficult to replicate.

Significance of the Study

The results may provide organizational leaders with data about how best to improve the knowledge and the effectiveness of transformational leadership styles. Such results of the study may also help structure an alternative theoretical framework by providing relative information for scholar practitioners to develop and test hypotheses on the link between perceptions of fairness and worker job satisfaction (Khan, 2016). The results may help address the inconclusive findings surrounding perceptions of followers towards transformational leadership and job satisfaction in super conductor wire manufacturing organizations.

Significance to Practice

This qualitative case study is important to the management and leadership practice because it may assist in advancing worker performance in a super conductor wire manufacturing company. A lot of research literature touching on leadership styles like transformational and those touching on followers' performance has existed over the years, in many industries like healthcare (Olu-Abiodun & Abiodun, 2017). Very few, if any, have explored the leadership strategies to advance worker performance in a super conductor wire manufacturing company in the state of Connecticut. The gap that exists in the industry concerning transformational leadership practices may be fulfilled by this qualitative research study. Through this study, readers of the dissertation may act as proponents of transformation in other similar organizations by helping them to implement the recommendations necessary to transform their companies to achieve their set goals.

Many other similar organizations may learn strategies on how transformational leadership can have positive effect on employee performance.

Significance to Theory

I believed that this dissertation was significant to transformational leadership theory; the study explored areas which have not been extensively researched in the super conductor wire manufacturing organization located in Connecticut. My focus was to compile results necessary to fill the existing gaps positively impacting the workers by improving their economic and social status. It may also help the management learn new leadership skills and to understand that transformational style of leadership impact positive change regarding employees, to enhance job satisfaction and increase productivity (Tayal et al., 2018).

The research results can also help management to understand the value of maintaining efficient employees in their organizations because human resource is a vital asset to the success of a company (Viswanathan, 2017). Transformational leaders ensure safe and healthy environments for the workers to influence their level of satisfaction which results in job satisfaction (Zineldin, 2017). Gitoho et al. (2016) revealed that a manager who advocates and observes company values and mission then inspires employees to follow them. They also established that such leaders promote employee ideas when seeking answers to challenges; it is one of the motivating factors to better performance (Gitoho et al., 2016).

There are four main components of transformational leadership style: idealized influence, inspirational motivation, and intellectual stimulation (Zaharia & Hutu, 2016). Idealized influence characterizes leaders who represent a trustworthy role model to follow. Inspirational motivation allows leaders to set, articulate, and communicate a compelling vision of the future that empowers followers to take initiatives in changing the organization (Zaharia & Hutu, 2016). Intellectual stimulation enables leaders to encourage subordinates to question beliefs and assumptions, reframe problems, take risks, and look for new ways of doing things (Moghtadaie & Taji, 2016). Individual consideration allows leaders to treat followers on a one-on-one basis, focus on their individual strengths, and help them cope with stressful situations (Jundt et al., 2015).

In this study, I explored how the 20 identified participants were affected by the four components of transformational leadership style in their organization. Transformational leaders demonstrate behaviors that empower subordinates to surpass their self-interests, manage change, and perform beyond expectations (Jundt et al., 2015).

Significance to Social Change

Social change is a term which may be referred to as change in the nature, social behavior, and the social relations of a community of people and the society at large (Bakhtar, 2017). Promotion of good leadership in organizations that impacts positive change on followers may bring social change to their communities (Obeidat & Tarhini, 2016). Transformational leadership style which creates room for social change on employees are a contributing factor to significant social change in the society. A trusting,

ethical partnership between businesses and their leaders, stakeholders, consumers, and communities, should improve society both financially and socially. The implications for positive social change from this research include workers increasing a better understanding of how transformational leadership style impacts them morally, socially, and financially (Bachmann, 2017).

My qualitative research dissertation has the possibility of influencing many more super conductor wire manufacturing companies in Connecticut and beyond to adopt leadership strategies as a result of the study, to create positive impact on their workers. My case study has the potential to educate others about the need to implement transformational leadership in other settings or industries. My study has the potential to bring about positive social change in the manufacturing industries and by extension to the societies through implementation of good leadership theories employed in the organizations, as discussed by Redmond and Sharafizad (2020).

Summary and Transition

In this chapter, I introduced the leadership styles to be explored that can enhance worker performance in a super conductor wire manufacturing company in the state of Connecticut, United States. The purpose of this qualitative study is to explore the perceptions of organizational leaders about how best to improve the knowledge and the effectiveness of transformational leadership styles. I identified ways in which transformational leadership style impact positive effect on the employees. I also highlighted how the management strategies improve the employee effectiveness and

influence job satisfaction. In this chapter, I also explained the four components of transitional theories: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

I have also explained the data collection method for the qualitative case study. The sources of information for this study were interviews with subordinates and their superiors in selected super conductor wire manufacturing organizations, located in Connecticut, observation of the individuals during their work performance, and the review of facility assessment reports, literature review of the existing body of knowledge regarding the theoretical framework, and literature review of the existing body of knowledge regarding the research topic. I addressed how the study may impact positive change to the community and society at large.

Chapter 2: Literature Review

Introduction

There is theoretical and experimental evidence that indicates employee perceptions of managerial practices shape individual performance in the workplace (Taneja et al., 2015). While some evidence in the literature showed that business leaders achieve some measures to improved worker performance by providing training to their employees (Chan et al., 2019), more research still needs to be carried out to investigate the relationship between transformational leadership style and employee work performance in other manufacturing industries, thus forms the justification for the current case study (Septiadi, & Kristanto, 2019). The specific problem of this study is to better understand how organizational leaders can improve their knowledge and the effectiveness of transformational leadership styles.

The purpose of this qualitative study was to explore the perceptions of organizational leaders about how best to improve the knowledge and the effectiveness of transformational leadership styles. I conducted the case study by interviewing 20 participants from the company via virtual/phone and electronically through email. I explored the lived experiences of the chosen participants by hearing the stories via virtual/phone conversations; the focus was also based on how the transformational leadership style impact their work performance and job satisfaction.

Few researchers have shown that transformational leadership style impacts positive change on their followers (Ochalski, 2016). There was gap evidence on how

workers perform in relation to transformational leadership (Irshad et al., 2014). The major sections of the chapter; I outlined the literature search strategies, discuss the conceptual framework, review literature in six areas, which are transformational leadership theory, employee outcomes, follower performance, job satisfaction, and leadership skills and organizational change. I summarized the chapter by illustrating the main themes and key points covered in the chapter.

Literature Search Strategy

There were a variety of search strategies I used to obtain scholarly literature relevant to my topic of exploring leadership strategies to enhance worker performance. Some of the most frequent strategies I used included the various databases provided by the Walden University Library for searching scholarly written articles, dissertations, and other relevant presentation papers. I also used the Google Scholar article alerts based on my topic of study, and the standard Google search tool. To collect the required data for the dissertation, I conducted a thorough literature review from mostly award-winning dissertations, related conference scholarly documents, and peer-reviewed articles.

The research databases I used to help find the relevant review materials from the Walden University Library website included books, conference documents and peer-reviewed articles were ABI/INFORM Collection, Business Plans Complete, SAGE Journal (formally SAGE Premier), ProQuest Central, Thoreau Multi-Database Search, Google Scholar, Google search engine, Science Direct, and Business Source Premier. The key words that I used for the search data bases were *worker performance, job*

satisfaction, leadership styles, transformational leadership, leadership theories,

employee performance, and *followers.*

I set up Google Scholar alert for up-to-date relevant sources for my dissertation

topic, the key search terms for the alert sources were *leadership strategies, worker*

performance, and *causes of employee inefficiency.* The Google alerts enabled me to

collect enough scholarly writings which generated satisfactory evidence to justify the

purpose of the review. The search I conducted were limited to peer reviewed articles and

other professional journals published within a span of 5 years at the time of the search, I

have so far reviewed and analyzed about 78 articles. Other searched terms and titles used

for accumulating enough materials for the review included *the effect of cultural diversity*

in a work place, effect of team work on employees, the impact of 21st century technology

on work performance, the impact of the world as a global village due to the 21st century

technology, environmental impact on worker performance, team motivation, and

leadership styles in a multicultural workplace.

I entered the information gathered from the Google Scholar into the Walden

Library databases to authenticate the existence of the document and their status on peer-

reviews, or other scholarly works. The searches were restricted to the last 1-5 years for

the analysis of the most resent scholarly articles to confirm with the 85/15% dissertation

requirements.

Conceptual Framework

I selected transformational theory and contingency theories to serve as theoretical foundation for the conceptual framework of this study. The early influence of transformational leadership style was derived from Burns (1985). Burns identified four concepts of transformational leadership behaviors: individualized considerations (paying attention to individual's needs), idealized influence, intellectual stimulation, and inspirational motivation. The four concepts mentioned of transformational leaders may affect the creative self-efficacy of employees as they offer certainty to the followers to change the viewpoint already developed. The field of leadership today not only focuses on the leader, but also on followers, supervisors, peers, work setting/context, and culture that includes a much broader array of individuals representing the entire spectrum of diversity in public, private, and not-for-profit organizations (Lazarus et al., 2019). The contingency and transformational leadership theories suggested for this study are among the eight theories concerning leadership and organizational change.

Transformational leadership theory was first introduced by leadership expert Burns (1985). According to Burns, the theory asks the most important questions as to why one should be a leader and the goal of leadership; he argued that transformational leaders could inspire positive changes in followers (Redmond & Sharafizad, 2020). Burns asserted that transformational leaders are normally energetic, enthusiastic, and passionate about what they believe in and what they intend to carry out. Burns stated that transformational leaders involve themselves in the change process and helps others

succeed. Burns concluded that transformational leaders help motivate followers to align their personal perceptions, expectations, and aspirations with those of the organization. Within transformational theory, leaders are willing to learn from others, take risks to attain accountability level of confidence, gain trust, and maintain integrity (Aga et al., 2016). Transformational leaders are trusted, admired, and command respect from followers (Alrowwad et al., 2017) which indicates that anyone can step in and be a leader.

According to Fiedler (1967), effective leadership is based on a style of leadership and one's control over the environment, where the leader may have expert knowledge and skills to bring about a favorable outcome. Fiedler developed a contingency theory model (contingency theory of leader effectiveness). Fiedler stated two major important factors that the effectiveness of group performance depended upon: the leader's motivational pattern and the extent to which the situation gives the leader power and influence (Fiedler, 1967).

This theory concentrated on two concepts (a) leadership style (task-oriented and relations-oriented), and (b) situational favorableness. The task-oriented style consists of the interaction between a leader and the followers where the leader's style is measured by an index called the LPC. These concepts are appropriate to this study because each concentrate on factors associated with the improvement of overall employee performance in organizations and are important to the discipline of leadership and organizational change through the illustration of different leadership styles. I used the transformational

leadership theory to explore the effect of its four dimensions on employee's performance and job satisfaction within the selected manufacturing company. Zhang et al. (2015). recommend further research on transformational leadership theory using qualitative case study to explore the effect on followers in a different setting such as the manufacturing industry.

Leadership Concept

The ability to influence a team or group with respect to accomplishing the set goals is referred to as leadership (Tabassi et al., 2016). When leaders demonstrate certain critical traits, decision-making patterns, and behaviors, they are seen as moral persons (Arshad et al., 2020). According to Atmojo (2015), leadership is presented by psychological theories as process in which leaders apply interpersonal skills to socially influence, motivate, and inspire followers for collective responsibility in achieving organizational goals.

Integrity, honesty, and trustworthiness are some of the critical traits (Mayer, 2014). Mayer (2014) revealed that a robust indicator of company's ethical outcome is a moral identity of their leaders. A moral self-identified leader is successfully more likely to make ethical decisions and impact a lot of influence on his workers to behave in ethical ways (Deschamps et al., 2016). Leadership can take many forms; task oriented or people oriented, transformative or transactional, nonsanctioned or formal (Atmojo, 2015). According to Naeem and Khanzada (2017), the success of an organization depends on the quality of leadership.

Various leadership styles demonstrate the kind of engagement, and the effect leaders have on their group members in decision making and the behavioral direction of the followers. Kesting et al. (2016) stated that leadership is the act of changing the attitudes and behaviors of individuals and the collaboration among groups with the intention of achieving the objectives of the organization. It was viewed in the past as a form of social influence, as of late, people began to view it as a way of organizing individuals and people to achieve a set goal (Manuel, 2017). It is the ability to motivate a group to achieve a vision (Bertsch et al., 2017), a process of social influence in which a person can enlist the support of others to accomplish a common task is referred to as leadership (Chemers, 2014). Landis et al. (2014) stated that leadership is one of the vital components that yield a successful organization. Kotter (2014) described a leader as a change agent that is flexible and ready to take challenges to act at a short notice to stay relevant in the global market of the 21st century. A leader is a person who influences, guides, and helps followers to achieve their goals in an organization, (Thill & Bovée, 2015).

There are numerous styles of leadership that have emerged over the course of human history. To meet the needs and demands of the time, many scholars and theorists have developed new theories in the cause of the modern history. Other scholars have explored and developed some of the existing ones through their research. The categories of leadership theories mostly depend on which characteristics are believed to best describe the leader most effectively (Leadership-central.com, 2017). Some of the most

common theories that I examined to establish characteristics of leadership are listed below, such as trait theory, great man theory, transformational theory, transactional theory, emerging leadership theory, and contingency theory.

Trait Theories

In the early years of 1920s, Taylor was first to identify the differences between worker and manager, he was instrumental in employing a management model grounded on the work productivity. The scientific management era was referred to as the great man leadership theory (Malcolm, 2017). A foundation for trait-based theories were first developed by great man theory (Khan & Nawaz, 2016). The theory evolved into trait theory in the early 20th century. The theory existed in the 1900s based on the research done by Malik et al. (2016). trait theories that may consist of leaders' social, intellectual, and physical characteristics were developed in the 1940s-1950s (Silva, 2014).

Trait theory is dependent on the on the qualities of leaders who are unsuccessful and those that are successful, and the theory is used to measure or predict the behavior of an efficient and successful leader (Management Study Guide, 2017). Germain (as cited by Malcom, 2017) suggested that skills and leadership trait are characteristics. Germain also noted that the time of understanding the importance of leadership is the strength of the trait theories. Germain's lack of discovery for universal traits was the weakness identified (Malcolm, 2017). Task and relationship components began to be included in leadership theories; this theory could not explain situational factors that are helpful to the success of leadership or failure (Silva, 2014).

Figure 1

Theories of Leadership

Retrieved from https://www.slideshare.net/kesarinandan96/theories-of-leadership-13415459
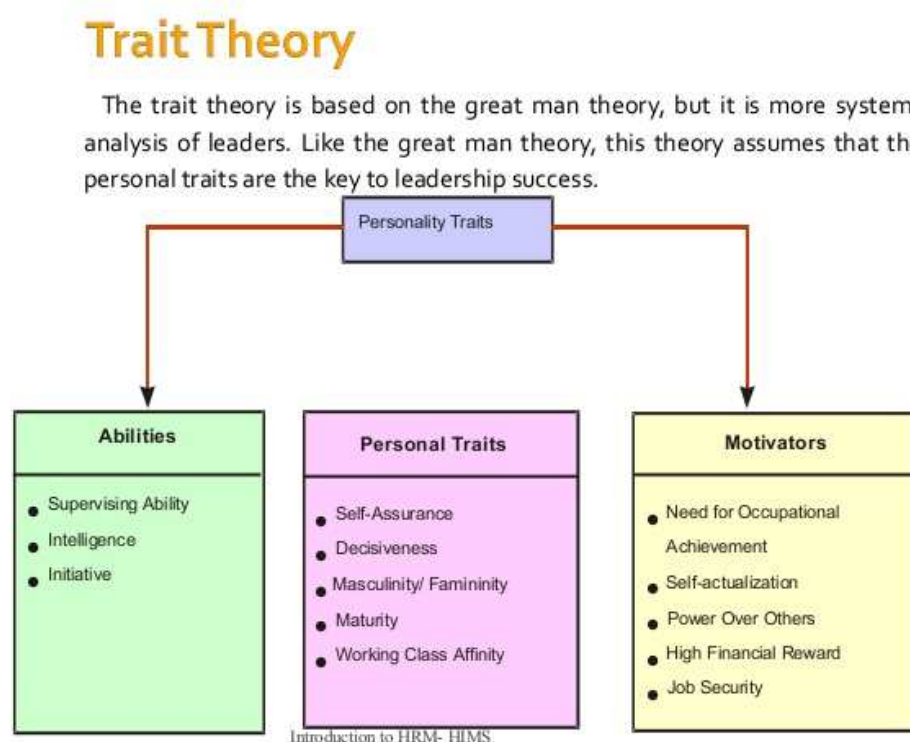
Great Man Theory

Great man leadership theory evolved in the 19th century. The theory was based on the philosophy that the characteristics of a leader can only be attributed to a man (Wojtara-Perry, 2016). The theory assumes that extra ordinary individuals' shapes history irrespective of economic, social, or political situations they are in (Slabbert, 2017). During the evolution time of this theory, leadership was considered a male quality

responsibility. The assumption was that a man is naturally born a leader or not and could rise to the occasion to take the leadership role at the opportune time when need arises (Wojtara-Perry, 2016). The theory was promoted by Carlyle who was a teacher and a writer (Leadership-central.com, 2017). According to Carlyle, the biography of great men is the history of the world (Cherry, 2014).

Transformational Theories

The theory which has widely spread in the recent years was initiated by Burns in the year 1985; another name for transformational theory is relationship theory. The technology of the 21st century has created a lot of competitions among organizations in the global economy; they are confronted with new challenges due to technological changes. The new challenges require a lot of strategies and quick decision making, leaders' resort to use of technology such as, emails, virtual conferencing, and communication transmission through available electronic median. Organizations get away from face-to-face meetings and resort to news technology to save time, money, and sometimes for reliability.

Bass et al. (2003) found that transformational leadership enhance performance in many organizations (Chiu et al., 2016). It is the process where an individual can create relationships through the interaction with other people describes the transformational leadership theory. The relationship creates a high level of trust among the parties that ends up in motivating the followers and stimulating them and to perform beyond the expectations, hence more profit to the organization. This kind of leadership is

inspirational, charismatic, and stimulates individually. The leaders seek to assist their followers in an organization rise beyond their own interest to fulfill the mission of their organizations (Deschamps et al., 2016).

Leaders that adopt transformational leadership style are likely to build confidence, admiration, trust, and respect from the followers or other team members by the demonstration of personal ability to lead successfully (Wojtara-Perry, 2016). The transformational approach makes substantial change in the life of people and the organizations (Money, 2017). Transformation leaders can be seen when leaders and followers make each other to advance to a higher moral and motivation (Burns, 1985). Transformational leadership theory is all about leadership that creates positive change in the followers, whereby they take care of each other's interests and act in the interests of the group as a whole (Warrilow, 2014). Transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms.

Transformational leaders focus is based on team building, work for the benefit of followers, community, and the organization, (Sun et al., 2014). According to Chan and Mak (2014), the transformational leadership style pivots on the capability and the personality to influence change by conveying the vision and revitalizing goals to the followers. Followers prioritize and reshape their needs as a result of part of transformation that occurs in them. Maslow's hierarchy of needs demonstrated that people needs range from lower maintenance to higher level self-actualization, it is one of the fundamental theories of personal motivation (Soni & Soni, 2019). The five basic

human needs range from the most basic to the most advanced as illustrated in the figure below (Maslow & Lewis, 1987). The theory can assist organizations in the design of programs that can motivate their employees, help in maintaining employee loyalty, and reduce turnover. Transformational leadership theory helps followers see an organization's vision and motivates them to complete their tasks on schedule, can result in higher productivity resulting in higher profit (Soni & Soni, 2019).

Figure 2

Maslow's Hierarchy of Needs Pyramid

Retrieved from https://managingmindspaces.wordpress.com/2017/06/26/top-10-reasons-maslow-had-it-right-towards-fulfillment-balance/
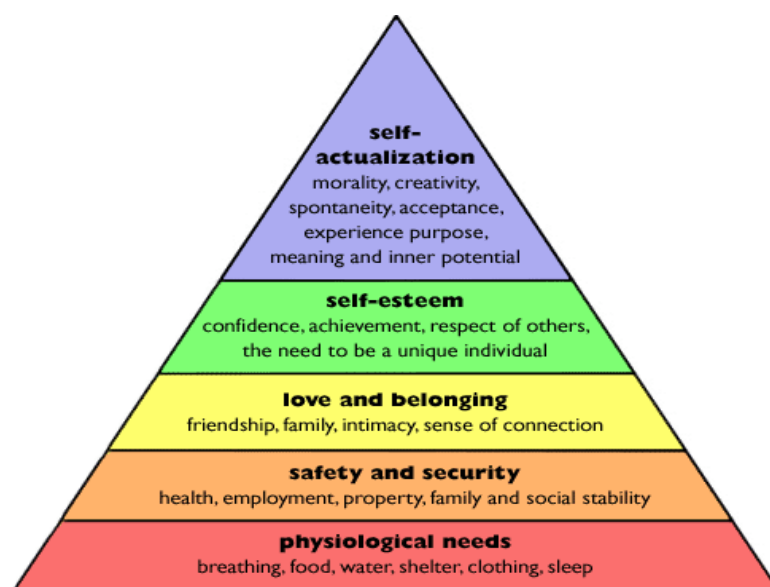
Transformational leaders stimulate higher performance among followers by use of social identity theory. Schwarz (2017) explained that transformational leadership affects the job performance of the followers who report to them in a positive manner

due to the feeling of a stronger bond to the organizations they serve. Schwarz collected data from 252 supervisors-subordinate, through use of confirmatory factor analysis and structural modeling equation, revealed that transformational leadership creates a positive impact on employee performance and organizational identification.

An organization whose leaders embraces and adopts transformational leadership style creates a culture welcomed by employees and the leaders' ends up becoming role models to their followers (Al Zefeiti, 2017). Transformative leaders communicate and demonstrate to assist focus group or follower realize a vision, encourage them to be more involved and motivated to complete the assigned tasks in time and to be more productive (El-Zayaty, 2018).

Figure 3

Images of Transformational Leadership Style

Retrieved from https://richtopia.com/effective-leadership/how-transformational-leadership-works-important.

Figure 4

Four Main Elements of Transformational Leadership
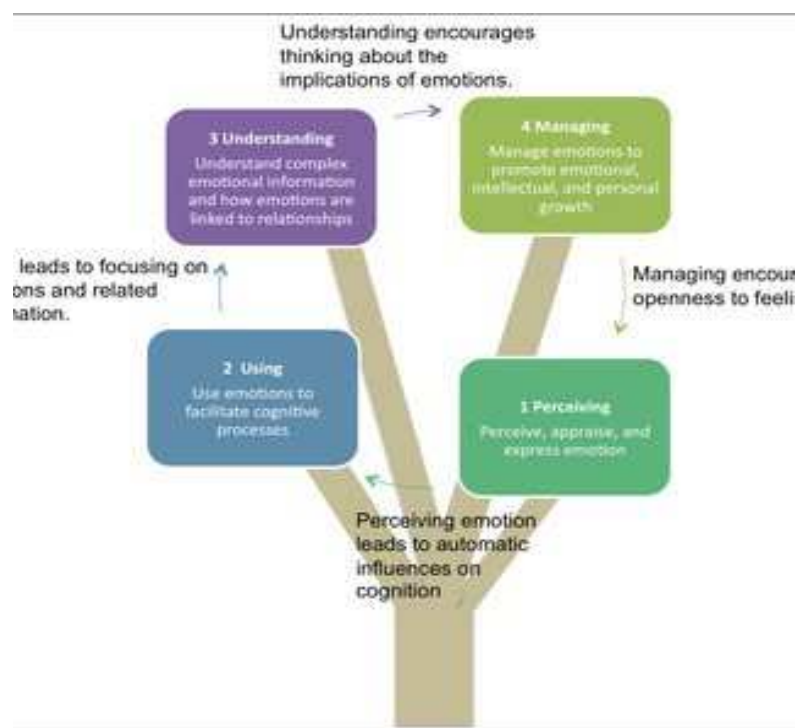
Retrieved from https://www.researchgate.net/figure/Four-main-elements-of-transformational-leadership_fig2_301675222

Transactional Leadership Theories

These theories are also referred to as exchange leadership theories, such theories are illustrated by agreements or transactions formulated between followers and leaders (Leadership-central.com, 2017). Kim and Beehr (2017), stated that the theory is an exchange process in which the follower could not be enthusiastic or committed to task

objectives, but adhere to the orders of 50 leader's requests. Transactional leadership, also known as managerial leadership, focuses on three main areas: supervision, performance, and organization (Mulder, 2016). The leadership style uses the exchange principle. The philosophy of this principle is that employees are rewarded by the management based on good and satisfactory work performance within a set time frame. The transactional leadership theory has two categories, management-by-exception in its passive form and management-by-exception in its active form. These forms are frequently connected to the leadership style known as laissez-faire due to the idleness or laziness of a leader before a problem is noticed (El-Zayaty, 2018).

Contingency Theory/Situational Theory

Contingency theory is based on the assumption that no one leadership style is most effective, but every style should be based on certain situations (Leadership-central.com, 2017). The theory is about matching a leader to a favorable situation where he/she may have expert knowledge or a situation where he/she may have skills that can bring about a favorable outcome. Fiedler (1967) developed a contingency theory model (contingency theory of leader effectiveness). Fiedler stated that group performance depends on two major factors: the leader's motivational pattern and the extent to which the situation gives the leader power and influence. This theory concentrated on two factors (a) leadership style, that is, task-oriented and relations-oriented, and (b) situational favorableness. The task-oriented style consists of the interaction between a leader and his group, where the leader's style is measured by an index called the LPC. The leader is

asked to think about all the persons he or she worked with and on a scaled of 1-8 describe what he liked least about that person. The responses are summed up and a high LPC suggests that the leader should be placed in groups that are relations oriented, and a low LPC score indicates that leader is better suited in a task- oriented situation.

A life cycle leadership theory was introduced by Hersey and Blanchard in 1979. They again renamed the life cycle leadership theory as situational leadership theory. They declared that the abilities of subordinates to accept responsibilities and working independently are key factors to leadership success. Their claim was illustrated by marching subordinate independence levels with directive and supportive leadership styles. Table 1 illustrates these predictions.

Table 1

Situational Leadership Style

Subordinate Independence Level	Directive	Supportive
Very Low	High	Low
Somewhat Low	High	High
Somewhat High	Low	High
Very High	Low	Low

The situational theory according to Hersey and Blanchard's (1979), discovered four leadership behaviors: selling (consultative), telling (directive), delegating, and participating, and linked them to maturity of individual members measured by the leadership adaptability description instrument and effectiveness. Burns (1985) stated that situations are affected by various factors such as motivation and interior factors such as

stress and mood, and that, theory predicts that the situation is assessed through the eyes of followers.

Behavioral Theory

Behavioral theories were developed during the 1940s and 1950s. The classification of this leadership theories focuses mainly on the study of specific behavior of a leader. The main focus in behavioral theorists is on the behavioral patterns of leaders as opposed to their physical, social or mental characteristics (Malik et al., 2016). The theory is based on the assumption that some leadership styles wee effective, and others did not (Silva, 2014). The leaders set goals and rewards the followers or employees for attaining the set goals (Silva, 2014). Successful behavioral leaders have common functional behaviors such as building team spirit, ability to communicate, and interact affectively with the employees (Leadership-central.com, 2017).

Exceptional/Effective Leadership

Leaders who empower employees or followers to attain job satisfaction are referred to as exceptional leaders. Such leaders are very effective, and they keep momentum for change in their organizations by empowering followers to realize job satisfaction (Ulrich, 2014). Effective leaders act with trust and integrity with their followers; therefore, they inspire goodwill and loyalty in others (Ulrich, 2014). Qualities of effective leaders include integrity, trust, motivation, empowerment, effective communication skills, creativity, and vision. Chen et al. (2015) noted that proposed hierarchical classifications into relation orientation, task behaviors, change behaviors, and

external leadership behaviors are leadership behaviors that are effective in influencing the performance of the team and the organization at large.

Chen et al. (2015) stated that behaviors that are task oriented include planning, clarifying, problem solving, and monitoring operations. Relation oriented behavior involves developing, supporting, recognizing, and empowering (Chen et al., 2015). Advocating change, encouraging innovation, envisioning change, facilitating collective learning, represent the interest of the team, and organization; these are change oriented behaviors (Chen et al., 2015). Integrity is the most vital quality of leadership that transforms into equal respect from everyone in the team within the organization (Moorman et al., 2018). Organizations require leaders who are held with high esteem and integrity in the 21st century. Such leaders must be innovators and good communicators who can create positive impact in the organizations by encouraging the global village productivity (Thill & Bovée, 2015).

Wilson (2014) identified the traits and the behaviors of an effective leader whose main focus is organizational growth and the development of the people. The purpose of the study was to determine the traits and behaviors of an effective developmental leader. Wilson established some characteristics of a developmental leader to be the following traits: assertive, analytical, dedicated, cooperative, personable, and practical. The behaviors of a developmental leader were also found to be the following: advisor, charismatic, competitive, delegator, developer, focused, and supportive. Specific traits of

an effective leader who is developmental oriented are identifiable based on their research findings (Wilson, 2014).

Exceptional leaders set priorities right, the priorities have real meaning in an organization, such leaders know how to relay the mission, vision, and the goals of an organization to the employees in a clear, brief, and in a precise manner. There are a vast number of external and internal factors that inform the behavior and actions they take in their organizations, such factors range from understanding the needs and behaviors of their employees, level of their understanding of the company goals, vision, and mission. Their cultural background is also vital.

Most leaders devote a lot of their valuable time in crafting positive and motivational messages including policy and work procedures to be communicated to the employees and stakeholders. Leaders communicate more effectively by their behaviors more as opposed to their words, through effective communications; employees align to work with each other to realize the set goals of their organization (Hamdan, 2018). Employees can successfully attain the company goals when their leaders provide clear and accurate goals through well laid down communication channels; poor communication strategies results in loss of revenue to many organizations (Suh et al., 2018).

The behaviors and attitude of followers are modified by leadership as a human communication tool (Demirtas et al., 2020). Thill and Bovée (2015) referred to leadership as an activity-based communication. Haeger and Lingham (2014) revealed that there are fewer leaders over the age of 40 are found in the workplaces. The 21st century leadership

pattern need to redefine the important tools managers may require for tackling conflicts in organizations. Haeger and Lingham presented a proposal expressing ways of addressing future conflicts and workplace challenges which could be faced by the 21st century organizations.

Effective Communications

The main factor that contributes to the success of an organization, whether virtual or traditional, is effective communication. It is a changing process that requires continuous and proper management for the benefit of organizations and the society at large (Manuel, 2017). Effective communication comes as a result of teamwork (Thill & Bovée, 2015). Leaders of organizations employ effective communication strategies to ensure that the issues and challenges that needs attention are addressed by followers, making employees to understand the strategic direction of the organizations through proper communication channels are key to the company's success (Javier & Buenviaje, 2015). Word games with employees should not be played by leaders of an organization, being open, truthful, transparent, and speaking in plain language results in productivity (Deschamps et al., 2016). In the 21st century, effective business communications are very vital for organizational success.

Emerging/Process Leadership Theories

Leadership concepts have continued to evolve, and many changes keep occurring with time as researchers and scholars formulate and substantiate different frameworks by which leadership can be evaluated (Chen et al., 2015). Theories such as process

leadership theory emerged towards the end of the 20th and the beginning of the 21st century. This theory was advanced to respond to the cultural changes in organizational teams whereby the emphasis in based on individual self-leadership style. Leadership theories that focuses on process comprises of; charismatic leadership, servant leadership, principal centered leadership, shared leadership, social change model of leadership, directive leadership theory with others emerging with time (Nawaz & Khan, 2016).

The servant leadership style introduced by Greenleaf, who was a servant by nature in the early years of 1970, and discussion gained momentum in the early 1990s (Nawaz & Khan, 2016). Servant leaders focus more on the follower's needs, assist them in becoming more knowledgeable, healthier, wiser, freer, and independent. A servant leader also cares about the disadvantaged and treats them as equals (Greenleaf, 1996). In organizations, savant leaders are referred to as stewards and they carry the vision and mission of the organization as opposed to be a servant of the people (Nawaz & Khan, 2016).

Ten characteristics set of servant leader were identified by Spears and Lawrence (2016) from Greenleaf. The characteristics are healing, listening, persuasion, empathy, awareness, foresight, and conceptualization, commitment to the growth of follower's, stewardship, and building communities (Chan, 2018). Servant leadership brings betterment for both the followers and the servant leader. According to Muthia and Krishnan (2015), there are intangible and tangible continuous progress on the part of the follower and the servant leader.

Performance

The 21st century technological changes that evolve by the day have forced organizations to change their ways of operation to be able to compete in the global market (Wojtara-Perry, 2016). As a result, technology and leadership styles continue to act as key factors impacting positive or negative performance of organizations. Unethical behaviors of a leader can affect the work environment and when such behaviors reach the public, the people lose faith in the organization; hence the reputation of the organization, and the result can be negative performance (Bonner et al., 2017).

Al-Al-Ababneh et al. (2017) noted the constant technological changes that occur in the global market and stated that awareness and knowledge are vital and effective for the growth of an organization. The challenge is how to inspire employees to be technologically knowledgeable. For the motivation of employees to attain the preferred performance, transformational leadership style is the most effective to adopt in present times (Silva, 2014). Deschamps et al. (2016) also introduced servant leadership style in his study because he believed that the employees can be fired up and be more productive in a good working environment. Poor working conditions contribute to loss of employees.

<p align="center">**Employee Job Performance**</p>

Self-Efficacy

The connection between self-efficacy and transformational leadership was interceded by personal identification with the supervisors (Malik & Khan, 2019). Self-efficacy was supportively associated with employee performance, according to Malik and

Khan (2019). Self-efficacy has enormous and factual effects on management practices (Silva, 2014). Walumbwa and Hartnell (2011) revealed that transformational leaders could enhance followers or employees' self-efficacy as opposed to the previous research that only established the connection linking efficacy beliefs and transformational leadership.

Silva (2014) concluded that transformational leaders can motivate followers to build good working relationship with their supervisors. In turn, such relationships help followers identify self-efficacy that improves job performance (Malik & Khan, 2019). The quality of the relationship between transformational leadership and self-efficacy serves as the link that influences employee performance in an organization (Cope, 2014). Cope (2014) claimed that transformational leadership style associates to the quality of the relationship, consequences, and change frequency during continuous organizational change.

Figure 5

Self-Efficacy

Retrieved from https://wikispaces.psu.edu/display/PSYCH484/7.+Self-

Efficacy+and+Social+Cognitive+Theories

Employee Job Satisfaction

Managers whose behaviors are counterproductive can be very damaging to an

organization as a result of dissatisfaction among the employees (Sing & Vadivelu, 2016).

Kim et al. (2014) conducted a research study that revealed a CEO who employs

transformational leadership style creates positive impact on employees, the positive

impact results in job satisfaction. As a result, the organization realizes subjective and

objective performance (Kim et al., 2014). The results of the research determined that the

performance of the organization was much greater under the CEO that adopted

transformational leadership style. The transactional style of leadership style of CEO was superior in terms of uncertainty; this style of leadership did not significantly affect the objective performance of the organization (Silva, 2014). The summary of the results drawn from the research study supported the view that transformational style of leadership impact positive performance to the firm (Kim et al., 2014).

Transformational leaders are those who can pursue ways to foster relationship with employees beyond self and transform the organization as well (Malik et al., 2017). The transformational leader focus more on the followers, what is good for the organization is better for the employees and the leader (Demirtas et al., 2020). They motivate and inspire followers to envision a bigger picture rather than self-interest Transactional leadership style focuses more on self-interest as opposed to the followers and the organization.

Gyensare et al. (2016) analyzed why followers perceived transformational style of leadership as more effective. Gyensare et al. revealed that promotion strategies are encouraged by transformational leadership style. Gyensare et al. influenced the perception of leadership process (Silva, 2014). The transactional leaders tend to operate within the laid down guidelines for success while transformational leaders seek to change the existing organization culture. They inspire employees' efforts, intellectual stimulation, motivate through personal leadership, and individual consideration (Dartey-Baah & Ampofo, 2016).

Leader-Member Exchange (LMX)

Alex Ning and Hui (2014) conducted a research study on the integration of leader-member exchange (LMX) with role system theory and role engagement theory. Alex Ning and Hui proposed a model to help in understanding the mechanism through which team performance is affected simultaneously by quality of LMX at the team level and individual level. They used a data from 375 employees which was drawn from 82 teams, the analysis established that LMX quality clearly contribute to customer-rated employee performance by increasing employee role (Alex Ning & Hui, 2014).

Alex Ning and Hui (2014) also found out that teams with the bimodal form of LMX configuration suffered most in team performance due to the fact that they experienced greatest difficulty in coordinating members' activities. Team coordination strengthened the relationship between role engagement and employee performance. The article also discussed theoretical and practical implications of the findings (Alex Ning & Hui, 2014).

The Effect of Employee Empowerment

Al-Ababneh et al. (2017) conducted a research study to determine the impact of employee empowerment on job satisfaction by taking the dimensions of behavioral and psychological. The methodologies used to collect the data for the survey were questionnaires sent to 1,854 participants. The research was limited to the five-star hotels employees only and the exclusion of variables mentioned in the literature. The focus was on one aspect of employee empowerment that is either behavioral or psychological.

Findings of the research were that most positive aspects which are related to job satisfaction are the physical conditions and the relations with colleagues. Most of the people surveyed which included male and female, expressed dissatisfaction with their salaries received from the hotels (Al-Ababneh et al., 2017).

Louyeh et al. (2016) carried out a study to research and highlight the effects of diverse aspects of empowerment on dimensions of staff effectiveness. The study was done through data collection to establish the relationship between organization effectiveness and staff empowerment. Louyeh et al. stated that the effectiveness can be achieved by empowering the human resource department. Human resource management has substantial unquestionable effect on the organizations in realizing the various difficult challenges that face them (Silva, 2014).

Figure 6

Eight Ways of Empowering Employees

Retrieved from https://empxtrack.com/blog/8-ways-to-empower-employees/

Team Building

Vo et al. (2019) conducted a research study about lean thinking in an organization, the concept of lean manufacturing technique is about eliminating bottlenecks and reducing rework and creating of efficient operation. As a result of lean thinking, the performance of the whole organizational system improves. The article also gives a brief overview of where lean thinking originated. Vo et al. explained the method of eradicating activities that is of nonvalue-added known as Kaizen Teams; these are self-

directed teams. The purpose of the paper was to conceptualize just-in-time (JIT) team building interventions for the kaizen events that improve effectiveness and performance of the teams. Vo et al. reviewed literature with the use of Kaizen lean principles, and with the definition of work groups, teams, and classification schemes. Vo et al. also explored issues of change management, team building, problem solving, and cultural development. Such issues are at the forefront for most organizations to maintain their completion in the global market.

The manufacturing practices that focus on minimizing all forms of waste from the production system are profitable. Such new operation procedures like lean manufacturing methods and quality techniques have been improved by current technology. Profitability of an organization depends on the efficiency and speed at which the targets are mate, therefore, productivity and relevancy to the global market depends on the employee performance (Schleicher et al., 2018). Because of the previous manufacturing factory experiences, in-efficiency of employees became a topic of concern to the researcher. Settings goals is an important factor for organizations performance, the approach used to increase the performance and motivation of the employees (Schleicher et al., 2018).

Summary and Conclusions

I reviewed and analyzed some of the existing literature related to leadership theories, such as transactional, transformational, behavioral, contingency, great man, and trait theories. Other areas reviews in this section are effective leadership style, emerging

process leadership theory, employee job performance, job satisfaction, charismatic leadership, and team building.

The reviewed literature revealed suggestions and many important viewpoints on leadership styles and employee job performance. Much information on the impact of transformational and transactional leadership style on employees are also demonstrated in the previous literature. Multiple researchers have explored transformational leadership style as the catalyst that has immensely contributed to the employee job satisfaction and excellent performance, as a result, high yield productivity and profitability is realized by many business entities and organizations.

Based on the extensive literature review as evidenced above, I still have a stronger view that much still needs to be done. In the cause of the research review, several gaps surfaced. Inadequate research exists on leadership strategies on employee performance in the sector of super conductor wire manufacturing industry that provides the justification for the current case study. Very few studies have also been conducted regarding how transformational leadership style enhances worker performance and provides job satisfaction to employees in super conductor wire manufacturing companies located in the state of Connecticut.

In this qualitative case study, I addressed the gap by exploring how transformational leadership style impact workers performance and satisfaction in super conductor wire manufacturing industry in the state of Connecticut. In view of the above existed gap, there was need to conduct a qualitative research study to fill the gap by

exploring the perceptions of organizational leaders about how best to improve the

knowledge and the effectiveness of transformational leadership styles using a super

conductor wire manufacturing firms located in Connecticut as single case study.

Chapter 3: Research Method

The purpose of this single case study was to explore the perceptions of organizational leaders about how best to improve the knowledge and the effectiveness of transformational leadership styles. The study involved virtual interviewing of the subordinates and their superiors in a purposefully selected super conductor wire manufacturing organizations located in the US state of Connecticut State. A sample of 15 employees, two supervisors, and three managers participated in the research interviews. I used a single case study design. I transmitted questions electronically for the engineers and supervisors, while for the subordinates I conducted virtual/phone interviews.

I submitted a thorough and detailed clarification of my research methodology and explained how I was to conduct the research study. In this chapter, I also explained why I preferred qualitative case study research design over the other known methodologies and discussed my role and responsibilities in the study as a researcher. The other areas I covered in this chapter included selection of the participants, selection procedures, instrumentations for data collection, data collection techniques, and data analysis. I also explained research credibility, dependability, conformability, and transferability. I explored the issues of trustworthiness and ethical issues. The last section of the chapter is summery touching on major areas covered in the chapter.

Research Design and Rationale

Based on the purpose of this study, I developed the following research question:

What are the perceptions of employees of a manufacturing organization located in Connecticut about how to best improve the knowledge and the effectiveness of transformational leadership styles?

In this qualitative case study, I used the triangulation technique. I also used semistructured, in-depth interviews, virtual video and phone interviews, and company online documents analysis to answer the above research question (Yin, 2018). Qualitative research helps generate an understanding of the concepts and theories held by the people being studied. The method is adopted when the projected or anticipated result is unknown to the investigator. The method is also used when the researcher intends to explore much deeper into the issues of interest. Qualitative research method is highly suggested when the objective of the research is to create own narrative (Malik et al., 2017).

Even though the early researchers considered qualitative methodology as the most appropriate for creating theme-based narratives and having flexibility in selecting different research approaches, they also identified challenges scholars encounter by using the methodology (Silva, 2014). The research methodology must convey the gap that fulfills the research questions and engage the reader from the front end. Another challenge noted by the previous researchers is that there should be a strong back-end discussion to recap the core outcomes and examine more useful effects of the research (Malik et al., 2017).

Quantitative research study mainly focuses on a selected larger group of research participants, as opposed to qualitative which uses smaller number of participants. The

methodology involves measurements of variables to enable the data analysis by use of statistical procedures like the standard deviation, mode, mean, and median to validate some hypothesis (Yin, 2018). I did not use quantitative methodology because I did not use a larger number of participants and did not test an experimental hypothesis. I also did not quantify lived experiences of the intended selected participants. I wanted to understand their experiences and describe them in depth, thus, quantitative was not appropriate.

Because my research focus was an exploration of the perceptions of organizational leaders and not based on a quantity, mixed research methodology, being a combination of quantitative and qualitative, could not fit my study either (Barber et al., 2017). Qualitative methodology was the most suitable because my study data were collected from participants selected among managers, supervisors, and ordinary workers. Other designs that I did not use for my study includes phenomenological study which allows researchers to research and explore lived experiences. I did not intend to use it because the study was not focused on a specific phenomenon.

Grounded theory design is often referred to as qualitative method by some researchers (Mohammad et al., 2017). I did not use the theory either because the main aim of my research was not to create theory. Narrative design concentrates in collecting stories and studying individuals in the process of data collection, this creates stories about their experiences and the meaning such individuals under investigation attributes to

(Mohammad et al., 2017). This design theory was also not be appropriate for my study because I was neither focused on individual not the employee.

Because of the nature of my study and the time constraint, ethnography design methodology is not fit for it since the traditional ethnography is a time-consuming process (Van Dun & Wilderom, 2016). The choice of the design methodology is guided by the literature and other aspects. My study sample participants were selected from those involved in daily company operations or those knowledgeable on work environment.

Role of the Researcher

A qualitative researcher assumes several roles during the study period. The researcher, as the principal instrument observing the action, remains vital to the study. During the data collection process, I served as the observer, data collector, and the interviewer. This role included the responsibility of data collection from selected participants with minimal bias, analysis, and the interpretation of the study findings (Yin, 2018).

During the data collection, I observed self-discipline as a researcher, observed accuracy and avoided any interruptions at the interview phases. I conducted some interviews by emailing the research questions to some of the participants, used virtual technology such as Microsoft Teams, Zoom, Skype, and via telephone. As a researcher, I remained flexible and open minded during the data collection process, to accommodate the participant's schedules where necessary. I was also responsible for several tasks as

the researcher such as data collection, note taking, coordinating the process, coding, and analyzing the data.

As a researcher, I recorded raw notes that included all formal and informal conversations during the data collection. I accomplished that through videotaping, and by creating journal audio where necessary. I maintained a professional relationship with all my participants and did not have any direct work relationship with the participants I intended to select for the research study. Voluntary participants were selected to participate. Because of the professional nature of the study I conducted, I did not anticipate any power issues during the process. I employed the use of member checking to ensure accuracy of the data collected during the interview sessions with the participants. I reviewed all the recorded interview responses from the interviewees and code only responses that were be relevant to the research study questions.

Methodology

Participant Selection Logic

Advance preparation is vital prior to the beginning of the interview process, these may include choice of the participants (target group), choice of site, formulation of the interview questions, preparation of the final questionnaires, setting the interview time (Bowen et al., 2015). My research study was conducted in Connecticut, one of the states in the East coast of United States. I involved 20 employees, by which saturation was achieved, working in a manufacturing facility. The process included selection and establishment of the participants with the required experiences, identification of the

phenomenon of interest, and collection of data from the selected participants who have experienced the phenomenon. I planned to collect the data by interviewing the participants face-to-face or video link technology as may be applicable and whenever possible.

The purpose of this qualitative study was to explore the perceptions of organizational employees about how best to improve the knowledge and the effectiveness of transformational leadership styles. I sought to gain a deeper understanding of cultural practices, leadership, and management strategies to enhance worker performance and to ensure employee job satisfaction. To be able to gain access to my research site, I wrote a letter and sent via email to the top management of the company requesting permission to conduct the study in the facility. The interview involved machine operators, supervisors, and senior managers.

The letter also requested access to the facilities policy and procedures documentations and the organizational structure. I anticipated that the 20 participants would enable me to reach a saturation point, but I was open to add or reduce the participants whenever the data saturation point would be obtained. I communicated to the participants through emails to respond to the consent forms which explained the purpose and the nature of the anticipated research interviews.

To avoid having fewer participants, I sent request to more than 20 people, between 23 and 25 possible interviewees, then eliminate the names of those who shall have failed to return their responses within the requested time frame. I sought to

interview the selected individual participants at their own convenient time, or during their

break time when on duty. During the interviews, I took field notes and used video

recordings where applicable. I was careful during the question and-answer sessions not to

be bias and stuck to the previously written questionnaire which the participants were

aware of in good time before the interview was conducted.

The research also included data coding and data analysis which are critical parts

of any research study that can be considered credible. I performed the data coding after

attaining the saturation point, when there were no more new themes or information

coming from the selected participants. I used thematic content data analysis methodology

to organize and analyze the corded data. Apart from the coded interview results, the

software was also used to organize the field notes, audio recordings, images taken during

the data collection period, and the video files.

Instrumentation

The tools researchers use for the purposes of information collection should suit

their topic of choice and help them realize the possible outcome of the research (Wilson,

2014). In qualitative research study, the primary data collection instrument is the

researcher (Fox, 2019). I was the primary data collector, thus, the research instrument for

this qualitative research study. Roulston and Shelton (2015) stated that a researcher is the

instrument who relies on foundationalist hypotheses and monitoring for the personal

characteristics of bias when working together with participants. I carried out

semistructured interviews and document reviews from the company website and their

library, to explore leadership strategies to improve worker performance. Researchers use semistructured techniques to allow the interviewees to respond to open-ended questions to express their experiences (Yin, 2018).

I used three sources of data for this study, questionnaires, interviews, and document reviews. The primary data collection method for the study was semistructured interviews. The semistructured interview technique allows the interviewees to provide responses to the research questions freely and truthfully in their own words (Morrison et al., 2016). In qualitative research, researchers use semistructured interviews to find the flexibility to solicit additional incisive questions to allow the participants free discussions of their complex social experiences (Morrison et al., 2016).

I created interview protocol using well structured, specific, and clear questions to enable the easy flow of the interview process with participants. To tackle the main research questions, I developed at least three interview questions in the protocol and gave room for follow up questions because of the semi-structure nature. The protocol items were aligned with the research questions and the purpose of the research study.

During the interview process, I established the saturation stage when there was no more new information from participants' responses (Noble & Smith, 2015). Data saturation is when a researcher stops collecting data due to lack of new evidence or ideas that can help strengthen the research study. According to Noble and Smith (2015), the advantage of the qualitative study is dealing with few participants, making it possible for the researcher to get to the point of no new data, no new themes and therefore reaching

data saturation (Noble & Smith, 2015). The saturation was easily achieved based on the virtual/phone interviews I conducted.

With the 20 participants, I concluded that the saturation was achieved only after interviewing all the participants. I did not reduce the number of participants. If data saturation was not attained as planned, I would be able to re-interview the sample population. During the interview, I ensured that the sample group was focused on the designed research questions to achieve data saturation. I planned to have participants with lived experiences, such participants help to communicate, conceptualize, and apply findings. Although the previous studies recommended interview techniques as the best for qualitative research study, there are also disadvantages that are associated with the technique. The disadvantages may include mistakes or errors made due to interviewee poor recollection of the lived experiences, the possibility of the interviewee responding to questions to please the researcher, bias due to unstructured questionnaires, and response bias (Atmojo, 2015).

To be successful as a research instrument for my qualitative study, I observed three key traits: the ability to observe myself, remain open minded, and to multitask. Being open minded during the data collection process is vital due to flexibility to other clues that might add value the process. The flexibility allowed me as a researcher to accommodate additional participants who were not part of the initial sample, such respondents can provide vital information that can add value to the research findings.

Deschamps et al. (2016) noted that during the data collection process, the personal experiences of a researcher can easily create and stimulate bias or specific viewpoint during the data collection period; self-reflection is very important. As an instrument for my own study, I adhered to self-reflection strategy. During the process, I remained cautious of psychological biases and personal baggage. Multitasking was key to the success of my research, being a qualitative study, as an instrument, I handled interviewing, note taking, scribing, coding, data analysis, and coordinating subjects.

I developed a comprehensive interview guide and protocol to enable the participants and the researcher as the instrument to focus their discussions on lived experiences to fulfill the research objective. In order to conduct an effective and a successful qualitative research interview, I prepared the interviewees by discussing the procedures and stress the importance of their time and commitment to the process (Hoover et al., 2018).

Pilot Study

I used pilot studies, as a qualitative researcher, to test the developed study instruments, protocols, and instructions prior to conducting the actual study. Qualitative researchers should expect participants to understand the questions and know how they would likely respond to them (Maxwell, 2013). Maxwell reasoned that the interview instructions and questions should be pilot tested by the qualitative researchers to establish their clarity and understandability by the participants as planned and if any revisions would be necessary.

To ensure that my dissertation questions and interview instructions are free from bias, clear, and understandable, I carried out a pilot study with two selected individuals prior to the start of my actual qualitative study. The two individuals were not included in the final research study and their responses were excluded from the final report. I conducted the pilot interview with the two individuals selected from the same manufacturing organization where I conducted the actual research. This pilot test study interview was conducted via telephone or virtual link such as the Zoom video conferencing.

Procedures for Recruitment, Participation, and Data Collection

I conducted the research study at a selected manufacturing company located in Connecticut, on the East cost of the United States. I used four methods to collect the data for the research study: survey questionnaires sent through email, virtual via Zoom, Skype, WhatsApp, or by phone, and through public online document reviews. I was flexible with the chosen participants to allow use of any of the three methods that suits their schedule.

After securing the necessary permission to conduct the research at the facility from the authorities, I recruited 20 participants who accepted to contribute to the study. I had a well-defined written down criterion for selecting the interviewees. The quality of the study depends on the quality of participants' eligibility criteria (Weng, 2015). Those selected for the study were of stable mind who were able to answer the interview questions, they were over 18 years old, and people who had worked in the company for at

least a minimum of 2 years. I selected the study participants from the line workers, supervisors, and some from the upper management.

My first step towards the recruitment of the participants was to send a consent information memo to at least 25 employees, highlighting the purpose of the study, the name of researcher, the reason why the participant is chosen. The memo also stipulated the procedure for the study and the expectation of the researcher from the participant. The consent memo also had the information on privacy and withdrawal rights of a participant. My contact information and Walden's Institutional Review Board (IRB) contact was provided to the participants if there was need for them to ask any further questions or any concern with the data collection process, or their involvement with the study.

The consent letter was also to inform the participants of the risk and benefit of the study, time frame for getting the feedback via email or via virtual median of communications. I then set up time which was convenient to at least 20 participants for the interviews at a convenient and safe environment. Researchers are recommended to collect data through interviews in a comfortable and safe environment free from any interference to the participants (Ivanova-Gongne et al., 2018). After confirming the participants, I prepared adequately for conducting the interviews by making sure that all the necessary tools are available. The important tools that I put in place for the interviews include note pads, pens, clip board, loose papers, interview questionnaires, and a recording device.

I planned and scheduled 10 to 15 minutes of interview time with each participant. I conducted the interviews for a maximum of 2 hours per day for 2 days. Before beginning to collect the data from each participant, I reminded them that participation in the study is completely voluntary, and any participant is free to withdraw at any time.

I took notes as the interview progressed for every interviewee during the virtual/telephone sessions and digitally record all the Q & A sessions at the same time. I bought a recording device and, also use Samsung Galaxy 9+ voice recording software for audio recording as a backup recording device. Researchers using telephone interviews or video technology like Skype, Zoom, and other relevant devices could use electronic recording device during the interview process (Weller, 2017). The recordings acted as a backup to the raw data written on a note pad. I have kept all the collected data in a confidential safe place that cannot be access by anyone else for privacy and safety reasons.

At the end of each interview, I thanked each participant for taking their time to contribute to the study before they depart to their normal duties. I ensured that the selected participants were not known to me to avoid any bias acts during the process. I protected the confidentiality of every participant before I began the virtual data collection interviews, by assigning numbers to each participant as a form of identification on the note pad. I kept the actual names and other details of the participants in a safe place only accessible by me as the researcher. Coad et al. (2015) stated that researchers need careful planning in ensuring confidentiality and privacy of participants by choosing appropriate

interview setting. I kept the confidential information in a safe place for a period of 5 years before safely destroying them. I also informed the participants to expect my phone call or email to verify the answers given during the interview process. After the process is complete, I coded the data by use of thematic content data analysis method.

Data Analysis Plan

At the end of my data collection, I followed the five-step process as stated by Yin (2018) to analyze the data until I reach the saturation point. The five-step procedure which I followed to analyses my data were compiling, disassembling, reassembling, interpreting, and concluding (Yin, 2018). Yin stated that data collected by the researchers can be analyzed by coding. I adopted the use of thematic content qualitative data analysis methodology.

The data analysis entails a methodical search for patterns, trends and themes. I documented, organized, categorized, synthesized, and coded all the themes resulting from virtual/phone interviews, and from any interview responses I received back from the interviewees. Because my intention was to interview 20 participants, or until I reached the saturation point, I coded all responses from all participants. The structure for case study data analysis is provided by Yin's five step procedure, this process is suggested by Durodola, and Tippins (2017). The data that I used for coding were drawn from the journal notes that I took during the virtual/phone interviews, and analysis from interview questionnaires, and public online documents reviews.

I evaluated and tallied all the responses from the questionnaires to assess their advantages and disadvantages coherent to the themes and patterns, drawn from the interview questionnaires. I compiled a spreadsheet of all the electronic copies of the interview questionnaires received from participants interview transcripts. I used triangulation for this qualitative case study, that enabled me to analyze the data from multiple sources such as virtual interviews, phone interviews and document reviews. I ensured that no data collected were misrepresented on a sheet of paper. To help mitigate the research bias, the entire themes from the participants were documented.

Landrum and Garza (2015) noted that the topic under investigation needs to be current to avoid loss of information by the researchers. Some of the themes I expected to collect from the data that were aligned to the research questions may have included productivity, employee development, management support, incentives, and recognition. As theming is proven to reduce confusion, the topic understudy must be something in current events. I also used member checking to ensure that my themes are correctly represented and help mitigate any bias that could occur during the virtual data collection process. Before I engaged in the coding process, I reviewed individual data responses from all the participants, to ensure that they are aligned to the research questions. Bone et al. (2017) stated that when open interviewees tend to give broad explanations whenever researcher use open-ended questions. Researchers use the open-ended questionnaires where there are no predetermined results (Parker, 2014).

I organized data received from the participants in a logical set and interpret, integrate, and code for emerging themes, ideas, and patterns (Miles et al., 2014). The organized and synthesized data were then segmented, analyzed, and results documented. The organization and analysis were done by use of coding technique. I used two steps procedure to generate the initial codes and for the establishment of focused codes that were used for the analysis process. I then color coded all the themes, concepts, and patterns based on factors such as total facts of data sources, relationship with the main research questions, and evidence of reality.

I then planned to follow a well-documented procedure to process the data:

- To ensure accuracy data accuracy, I conducted member checking.

- Follow the case study five-step data analysis to collect data, disassemble data, reassemble data, interpret data, and arrange the data (Yin, 2018).

- Guaranteeing continuous assessment of possible biases.

According to Miles et al. (2014), data analysis process is used by researchers in qualitative case study to classify and analyze data in a way that can enable them opportunity for further inquiry. I conducted the analysis using thematic content data analysis technique to generate the results based on the collected data. The researchers use the analysis procedure separate data, code, classify, and seek knowledge of what the data collected represents (Bengtsson, 2016).

Issues of Trustworthiness

Trustworthiness of qualitative research study is improved through many factors such as its dependability, credibility, confirmability, and transferability (Lincoln & Guba, 1985). Lincoln and Guba (1985) proposed several strategies researchers can use to ensure and sustain the credibility of a qualitative research study. They noted that credibility of a qualitative study depends on its dependability. Qualitative study can only be transferable when it is credible (Noble & Smith, 2015).

Credibility

According to Abdalla et al. (2018), the internal validity of a qualitative research data depends on its credibility. El-Zayaty (2018) referred to credibility as the legitimacy of the qualitative data drawn from the views of the interviewees and the representation of the same by the researcher. The credibility of a research study is enhanced when others who are not involved in the study share their own experiences, and when the researcher verifies the findings with the interviewees (El-Zayaty, 2018).

To maintain credibility of the study, I verified the data accuracy by performing member checking with the participants. The validity of the results of qualitative research is guaranteed when the data collected by the researcher are reviewed by the participants (Anderson & Holloway-Libell, 2014). I reviewed the audio recordings and the transcripts with the participants to ensure credibility and truth, and to avoid own bias (Noble & Smith, 2015). I improved credibility of my study by constituting review experts to ensure

that the protocol items and interview results are aligned with the purpose, research questions, and the conceptual framework (Abdalla et al., 2018).

Transferability

Baškarada et al. (2017) described transferability as the extent at which the study results can be transferred to different situations. Yawar and Seuring (2017) referred to transferability as the external validity, the ability to enable the use of data results in another setting different from the research study itself. They questioned the possibility of readers finding similarities between the study topic and another case yet to be studied. Yin (2018) stated that when the results of the study have meaning to others who are not party to that research, then the qualitative research has fulfilled the transferability criterion.

Some of the strategies used to verify transferability incorporated detailed and careful sample identification, the setting, and the research outcome (Yin, 2018). To warrant transferability of a qualitative study by others, there needs to be a clear and detailed documentation of the study process (Marshall & Rossman, 2016). The transferability of the study can also be improved by a correct description of the research setting by the researcher (Nour, 2014). During my data collection and the entire research process, I sought advice and input from my committee members.

Dependability

Dependability establishes the finding for the research study as consistent and repeatable, as a researcher, I strived and ascertained that the findings are consistent with

the raw data collected. The possibility of tracking procedures and processes of data collection and interpretation is referred to as dependability, it is the equivalent of reliability in a qualitative research study. I created an audit trail to help improve dependability of the study (Abdalla et al., 2018). I documented all the procedures and keep safe custody of all the data collected including interview transcripts and video recordings. I also provided step by step explanation on how the data was to be collected, analyzed, and coded as part of the audit trail.

According to Cope (2014), a dependable qualitative research study is one whose findings can be replicated in a comparable setting with the same kind of participants Reliability in quantitative study is the comparable idea to dependability for qualitative case study. When the research findings are consistent and are repeatable, then the research is dependable (Lincoln & Guba, 1985).

Confirmability

The ability of a researcher to demonstrate that data collected represents the participants answers to the research interview questions without incorporating any personal bias is referred to as confirmability (El-Zayaty, 2018). In qualitative research, confirmability can be referred to as the objectivity of the study. Houghton et al. (2017) noted the close relationship between dependability and confirmability regarding data accuracy and neutrality. It is the ability to satisfy readers that the study data reflects replies or answers from the participants and not researchers own opinions and biases (Singh et al., 2016).

According to Rodham et al. (2015), confirmability entails justification of the processes and evidence that leads to the research outcome. To ascertain confirmability, I ensured that though review of the transcripts, data triangulation, audit trail, and reflexivity is carried out. Cope (2014) stated that reflexivity is about revealing the roles about the study and personal biases. I avoided personal bias during the research process by using reflexivity during the research.

Ethical Procedures

As the instrument for this qualitative case study, I ensured that procedures and ethical considerations are undertaken to full fill the Walden University IRB requirements. The study included clear explanation of the purpose of the study, a nondisclosure agreement, and a consent note provided to all the participants to be observed and interviewed. Before starting the data collection process, I obtained approval to conduct the study from the Walden University IRB.

I ensured confidentiality during the interview process and provide consent forms for every participant's signature before the beginning data collection (Bloomberg & Volpe, 2015). The content of the consent form contained the study background, risks, and benefits associated with the study. I also included contact information on how the participants can reach out to me for any clarifications or concerns about the process. To build confidence and ensure fairness, accuracy, and relevance of the data, I discussed with the participants on specific criteria to adopt.

The participants in the study were from selected super conductor wire

manufacturing facilities located in Connecticut. I collected the data through

Virtual/phone interviews, note taking, literature review, and audio recording. All the data

collected were coded and stored both electronically and backups kept in a secure cabinet.

For the purposes of transparency and full discloser, all participants were briefed of data

handling and maintenance procedures. I used a secure computer in a safe environment to

store all the interview transcripts, consent forms, master list, the interview schedule, and

all other forms of data materials. The safely secured research records will be stored for a

period of 5 years after the end of the study. I am the only person with access to the stored

records before safe destruction is carried out.

Summary

The chapter outlined and fully described the design inquiry and methodology to

be used in exploring the perception of organizational leaders about how best to improve

their knowledge and the effectiveness of transformational leadership styles. I chose to

conduct a single qualitative case study design. Sections of the research study captured in

this chapter included a brief description of the study population, participants' selection,

sample size, instrumentation, role of the researcher, and recruitment procedure. There are

also other areas covered in the chapter such as data collection and data analysis plan,

issues of trustworthiness, transferability, credibility dependability and ethical issues.

The chapter also explained the reason why the qualitative approach was best

suited methodology for this study. The data that were collected from 20 participants until

saturation point was obtained, Individual participants were expected to participate in data collection process that included interviews, observation, and document reviews to establish leadership strategies to enhance worker performance. The qualitative research method chosen for this study was expected to be embraced by the participants and the organization chosen for the study. The results of the study could be beneficial to the organization and the participants by addressing an existing gap in leadership strategies. Results of this study is useful and can help in enhancing worker performance.

Chapter 4: Results

Introduction

This chapter presents the data collected, the analysis of the results and findings of the study results based on the research questions, results from the data analysis, conceptual framework, the primary themes, and subthemes from the literature reviewed. The chapter is structured in the following sections: pilot study, research setting, demographics, data collections, data analysis, evidence of trustworthiness (credibility, transferability, dependability, and confirmability), study results, and summary. The purpose of this research was to explore the perceptions of organizational employees about how best to improve the knowledge and the effectiveness of transformational leadership styles. The research question that was central to this study was:

What are the perceptions of employees of a manufacturing organization located in Connecticut about how to best improve the knowledge and the effectiveness of transformational leadership styles?

Data collection and analysis were derived from 20 participants drawn from a manufacturing organization situated in the central part of Connecticut state in the greater Waterbury area, who met the criteria of having worked in the organizations for not fewer than 2 years and of sound mind. Each participant shared their views either virtually, by phone or by responding to the interview questions via email. The outcome of this study includes direct quotes taken from participants interviews on their perceptions on transformational leadership style, member checking, and triangulation. Exploring

participants perception of strategies to enhance their work performance as their lived experiences generated diverse and various results associated with the central research question.

Pilot Study

The pilot study was conducted to test the interview instructions to establish how clear and understandable the questions were, and if there was any bias to remove or section to revise. I conducted my pilot study with two participants. I did not include their responses in the final study. The consent form was used as the research invitation and sent it out via email on May 3, 2021 (Appendix A). Both participants responded within three days of receiving the invitation. My progress was delayed when the first individual's scheduled interview got cancelled 1 hour before time due to unforeseen work-related responsibilities. We then rescheduled the Zoom interview with the same individual on a different day and time. I also scheduled the phone interview with the second participant, and he honored the appointment on the date and time that was scheduled

I carried out the interview with the two pilot study participants with each participant answering nine transformational leadership related interview questions. The participants answered the questions diligently and honestly in their response to how transformational leadership affected their performance and job satisfaction. After conducting the pilot study, the two participants provided very encouraging feedback, they stated that the interview questions were straightforward, clear, understandable, and

relevant to the research question. I then determined that the questions did not need any revision and could be implemented for the actual study.

Research Setting

Due to Covid-19 pandemic, all my interviews were conducted remotely via video link technologies and in some cases by phone. The interviews were scheduled at different times based on participant's convenient time. I made sure that my location during the scheduled interview times was safe and secure without any interference, I conducted all the interviews remotely while stationed at my home office. No one listened to my conversations with the participants. Circumstances that may have obstructed the interviews included some three participants whose scheduled times had to be changed more than twice to accommodate their new availability time frame due to conflicting engagements. In the first case, the participant had long work hours and got exhausted, he called in good time and rescheduled his interview time. The send case was about the environment, the participant was in her house when she connected to the zoom and the children could not give her time to conduct the interview, that forced the rescheduling of the interview. Third participant had a shift conflict, he was instructed to work overtime by his supervisor due to product delivery schedule.

All the scheduled interviews were successful, and the process and results were similar in nature, durations taken were also within the scheduled time frame. Participants seemed calm and relaxed during the entire virtual interview sessions. They were open and answered the interview questions freely. I obtained the participants feedback through

member checking to confirm the accuracy of transcriptions and the notes I took during the sessions. The member checking process took an average of 40 minutes to complete for each participant; some of the participants took less or slightly more than 40 minutes. No new data emerged during member checking that needed any changes, or additional coding and analysis.

Demographics

I focused on exploring the perceptions of organizational employees about how best to improve the knowledge and the effectiveness of transformational leadership styles in order to enhance worker performance. I selected 20 participants from a manufacturing facility with diverse employee levels and qualifications, that comprised of lower/upper-level personnel in the central part of Connecticut for this single qualitative case study. The demographic information of the participants I collected included age, gender, education background, and the duration the participant has taken in the company. Majority of the participants were men, there were 17 men (85%) and three women (15%). They were a mixture of high school and college graduates with majority of the lower-level employees being high school graduates.

The main data source for the included the virtual and phone interview of 20 participants, a representation of the lower/upper management. Other sources of data collected were the internet public information about the company policy and procedures of operations. All selected participants met the criteria of having worked in the company for at least 2 years. The data were collected through open questions conducted via zoom,

and over the phone. I followed interview protocol with all the participants interviewed.

The age range of the participants were between 22-67 years, with majority falling

between 34 and 45 years of age. All the participants were English speaking. I conducted

all the interviews in English and therefore no translation took place during the interviews.

Data Collection

I used 20 participants to collect data through virtual and phone interviews. For

virtual interviews, I used zoom, WhatsApp, and Skype video calling systems. All the

video calls were done via participants phone or home computers. I managed to conduct a

minimum of five interviews a week and covered all the participants in 3 weeks. At each

interview, I audio recorded all the interviews I conducted and collected the same data by

hand without fail. After completing interviewing all the 20 participants, I conducted

member checking by phone. I obtained the participants feedback through member

checking to confirm the accuracy of transcriptions and the notes I took during the

sessions. The member checking process took an average of 40 minutes to complete for

each participant. Some of the participants took less or slightly more than 40 minutes. The

participants indicated that they agreed with my interpretation of their responses

accurately, and no new data emerged during the process of member checking that needed

any changes, or additional coding and analysis.

At the end of the data collection and analysis, a researcher may communicate a

summary of the themes and ask for feedback from all that participated in the study

(Copes, 2014). According to Copes (2014), the participants might confirm the accuracy

of the interpretation of the researcher based on the answers to the research questions. The validity of the results of qualitative research is guaranteed when the data collected by the researcher are reviewed by the participants (Anderson & Holloway-Libell, 2014). Cope stated that member checking might help improve credibility of the research to maintain credibility of the study, I verify the data accuracy by performing member checking with the participants.

The purpose of this qualitative study was to explore the perceptions of 20 organizational employees working in a manufacturing company about how best to improve the knowledge and the effectiveness of transformational leadership styles. The interview questions are listed on the Appendix C. Before the interviews, I sent a consent form that was approved by my committee as the research invitation tool (Appendix, B). To monitor the participants facial expressions during the interviews, I used Zoom, Skype, and WhatsApp video links. I used my home computer to send all the invitation emails via my Walden email address. Because of the covid-19 pandemic, I conducted all the interviews from my home office and all communications were done via my personal phone/computer.

I conducted the interviews which consisted of nine semistructured and open-ended questions. Based on the virtual interviews I conducted via Zoom, Skype, or WhatsApp video link, I established that participants well understood the research questions. I assigned all the participants a code as soon as I received their feedback by email expressing their acceptance to participate in the study. The code was also used to

protect every participant identity. To ensure data accessibility as maybe needed, I used Excel to store detailed participants information that included their assigned codes, names, email addresses, and phone numbers. The spreadsheet was kept confidential by creating a separate file on my home computer and was password protected, I am the only person that can access that Microsoft excel file.

I interviewed four participants through telephone conversation during the data collection process and 16 participants via video links that included Zoom, Skype, and WhatsApp. The interview times were scheduled inconsiderate of individual interviewees availability. Most of the interviews lasted more than 30 minutes, but some participants took longer than half an hour. I paid attention and listened to each participant as they answered the research questions without any interactions during the process. I wrote down on a piece of paper every participant response to the interview questions and assigned code on the top left corner of each participant's paper. After the end of each interview, I typed the scrips on a Microsoft word and saved on my home in a password protected folder.

Data Analysis

At the end of my data collection, I followed the five-step process as stated by Yin (2018) and analyzed the data until I reached the saturation point after interviewing 20 participants. The five-step procedure that I followed to analyze the data were compiling, disassembling, reassembling, interpreting, and concluding (Yin, 2018). Park et al. (2016) suggested that qualitative researchers analyze data from multiple sources, including

interviews, observations, surveys, and documents. All my data originated from virtual/phone interviews and online public documents. Yin stated that data collected by the researchers can be analyzed by coding. I reviewed all the collected data with equal measure without any bias. I then applied the use of thematic content data analysis to generate the results.

The data analysis entailed a methodical search for patterns, trends, and themes. I documented, organized, categorized, synthesized, and coded all the themes resulting from virtual/phone interviews. Even though my intention was to interview 20 participants, I reached the saturation point after interviewing 20 participants and, I coded all responses from the 20 participants. The structure for case study data analysis is provided by Yin's five step procedure, this process is suggested by Durodola and Tippins (2017). For coding, I used data drawn from the journal notes I took during virtual/phone interviews, and online documents reviewed.

The organizations of the data collected for analysis were determined by protocols and procedures. All the data collected from virtual/phone interviews were organized in categories, synthesized, interpreted and coded for emerging themes, patterns, and concepts. Thematic content data analysis method was then used to organize and analyze the data. I used thematic coding system to reveal emerging trends, patterns, and themes. Creation of initial codes and focused codes for the data analysis involved two-step process. Focused coding through thematic content data analysis was then used to categorize emerging common themes, patterns, concepts, and trends. I color coded the

emerging themes, concepts, and patterns depending on factors such as total occurrences

in all data sources, evidence of actuality, and the relationship with the research questions

guiding the research in line with the interview questions.

I followed a well-documented procedure and processed the data:

- I conducted member checking and ensured data accuracy.

- Followed the case study five-step data analysis that is, data collection,

  disassemble data, reassemble data, interpret data, and arrange the data

  (Yin, 2018).

- Guaranteeing continuous assessment of possible biases.

According to Miles et al. (2014), data analysis process is used by researchers in

qualitative case study to classify and analyze data in a way that can enable them

opportunity for further inquiry. I conducted the analysis using thematic content data

analysis technique to generate the results based on the collected data. The researchers use

the analysis procedure separate data, code, classify, and seek knowledge of what the data

collected represents (Bengtsson, 2016). I took the journal noted and audio recording

during the phone and virtual interviews and briefly summarized and provided

supplementary data for coding based on the themes, patterns, or concepts during the

process of data analysis (Janesick, 2011).

Responses to the interview questions were tallied to evaluate their merits and

demerits consistent with the recurring themes, patterns, or concepts of all the interview

questions. The codes were reduced to themes and represented in the form of narratives

and spreadsheets or tables (Miles et al., 2014). The electronic copies of each respondent's interview transcripts were developed into spreadsheets including the corresponding responses of the participants of the study. The spreadsheet was utilized to compare participant responses during data analysis and subsequently coded to unearth any emerging themes, patterns, or concepts to be used for analyzing the data (Janesick, 2011).

The analysis of the data collected was not just a matter of jotting down some notes here and there, but involved a thorough scrutiny of all the transcripts and audio recordings and grouped them a cording to similarity. It was not about marching the noted materials on the transcript paper, that contained the participants responses but conducted a data reeducation process, I only focused on the data relevant to the research questions. I critically read all the 20 responses and coded only relevant responses in relation to transformational leadership, employees' work performance and job satisfaction. I removed all the data that were not aligned with the research question and the interview questions. I ensured that all the coded themes were aligned to the research question. Some of the answers I did not include were from participants working in and development department, who indicated that they work independently and had not realized any influence of transformational leadership style.

I used codes such as "feeling connected," "feeling inspired and motivated," "united and attached," and "feeling competent." The participants intervened expressed what their perception of transformational leadership behavior was. They explained how transformational leadership persuaded their work performance and job satisfaction. The

participants further articulated how transformational leadership could add to their feeling of independence, proficiency, and understanding.

Due to privacy and for easy referencing, I substituted all participants names with codes PT1, PT2, PT3, PT4, PT5, PT6, PT7, PT8, PT9, PT10, PT11, PT12, PT13, PT14, PT15, PT16, PT17, PT18, PT19, and PT20. After completing all the interviews, for member checking, I shared my interpretation with each member via telephone calls to ensure that my data was the true reflection of responses to the questions.

The participants expressed satisfaction during the member checking and affirmed that my interpretation of the transcripts and audio recordings were true reflection of their views and thy did not have any additions to make. Participants personal communications during member checking were conducted as follows: (PT1, personal communication, May 25, 2021; PT2, personal communication, May 25, 2021; PT3, personal communication, May 27, 2021; PT4, personal communication, May 25, 2021; PT5, personal communication, May 27, 2021). One of the participants thanked me for having invited her to be part of the study and expressed satisfaction with my interpretation, had nothing to add (PT 6. Personal communication, May 28, 2021); one other participant also voiced his approval of the interpretation of his answers and did not suggest any additions to the data (PT 7, personal communication, May 28, 2021).

Participant PT8 was impressed and commented that the interpretation was the correct reflection of his answers to the interview questions, May 20, 2021; three other participants too expressed agreement with my interpretation of their answers to the

interview questions and did not suggest any changes to the data (PT 9 personal communication, May 21, 2021; PT10, personal communication, May 21, 2021; PT11, personal comment, May 21, 2021). There were four participants who also expressed the same sentiments about my interpretation and suggested no changes. They agreed that the interpretations were accurate and precisely meanings of what they conveyed during the interviews, true reflection of their answers to the interview questions (PT12, personal communication, May 22, 2021; PT13, personal communication, May 22, 2021; PT14, personal communication, May 22, 2021; PT15 personal communication).

One other participant stated that she was glad to have been invited to participate and confirmed that my interpretation of her answers reflected the answers she gave during the interview (PT16, personal communication, May 24, 2021). Participants PT17 and PT18 also concurred that they had no changes to make, and the data was a reflection and true representation of the answers they provided to the interview questions (PT17, personal communications, May 23, 2021; PT18, personal communications, May 23, 2021). The last two participants also had no contrary opinion about my interpretations of their answers, they expressed satisfaction and did not have any further comments to make (PT19, personal comments, May 29, 2021; PT20, personal comments, May 29, 2021).

All the participants interviewed during checking expressed agreement with my interpretation of the meanings of their answers to the interview questions and did not suggest any amendment to the data. No new data emerged from the member checking based on the feedback received from all the participants. Even though this may not be

common for member checking results for qualitative inquiry, for this study, it was the case as confirmed by all the interviewees. No new member checking data was found to code or analyze for any additional themes.

Evidence of Trustworthiness

Trustworthiness of qualitative research study relates to factors such as its credibility, dependability, confirmability, and transferability (Lincoln & Guba, 1985). Lincoln and Guba (1985) proposed several strategies researchers can use to ensure and sustain the credibility of a qualitative research study. They noted that credibility of a qualitative study depends on its dependability. Noble and Smith (2015) explained that qualitative study can only be transferable when it is credible.

Credibility

Abdalla et al. (2018) stated that the internal validity of a qualitative research data depends on its credibility. Credibility is the legitimacy of the qualitative data drawn from the views of the interviewees and the representation of the same by the researcher. The credibility of a research study is enhanced when others who are not involved in the study share their own experiences, and when the researcher verifies the findings with the interviewees (El-Zayaty, 2018).

To maintain credibility of the study, I verified the data accuracy by performing member checking with the participants. The validity of the results of qualitative research is guaranteed when the data collected by the researcher are reviewed by the participants (Anderson & Holloway-Libell, 2014). I reviewed the audio recordings and the transcripts

with the participants via technology Apps and through phone conversations to ensure credibility and truth, and to avoid own bias (Noble & Smith, 2015). During member checking, I shared my interpretation of the meaning of her or his answers with each participant by phone. All the participants confirmed that my interpretation captured their views accurately as per the answers they provided to the interview questions, and they had nothing else to add because no new data emerged during the member checking. I gave participants enough time to speak without any interference. The credibility of my data results is ensured by the member checking. I also improve credibility of my study by submitting the final study to review experts to ensure that the protocol items and interview results are aligned with the purpose, research questions, and the conceptual framework (Abdalla et al., 2018).

Transferability

Baškarada et al. (2017) described transferability as the extent at which the study results can be transferred to different situations. Yawar and Seuring (2017) referred to transferability as the external validity, the ability to enable the use of data results in another setting different from the research study itself. They questioned the possibility of readers finding similarities between the study topic and another case yet to be studied. Yin (2018) stated that when the results of the study have meaning to others who are not party to that research, then the qualitative research has fulfilled the transferability criterion. It is upon the reader to judge how the findings of this research study would add to or influence his or her own study in the future.

Some of the strategies used to verify transferability incorporated detailed and careful sample identification, the setting, and the research outcome (Yin, 2018). To warrant transferability of a qualitative study by others, there needs to be a clear and detailed documentation of the study process (Marshall & Rossman, 2016). The transferability of the study can also be improved by a correct description of the research setting by the researcher (Nour, 2014). I envisaged that the emergent themes from the study may operate as a reference in other studies. During my data collection and the entire research process, I sought advice and input from my committee members.

Dependability

The possibility of tracking procedures and processes of data collection and interpretation is referred to as dependability, it is the equivalent of reliability in a qualitative research study (Mohamad, et al., 2015). Dependability establishes the finding for the research study as consistent and repeatable, as a researcher, I strived and ascertained that the findings are consistent with the raw data collected. I created an audit trail to help improve dependability of the study (Abdalla et al., 2018). I also documented all the procedures and kept safe custody of all the data collected including interview transcripts and audio recordings. I provided step by step explanation on how the data was collected, analyzed, and coded as part of the audit trail.

Between the data collection and research findings, I remained consistent to a certain that dependability of my findings is ensured. According to Cope (2014), a dependable qualitative research study is one whose findings can be replicated in a

comparable setting with the same kind of participants. When the research findings are consistent and are repeatable, then the research is dependable (Lincoln & Guba, 1985).

All the participants affirmed the accuracy and completeness of my interpretation of the meanings of their answers to the interview questions during the member checking. I ensured the inclusion of all the data and careful coding of the data. In addition, participants did not have any additional comments to make during the member checking, they all expressed satisfaction with my interpretation of their answers and had nothing else to add. I completed the member checking before conducting the data coding and analysis.

Confirmability

The ability of a researcher to demonstrate that data collected represents the participants answers to the research interview questions without incorporating any personal bias is referred to as confirmability (El-Zayaty, 2018). In qualitative research, confirmability can be referred to as the objectivity of the study. Houghton et al. (2017) noted the close relationship between dependability and confirmability regarding data accuracy and neutrality. It is the ability to satisfy readers that the study data reflects replies or answers from the participants and not researchers own opinions and biases (Singh et al., 2016).

According to Rodham et al. (2015), confirmability entails justification of the processes and evidence that leads to the research outcome. To achieve confirmability of the study, I considered the intended audience in mind as a strategy during the writing

process to reflect the perspectives of the research participants. I also used an audit trail

which is reflected in Appendix E. The audit trial may help other researchers to back track

my research. The pilot study I implemented to test the interview instructions and

questions before I began my actual data collection for the study.

During data collection, because all the interviews were conducted virtually or via

phone conversations, I audio recorded and typed down my reflections, and views during

the research. The process of member checking confirmed accurateness and completeness

of my interpretation of the meanings of the 20 participants answers to the interview

questions. To achieve confirmability, I ensured that through review of the transcripts,

data triangulation, audit trail, and reflexivity was carried out. Cope (2014) stated that

reflexivity is about revealing the roles about the study and personal biases. I avoided or

reduced personal bias during the research process by using reflexivity during the

research.

Study Results

I used thematic content data analysis methodology to achieve the results from the

data collection. I omitted any discrepant data that were not in line with the research

questions following the data collection. I followed six critical steps in the process of

achieving the study results: read the transcripts, annotated the transcripts, conceptualized

the data, segmented the data, analyzed the segments, and wrote the results. For this study,

I pinpointed five themes related to the research questions. An appropriate name was

assigned to the various themes by hand coding the data. The key themes that emerged

from data analysis were used to organize the study results.

Theme 1: Perception of Participants on Leadership and Work Performance

The ability to influence a team or group with respect to accomplishing the set

goals is referred to as leadership (Tabassi et al., 2016). When leaders demonstrate certain

critical traits, decision-making patterns, and behaviors, they are moral persons (Arshad et

al., 2020). According to Atmojo (2015), leadership is presented by psychological theories

as process in which leaders apply interpersonal skills to socially influence, motivate, and

inspire followers for collective responsibility in achieving organizational goals. It is

perceived in psychological theories as a social influence process in which leaders apply

interpersonal skills to motivate and inspire followers in attaining company, or group

objectives.

In the business world, leadership is about setting goals perceived by business

models; good leadership is an essential key to the success of a company. Leadership is

about planning and executing as a team or as an organization, it is about influencing

followers to contribute to the goals of the organization (Deschamps et al., 2016).

Leadership can take many forms; task oriented or people oriented, transformative or

transactional, non-sanctioned or formal (Atmojo, 2015). According to Naeem and

Khanzada (2017), the success of an organization depends on the quality of leadership. It

is the ability to motivate a group to achieve a vision (Bertsch et al., 2017), a process of

social influence in which a person can enlist the support of others to accomplish a

common task is referred to as leadership (Chemers, 2014). Landis et al. (2014) stated that leadership is one of the vital components that yield a successful organization. Multiple leadership strategies have been used by some organizations in the US to improve worker performance.

Theme 1 is made up of participants response to the first interview question and expressed their perceptions of leadership at place of work in reference to their work performance. The theme had key points such as personal convictions, perceptions, and ideas. I illustrated the percentages of the three nodes: perceptions, personal convictions, and ideas in Table 2. Participants interviewed were passionate about what they perceived as the effect of leadership on work performance. The research findings indicated that 45% of participants interviewed perceived leadership style as a positive contributor to work performance.

Findings also revealed that 30% of participants were certain on how good leadership can bring positive changes to work performance in a manufacturing facility. The remaining 25% of participants expressed their understanding of leadership and how it contributes to work performance. Participant (PT 19) stated that, "I think a good leader should convince the team to a collective responsibility." PT 11 said, my opinion of leadership is that a good leader should be one who pays attention to what followers say." PT 3 stated, "according to me, a leader should be able to guide followers to perform a given task." PT 16 said, "my view of a leaders is a person who understands his people and communicates effectively to the team." PT 20 stated, "good leadership required

patience and understanding." PT 7 stated, "Good leadership is about listening, communication, and understanding of follower's needs." PT 9 said, "A good leader initiates a task and leads the followers to perform the task." PT 18 stated, "work performance is a reflection of good leadership."

Table 2

Theme 1: Perception of participants on Leadership and Work Performance

Nodes	Number of participants	Percentage
Personal Convictions	6	30%
Perceptions	9	45%
Expressed Ideas	5	25%

Theme 2 Transformational Leadership Behaviors

Theme 2 was a contribution of the outcome of interview questions two and four. During the virtual interview questions, I enlightened all the 20 participants on the characteristics of a transformational leadership style by briefing them about Burn's (1985) philosophy of transformational leadership theory. I highlighted the famous four I's of Burns concepts of transformational leadership behaviors: individualized considerations (paying attention to individual's needs), idealized influence, intellectual stimulation, and inspirational motivation. I then gave the participants an opportunity to express their views and perceptions on transformational leadership style. Chengedzai (2015) stated that transformational leaders have positive influence on followers' organizational behaviors and their work performance in general.

Participants had a very positive views on transformational leadership style. PT 1, PT 2, and PT 3 responded by stating that transformational leadership style can create a positive cultural change on followers to enhance problem solution on a particular task. PT 1 stated, "A transformational leader can change the cause of followers on how they undertake collective responsibility." PT 3 said that "A transformational leaders can change the basis of an operation at work environment." PT 2 stated, "Transformational leaders should engage followers by applying skills to address the root cause of the problems." PT 4 and PT 5 stated that, "A transformation leaders should be able to think critically outside the box and direct followers in the right directions by motivating them to perform a task."

PT 6 argued, "Someone who is able to recognize the needs of his followers and accept to drive the necessary changes in collaboration with others is a transformational leader." PT 7 indicated, "Positive organizational changes are long term strategies that transformational leaders implement to improve productivity." "PT 8 said, "A leader that is open to new ideas from followers and superiors is a transformational type of leadership." Overall, 25% of the participants expressed their understanding of transformational leadership from different viewpoints. PT 12 stated, "A transformational leader is one who is able to plan and execute strategies for growth of an organization for the next decade." PT 13 explained transformational leadership style as the one that creates ideas and innovations in a manufacturing industry setting.

PT 14, PT 15 and PT16, on the other hand, defined transformational leadership as that able to change the philosophy of the followers by recognizing the need for such change, and by inspiring them to adopt the concepts for change. PT 17, stated, "transformational leaders are risk takers and deep thinkers, they motivate, empower and reward employees for their performance." PT 18 and 19 who constituted of 10% of the participants perceived the leadership style as those with strong communication skills to initiate change in an organization. The last participant PT 20 also stated that transformations leader should be capable of communicating the mission and vision of the organization to the followers and lead them to adopt the necessary changes for growth. He stated, "A transformational leader should be someone who is proactive instead of reactive."

All the 20 participants did not offer any changes or suggestions on the transformational leadership style during member checking, there were no new comments, additions, or deductions to the raw data I collected during the virtual interviews; therefore, I had no new information to add to the theme. The study results based on the data collected confirmed Burns's (1985) theory of transformational leadership. Burns stated that transformational leaders involve themselves in the change process and helps others succeed. Burns concluded that transformational leaders help motivate followers to align their personal perceptions, expectations, and aspirations with those of the organization.

The views of the 20 participants I interviewed highlighted above broadened the

research knowledge on transformational leadership. They defined a transformational

leader as a person capable of motivating followers, that can change the culture of an

organization, someone who can think outside the box to promote growth of the

organization by empowering followers. Detailed descriptions of main nodes, participants

and percentages are shown on Table 3 below.

Table 3

Theme 2: Transformational Leadership Behaviors

Nodes	No of Participants	Percentages
Change philosophy	2	10%
Continuous learning and Cross-collaboration	11	55%
Cultural change	3	15%
Communications Skills	2	10%
Forward thinking	2	10%

Theme 3: Job Satisfaction

This theme was formulated as a response to answer Interview Questions 6 and 7.

Bass (1985) stated that transformational leadership enhance performance in many

organizations, they come up with strategies to take an organization to a higher level

rather than their normal day today business. Chiu et al. (2016) described the leadership

style as the process where an individual can create relationships through the interaction

with other people. The relationship creates a high level of trust among the parties that

ends up in motivating the followers and stimulating them to perform beyond the

expectations, hence more profit to the organization. This kind of leadership is

inspirational, charismatic, and stimulates individually. The leaders seek to assist their

followers in an organization rise beyond their own interest to fulfill the mission of their

organizations (Deschamps et al., 2016).

Leaders that adopt transformational leadership style are likely to build confidence,

admiration, trust, and respect from the followers or other team members by the

demonstration of personal ability to lead successfully (Wojtara-Perry, 2016). The

transformational approach makes substantial change in the life of people and the

organizations (Money, 2017). Transformation leaders can be seen when leaders and

followers make each other to advance to a higher moral and motivation (Burns, 1985).

Transformational leadership theory is all about leadership that creates positive change in

the followers, whereby they take care of each other's interests and act in the interests of

the group (Warrilow, 2014). Transformational leadership enhances the motivation,

morale, and performance of followers through a variety of mechanisms.

During the virtual interviews, nine participants expressed strong feeling that

transformational leadership contributes immensely to their job satisfaction. TP 19 stated,

"Job satisfaction is affected by 100% of transformational leader's intellectual

motivation." PT 16 said, "they create opportunities, and they give me opportunity to

learn new procedures of machine operations." PT 20 said, "working with

transformational leader makes me feel like learning new things every day." PT 11 and PT

13 had similar sentiments about transformational leader. PT 13 said," I feel satisfied every day at work because I learn new stuff and get encouraged at work." PT 4, "transformational leader gives me a chance to use my brain and give ideas on how to do things better." PT 17 said," Transformational leader gives me the opportunity to learn new things." PT 5 stated, "with transformational leader, you feel like you learn new ideas every single day of work." PT 2 stated, "his intellectual stimulation is always helpful to my job satisfaction." PT 18 said, "transformational leader treats us with respect and makes us feel valued at work, they make us perform better at work." PT 14 said, "Transformational leader always asks for our opinion on how feel during work operations.' PT 1 said, "My leader is my mentor, he encourages me and always ask if I have any question.' PT 6 states, "Our leader interacts with all the employees and motivates us at work."

All the participants shared their thoughts about transformational leaders impact positive change in their daily performances and influence in their job satisfaction. There were no new comments during member checking, therefore there were no new data to code and analyze. Researchers have acknowledged a positive connection between followers' job satisfaction and transformational leadership at both individual and team levels (Redmond & Sharafizad, 2020). Transformational leadership style encompasses the influence of leaders to motivate followers' emotions and values with the aim of profiting the organization (Veiss, 2017). Followers are motivated by transformational leaders by communicating visions of the future that are inspirational, such leaders show

respect to their followers. The leaders provide opportunities that inspire them to learn new skills and acquire knowledge on new technology to address the global challenges (Schermuly & Meyer, 2020).

Bass (1985) defined individual consideration and attention a transformational leader gives each member for job coaching. Seventeen participants that forms 85% responded during the interview that they would be faithful to the transformational leader and the organization in relation to receiving individual consideration from the transformational leader. PT 20 stated, "I feel being cared for and respected with individual recognition." PT 19 also stated that, "I feel like the relationship is strong, that makes me feel like I belong to this organization." PT 18 stated, "My leader respects what I do and encourages me to do better. "PT 1 said, "I like my leader because he rewards hard work and listens to our suggestions on how to run the operations." The rest of the participants also expressed their interactions with the transformational leader and shared their lived experiences PT 2 through PT 17 shared their experiences working with transformational leader, expressing satisfaction and stating they all felt accommodated and welcomed by the transformational leader and the organization. Participants did not have anything new to add during the member checking. Table 4 shows the list of main nodes, participants and the percentages represented by the participants.

Table 4

Theme 3: Job Satisfaction

Nodes	Number of Participants	Percentage
Intellectual stimulation and Job satisfaction	18	90%
Job Satisfaction and individual considerations	17	85%

Theme 4: Job Performance

This theme is formulated as a response to Interview Questions 7 and 8. An

organization requires leadership and expects individuals who recognize that people and

communities are not just a means to the company outcome but are also an end in

themselves (Slavik et al., 2015). An employee's perception of his or her work

environment may determine his or her level of job satisfaction, which in turn may affect

the employee's job performance (Redmond & Sharafizad, 2020). The kind of leadership

skills practiced by the team leaders in a manufacturing floor determines the mood of the

employees, in turn informs his or her job performance. Ochalski (2016) stated that the

mood of an organization is set by the mood of the leader. Emotionally skilled leaders can

understand and control their own emotions as well as the emotions of their followers

(Ochalski, 2016).

Researchers have acknowledged a positive connection between followers' job

satisfaction and transformational leadership at both individual and team levels (Redmond

& Sharafizad, 2020). Transformational leadership style encompasses the influence of

leaders to motivate followers' emotions and values with the aim of profiting the

organization (Veiss, 2017). Followers are motivated by transformational leaders by communicating visions of the future that are inspirational, such leaders show respect to their followers. The leaders provide opportunities that inspire them to learn new skills and acquire knowledge on new technology to address the global challenges (Schermuly & Meyer, 2020). An organization requires leadership and expects individuals who recognize that people and communities are not just a means to the company outcome but are also an end in themselves (Slavik et al., 2015).

An employee's perception of his or her work environment may determine his or her level of job satisfaction, which in turn may impact his/her job performance (Redmond & Sharafizad, 2020). The kind of leadership skills practiced by the team leaders in an operation floor determines the mood of the employees. The mood of the organization is set by the mood of the leader (Ochalski, 2016). Emotionally skilled leaders can understand and control their own emotions as well as the emotions of their followers (Ochalski, 2016).

Idealized Influence

Idealized influence characterizes leaders who represent a trustworthy role model to follow. Burns (1985) stated that transformational leaders involve themselves in the change process and helps others succeed. Burns concluded that transformational leaders help motivate and influence followers to align their personal perceptions, expectations, and aspirations with those of the organization. During the virtual interviews, the transcripts revealed that there were less differences than similarities from participants'

responses on idealized influence. The number of participants, main nodes, and

percentages are listed in Table 5; 85% of the participants stated that transformational

leader's idealized influence made them work harder in performing their daily

responsibilities, (PT 2,3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 16, 18, 17, 19, and PT 20). All the

seventeen participants expressed that transformational leader was their motivating factor

to their job performance. Their responses to the questions also confirmed Burn's (1985),

knowledge of a transformational leader contained in the conceptual framework.

Examples of some of the participants own words via virtual interviews, TP 19

said, "to me, I see transformational leader as a role model, I learn a lot from the leader

and take home a lot of skills." Similarly, PT 20 stated that, "Transformational leader acts

as a role model and always leads by example." PT 14 said, "Transformational leader is a

perfect team leader to stick to.' PT 13 said, "Transformational leader is a sure role model,

I always want to follow his leadership goals and even do better." PT 9 stated, I am so

impressed and swayed by the role model leadership influence of a transformational

leader." PT 12 stated, "transformational leader is the role model that I emulate. The

transformational leader provides mentorship to the employees." PT 2, 3, 4, 5, and 7 stated

that, they observed transformational leader's idealized influence a role model effect that

has direct positive effect on their manufacturing job performance. PT 6, 7, and 8,

expressed strong feeling that as a result of the idealized influence from the

transformational leader, motivates and inspire them to perform better. All the participants

responses confirmed that transformational leader's idealized influence has a positive

effect on job performance. Member checking did not produce any new or additional comments from the participants, no new information was found to add to this sub theme.

Transformational Leadership Connection

A total of six participants which formed 30% of all participants viewed transformational leadership from different angles (Table 4). According to PT 7 and PT 10, transformational leadership style allows people to connect and feel motivated. PT 7 stated that, "In order to perform well at work, I have to feel connected. If I don't feel connected, I cannot be inspired or feel motivated." PT 10 on the other hand stated, "Transformational leadership helps in connecting the dots of current and future engagements." PT 11 stated, "Transformational leaders gives followers variety of options in job functions." PT 9 and PT 8 said, "Transformational leaders are innovators who allows followers to try new things in order to achieve new objectives." PT 17 and PT 14 referred to transformational leaders as change agents who advocates for organizational positive cultural change. PT 17 stated, "This is true for manufacturing organizations that experiences technological transformation of the 21st century." Member checking did not produce any additional comment on connection of employees and transformational leaders. The findings confirmed Burn's viewpoint as participants felt connected and motivated by the transformational leader

Inspirational Motivation and Job Performance

Burns (1985) stated that followers may perform at their best when motivated by transformational leaders. Most of the participants overwhelmingly stated that they feel

motivated by transformational leadership. Details are shown on Table 5. Ninety percent

of participants (18 participants) expressed that the inspirational motivation of

transformational leaders added to their personal motivation during their job performance.

Burns stated that transformational leaders should formulate a clear vision, convey goals

to followers, and show willingness to achieve the set objectives.

Five participants, PT 15, PT 17, PT 18, PT 19, and PT 20 shared their experiences

on how transformational leaders inspired and motivated to excel in their job perform. PT

19 stated, "I feel connected with transformational leader, and I am extremely motivated."

PT 20 said, I am inspired and motivated to perform my duty by the transformational

leader." PT 17 stated, I became very much innovative and invented some strategies for

efficient and speedy production of materials, because I felt motivated and inspired by

transformational leader." Participants, PT1, PT2, PT3, PT4, PT5, PT6, PT7, PT8, PT9,

PT10, PT11, PT12, PT13, PT14, and PT16 all expressed that they have worked with

transformational leaders, and they had lived experiences with their inspirational

motivations. PT 2 and PT 3 stated, "I feel motivated by the transformational leader and

always positive about my job performance." PT 4, PT5 and PT 6 stated, "I am excited

and motivated and give my 100% job performance, I love working with a

transformational leader." Participants did not have any changes or further comments

during member checking.

Table 5

Theme 4: Job Performance

Nodes	Number of participants	Percentages
Idealized influence.	17	85%
Transformational leadership connection	6	30%
Inspirational motivation and Job performance	18	90%

Theme 5: Emotional Impact

Participants' responses to Interview Question 7 contributed to the employees' psychological influence on transformational leadership style. Theme 5 was developed from the psychological influence of transformational leadership as shown in Table 6. The following nodes were produced during the virtual interviews with participants about their overall perception of transformational leader on job performance and satisfaction: feeling accepted and recognized, feeling involved and supported, feeling inspired and motivated, feeling connected and involved. According to Kovjanic et al. (2013), satisfying employee's psychological needs could facilitate positive results and transformational leadership, he stated that this could help with employee total commitment to the organization. When the basic psychological needs of followers are certified by a transformational leader, organization benefits as well (Kovjanic et al., 2013). The participants responses to the emotional impact in four subthemes

Feeling Valued and Respected at Work

Most of the participants responded that they feel respected and valued at their workplace by their transformational leader. Eight participants, (PT 1, PT 3, PT 5, PT 6, PT 7, PT 9, PT 11, and PT 15), that formed 40% of the total interviewees concurred that they felt valued and respected. The finding confirmed Burns's conceptual framework that transformational leaders help motivate followers to align their personal perceptions, expectations, and aspirations with those of the organization. Participant PT 7 stated, "I don't like being micromanaged by my leader when performing a task. He should let me work after giving clear instructions on how to perform the task." PT 5, "I feel valued and respected by the transformational leader. It makes me proud and perform much better produce more." PT 9, and PT 10, stated that, "My boss who is a transformational leader respects me and value what I do." Participants did not have any new comments during member checking.

Feeling Inspired and Motivated

The inspiration and motivation also received an overwhelming (95%) citation from participants who contributed to the subtheme. PT 6 stated that, "The leadership role that our supervisor demonstrates daily at work motivates and inspires me to work smarter and harder." PT 8 said, "I am motivated and open for any changes proposed by the leader because he leads from the front and sets good example to the employees." PT 15, I feel connected to the organization due to the motivation I receive from the transformational

leader." Here, the participants did not offer any amendments to the transcripts during the member checking.

Feeling Energized and Challenged

Thirty percent of participants interviewed stated that every single day they report to work they feel energized and challenged to do better. PT 19 stated, "The motivation I get at work makes me feel energized and challenges me to come every day. This makes me research more about my work even when I am at home. I am grateful to my transformational leader for giving me opportunities and leading me in the direct path." PT 5 stated that, he feels challenged every single day at work due to continuous changes implemented by the transformational leader. PT 20 stated, "working in an environment where change is day thing is very stressful and challenging." No additional comments were expressed during the member checking.

Feeling Supported and Recognized

Twenty percent of participants, PT 2, PT 4, PT 12, and PT 9 confirmed feeling supported by the transformational leader. Participants 9 stated, "My leader is very understanding, supportive and appreciates my work by giving me recognition whenever I excel in my performance." PT 4 stated, "My boss understands me and gives me a lot of support, he is a true transformational leader." PT 12 said, "I feel that my leader is supportive and recognizes my work. He is a transformational leader." This subtheme did not produce any changes during the member checking.

Feeling Connected and Trusted

Nine (45%) participants (PT 2, 4, 5, 7, 9, 10, 13, 15, and PT 17) reiterated that they felt trusted and connected to their transformational leader. The connection and trust enabled them to feel more confident in their job performance. PT 2 and PT 5 stated that they feel more connected to their organization and have trust with transformational leader. PT 7, 9, and 13 reported that they feel connected and involved with the organization. PT 4, 10, and PT 17 stated, "I feel connected with my organization and trusted by the transformational leader. It enables me to perform better and make me feel like doing more for the organization." Participants had no new ideas to add during member checking.

Table 6

Theme 5 Emotional Impact

Nodes	Number of Participants	Percentage
Feeling valued and respected at work	8	40%
Feeling Inspired and motivated	19	95%
Feeling energized and challenged	6	30%
Feeling supported and recognized	4	20%
Feeling trusted and connected	9	45%

Summary

The purpose of this qualitative case study was to explore the perceptions of organizational employees about how best to improve the knowledge and the effectiveness

of transformational leadership styles. I used a single case study design with different sources of evidence. The case study included online organization document review, semistructured, in-depth interviews, reflective notes, and review of facility assessment reports. A sample of 20 participants, working for a transformational leader at a manufacturing facility in the central region of Connecticut, United States were considered for the study.

The early influence of transformational leadership style was derived from Burns (1985). Burns identified four concepts of transformational leadership behaviors: individualized considerations (paying attention to individual's needs), idealized influence, intellectual stimulation, and inspirational motivation. The research question examined the perceptions of employees of a manufacturing organization located in Connecticut about how to best improve the knowledge and the effectiveness of transformational leadership styles.

From the participants interview, five key themes arose that reflected the core of the manufacturing workers' lived experiences in relations to their job performance and satisfaction. All the 20 participants expressed that transformational leader's ideas were the major factors that inspired and motivated their job performance. They also discovered that transformational leader's individual consideration and intellectual stimulation largely influenced their job satisfaction.

Chapter 5: Discussions, Conclusion, and Recommendations

The purpose of this qualitative study was to explore the perceptions of organizational employees about how best to improve the knowledge and the effectiveness of transformational leadership styles. I used a single case study design with different sources of evidence and embedded units. The case study included online organization document review, semistructured, in-depth interviews, reflective field notes, review of facility assessment reports in a manufacturing organization located in Connecticut. A sample of 20 participants were considered for the research study and saturation point was achieved with the selected participants. From the participants interview, five key themes arose that reflected the core of the manufacturing workers' lived experiences in relations to their job performance and satisfaction. All the 20 participants expressed that transformational leader's ideas were the major factors that inspired and motivated their job performance. They also discovered that transformational leader's individual consideration and intellectual stimulation largely influenced their job satisfaction. Participants finally identified their perception of transformational leader on job performance and satisfaction: feeling accepted and recognized, feeling involved and supported, feeling inspired and motivated, feeling connected and involved. The virtual interviews were recorded, coded, and analyzed accurately in accordance with the participant's verbatim transcriptions.

Interpretations of Findings

I have arranged this section in sequence of the five key themes, and the interpretation of the first theme on participants perception of leadership and work performance are defined below. According to participants description, leadership is the ability to influence a team or group with respect to accomplishing the set goals (Tabassi et al., 2016). Leadership is presented by psychological theories as process in which leaders apply interpersonal skills to socially influence, motivate, and inspire followers for collective responsibility in achieving organizational goals (Atmojo 2015). It is perceived in psychological theories as a social influence process in which leaders apply interpersonal skills to motivate and inspire followers in attaining company, or group objectives.

Participant's ideas, convictions, and perceptions of a leader confirmed the views of Bertsch et al. (2017), that leadership is the ability to motivate a group or followers to achieve the vision of an organization. They confirmed that a leader can be anyone who has the vision, emotional intelligence, charisma, integrity, inspirational and steering character. Alrowwad et al. (2017) stated that transformational leaders are trusted, admired, and command respect from followers which indicates that anyone can step in and be a leader. But participants' interpretation of a leader was mainly concentrated on the one who holds a management position in their organization. Their interpretation was informed by the interview questions that mainly focused on transformational leaders.

Transformational Leadership

Transformational leadership theory was first introduced by leadership expert Burns (1985). According to Burns, the theory asks the most important questions as to why one should be a leader and the goal of leadership; he argued that transformational leaders could inspire positive changes in followers (Redmond & Sharafizad, 2020). Burns asserted that transformational leaders are normally energetic, enthusiastic, and passionate about what they believe in and what they intend to carry out. Burns stated that transformational leaders involve themselves in the change process and helps others succeed. Transformational leaders are those who can pursue ways to foster relationship with employees beyond self and transform the organization as well (Malik et al., 2017). The transformational leader focus more on the followers, what is good for the organization is better for the employees and the leader (Demirtas et al., 2020). They motivate and inspire followers to envision a bigger picture rather than self-interest.

Burns (1985) concluded that transformational leaders help motivate followers to align their personal perceptions, expectations, and aspirations with those of the organization. The views of the 20 participants I interviewed highlighted above increased the research knowledge on transformational leadership. They defined a transformational leader as a person capable of motivating followers, that can change the culture of an organization, someone who can think outside the box to promote growth of the organization by empowering followers.

My findings based on the interview transcript results also confirmed Bass's (1985) transformational leadership theory. The participants stated that transformational leadership style can create a positive cultural change on followers to enhance problem solution on a particular task. Some asserted that transformational leader could change the cause of followers on how they undertake collective responsibility. Some of the participants stated that a transformational leaders can change the basis of an operation at work environment. They should be able to think critically outside the box and direct followers in the right directions by motivating them to perform a task. Participants also described transformational leaders as those able to recognize the needs of their followers and accept to drive the necessary changes in collaboration with others.

Transformational leaders are open to new ideas, someone able to plan and implement long term strategies to improve productivity. The findings satisfied a gap in the literature by identifying and highlighting the skills of a transformational leader in a manufacturing industry situated in the central part of Connecticut in the greater Waterbury area. While some evidence in the literature showed that business leaders achieve some measures to improve worker performance by providing training to their employees (Chan et al., 2019), more research was needed to investigate the relationship between transformational leadership style and employee work performance in other manufacturing industries.

I expanded the above prior understanding by highlighting other qualities that a transformational leader should have for the chosen organization in the study. Participants

articulated that the transformational leader should have the capability of motivating

followers, that can change the culture of an organization, someone who can think outside

the box to promote growth of the organization by empowering followers. Participants

finally identified their perception of transformational leader on job performance and

satisfaction: feeling accepted and recognized; feeling involved and supported; feeling

inspired and motivated; feeling connected and involved.

Job Performance

Followers are inspired by transformational leadership and develops relationship

with the supervisors, as a result of such relationships with the supervisor's, employees

end up with improved job performance (Walumbwa & Hartnell, 2021). Transformational

leadership influence on an employee about his or her work environment may determine

the level of job satisfaction, which in turn may affect the employee's job performance

(Redmond & Sharafizad, 2020). The four futures of employees' work performances such

as idea generation, idea promotion, idea commitment and idea implementation, are

positively influenced by transformational leadership.

For the motivation of employees to attain the preferred performance,

transformational leadership style is the most effective to adopt in present times (Al-

Ababneh et al., 2017). Walumbwa and Hartnell (2011) revealed that transformational

leaders could enhance followers or employees' self-efficacy as opposed to the previous

research that only established the connection linking efficacy beliefs and transformational

leadership. The employees' personal interactive with the leadership and their self-efficacy philosophies can enhance employees' high level of work performance.

My results on this subject of transformational leadership confirmed the body of knowledge above and as discussed in Chapter 2. Most of the research participants concurred that they shared their experiences on how transformational leaders inspired and motivated them to excel in their job perform. Some felt connected and extremely motivated by transformational leader to perform their tasks. Majority of the participants stated that they became very much innovative and invented some strategies for efficient and speedy production of materials, because felt motivated and inspired by transformational leader, as a result, their job performances were improved remarkably.

Job Satisfaction

Redmond and Sharafizad (2020) stated that researchers have acknowledged a positive connection between transformational leadership and followers' job satisfaction at both individual and team levels. An employee's perception of his or her work environment may determine his or her level of job satisfaction, which in turn may affect the employee's job performance (Redmond & Sharafizad, 2020). Amina et al. (2014) also stated that a significant relationship exists between transformational leadership styles and overall job satisfaction. Khan et al. (2016) confirmed that transformational leadership has a more significant influence on employee job satisfaction than transactional leadership.

Participants expressed that transformational leader's individual consideration and intellectual stimulation largely influenced their job satisfaction. They also stated during

the interviews that transformational leadership influence on an employee about his or her work environment may determine the level of job satisfaction. Most of the participants in the study confirmed more satisfaction with their work due to the transformational leadership style their leaders exercise at their workplace. They expressed enhanced sense of job satisfaction due to transformational leadership at their work environment.

Emotional Impact

Emotional impact theme was important in this study as a reflection of psychological impact on workers performance as well as job satisfaction. Kovjanic et al. (2013) stated that satisfying employee's psychological needs could facilitate positive results and transformational leadership, he stated that this could help with employee total commitment to the organization. When the basic psychological needs of followers are certified by a transformational leader, the organization benefits as well (Kovjanic et al., 2013). According to Kovjanic et al., meeting the employees' emotional needs for likeness and competence can help with their work performance.

The findings confirmed Burns's body of knowledge in the conceptual framework that transformational leaders help motivate followers to align their personal perceptions, expectations, and aspirations with those of the organization. Most of the participants responded that they feel respected and valued at their workplace by their transformational leader. The inspiration and motivation also received an overwhelming (95%) citation from participants who contributed to the subtheme of emotional impact. Thirty percent of participants interviewed stated that every single day they report to work they feel

energized and challenged to do better, they also reiterated that they felt trusted and connected to their transformational leader. The connection and trust enabled them to feel more confident in their job performance.

Limitations of the Study

Regardless of methodology or design, research studies have limitations (Yin, 2018). This study had some limitations by its generalizability, that included the sample size of 20 participants who were chosen from one manufacturing organization located in the eastern part of United States. My choice of collecting data from one location was informed by lack of financial resources, covid-19 pandemic restrictions, and time constrain. Because of the qualitative nature of the study, the number of participants were limited. The chosen sample of 20 participants were sufficient for the design in collecting rich and saturated data, even though the sample size may not have been substantial for the generalization of the results to the population (Yin, 2018). There could be a possibility of participants having prior experiences and perceptions with similar organizations that I might have not known and might have generates limited responses of interest in participants during the recruitment process.

The reliability on the honesty of the participants responses by use of semi structured and structured interview was another limitation worth mentioning. Although all the employees who participated in the study voluntarily agreed to the interview questions, some of them must have undergone self-imposed time constrain. During the virtual interviews, some participants were in such a hurry to finish and get back to their

other engagements, this also served as a limitation since the scheduled times could not work well for some participants. There could have been inaccurate responses to the interview questions from some participants, this could be another limitation of the study. Although the research questions were covered appropriately by the interview protocol, additional questions could have been included on demographic data to achieve deeper insights into the experiences of participants to facilitate the summarization of more information for analysis.

Recommendations

Recommendations for Further Research

This research study has provided data on the perceptions of employees on exploring leadership strategies to enhance their work performance within a manufacturing organization setting. Because there is similar research that had been carried out, it is my recommendation that future researchers may conduct further studies on the topic using other alternative methods and designs. Such studies can yield viable and important information that could assist transformational leaders in improving workers performance.

Because of the limited number of selected research participants (20 participants), further research is necessary to test the legitimacy of the five themes discussed in this qualitative research study. Future researchers may adopt other qualitative approach and design to examine the same facts highlighted in this study by selecting more participants who experience transformational leadership style in different settings of their

organizations. Future research may engage more participants and multiple organizations to generate data for validation and results that are more acceptable to wider audience. The research should be conducted to establish the validity of the positive effect of transformational leader on followers, or employees about job performance and job satisfaction.

Quantitative research study may also be used for future studies on this topic. The study could generate intense statistical participant's perception on transformational leader of different organizations about their employee experiences in relation to job satisfaction and worker performance. Considering different organizations and selecting more participants for the study should be highly taken into consideration because the study would increase the gravity and to extend the scope of the research study. This research study may also serve as a foundation for future study to explore the effect of transformational leadership on employee productivity. Because the results of this research was conducted with only 20 participants drawn from one facility, I would recommend future research to have more participants from multiple organizations. I would also suggest a quantitative study as opposed to qualitative study,

The research I conducted had participants in the group categories has shown in the Table 7, and I conducted the interviews according to the schedule in Table 8.

Table 7

Participant Demographics

Participant	Age range	Sex (male/female)	Education levels	Years of professional work experience
1	25-30	Female	College	5
2	45-50	Male	H/S	8
3	20-25	Male	H/S	13
4	55-60	Male	College	18
5	30-35	Female	College	10
6	40-45	Male	H/S	11
7	50-55	Male	H/S	7
8	25-30	Male	College	4
9	60-65	Male	College	25
10	35-40	Female	College	12
11	20-25	Male	H/S	3
12	45-50	Male	College	15
13	30-35	Male	College	10
14	25-30	Male	College	6
15	50-55	Male	College	15
16	30-35	Female	College	12
17	30-35	Male	H/S	10
18	55-60	Male	H/S	19
19	45-50	Male	H/S	14
20	25-30	Male	College	6
21	55-60	Female	H/S	28

Table 8

Interview Time Schedule

Participants	Interview Date	Time in EST/24-hour clock	Member Checking Date	Time in EST/24 hour clock	Comment
PT1	5/1/2021	11:00-11:31	May 25, 2021	17:00-17:20	No changes
PT2	5/3/2021	19:00-19:33	May 25, 2021	18:15-18:40	No changes
PT3	5/1/2021	16:15-16:29	May 27, 2021	13:00-13:25	No changes
PT4	5/7/2021	17:15-17:41	May 25, 2021	12:30-13:00	No changes
PT5	5/9/2021	15:00-15:36	May 27, 2021	20:00-20:25	No changes
PT6	5/4/2021	18:00-18:32	May 28, 2021	13:00-13:30	No changes
PT7	5/13/2021	17:15-17:47	May 28, 2021	14:00-14:29	No changes
PT8	5/10/2021	12:30-13:00	May 20, 2021	19:00-19:24	No changes
PT9	5/3/2021	13:00-13:30	May 21, 2021	12:45-13:10	No changes
PT10	5/11/2021	18:35-19:10	May 21, 2021	13:30-13:50	No changes
PT11	5/17/2021	13:35-14:07	May 21, 2021	18:00:18:35	No changes
PT12	5/13/2021	13:10-13:35	May 22, 2021	9:00-9:30	No changes
PT13	5/14/2021	18:30-19:03	May 22, 2021	11:00-11:30	No changes
PT14	5/8/2021	10:30-11:01	May 22, 2021	16:00-16:20	No changes
PT15	5/8/2021	14:00-14:32	May 22, 2021	14:00-14:35	No changes
PT16	5/14/2021	12:45-13:15	May 24, 2021	15:00:15:25	No changes
PT17	4/24/2021	11:30-12:06	May 23, 2021	17:30-17:55	No changes
PT18	5/18/2021	20:00-20:29	May 23, 2021	12:00-12:30	No changes
PT19	5/6/2021	13:00-13:30	May 29, 2021	10:00-10:30	No changes
PT20	5/18/2021	18:00-18:32	May 29, 2021	18:00-18:35	No changes

Note: All the 20 participants did not make any suggestions for any changes during the member checking.

Base on the participants demographic shown above, they happen to have more male than female and their age group and educational levels are not evenly distributed, they are from one manufacturing facility located in the eastern United States. I would recommend future studies involve participants with even distribution of gender, age, and educational levels to establish any differences in perceptions about lived experiences relation to age, gender, or education. Differences in the research findings may also produce different recommendations for future action and research.

In Chapter 2 of the literature review it is reflected that a gap still exists requiring further research. I indicated that there is limited research literature to explore how

transformational leadership style may enhance worker performance in Connecticut state manufacturing industries. I recommend that researchers should do more research in the future to explore the experiences of manufacturing workers with transformational leadership in the same region of Eastern part of United States. My strong recommend is that different research methodology be employed by future researchers. They should also use a larger pull of participants from different organizations with diverse demographic for better outcome. I expect that these study results may aid the understanding of how transformational leadership may help motivate manufacturing workers to over perform in their daily tasks.

Recommendations for Practice

My first recommendation is that managers and supervisors of manufacturing industries to continue practicing transformational leadership to motivate and inspire workers in order to increase productivity and for the prosperity of their organizations. It is vital for the manufacturing leaders to appreciate and value the effect that transformational leadership style impact on employees and on their work. This research advocates that manufacturing workers connect very well with transformational leadership. My second recommendation that other similar organizations which are not necessarily manufacturing adopt transformational leadership style to assist in motivating employees to perform better. The outcome of the study may help enlighten manufacturing leaders and policy creators of the appropriate approaches to apply with an aim of generating the most attractive organizational products.

I highlighted the significant of emotional influence of transformational leader, I consider the emotional (psychological) influence as my third recommendation. The recommendation is for the leaders in the manufacturing industry to consider using emotional influence as an important field for future decision making in their management operations. The outcome from this study may offer some suggestions for future leaders in identifying the significance of such emotional influence on employee job satisfaction and performance.

The fourth recommendation is that training for transformational leadership be included in the skill training manual for the current leaders at the designated manufacturing organization. Because it is vital for leaders to learn and understand transformational leadership theory and its effects, I recommend that transformational leadership training be incorporated in the yearly performance review manual. With the implementation of such mechanism, the current transformational leaders can be able to measure their performance with their employees based on the leadership practices they execute within the organization. I also recommend that manufacturing organizations provide rewards inform of incentives for performing transformational leaders. The last recommendation for future studies is a mentoring program for leadership be established for the manufacturing organization to mentor young and emerging leaders to prepare them for transformational leadership roles. The senior transformational leaders should mentor upcoming leaders to acquire the necessary skills for prosperity of the organizations.

Implications

The positive social change related to transformational leadership strategies on worker performance has the potential of workers increasing a better understanding of how transformational leadership style impacts them moral, social, and financial status (Bachmann, 2017). My study has the potential to bring about positive social change in the manufacturing industries and by extension to the societies through implementation of good leadership practices employed in the organizations, as discussed by Redmond and Sharafizad (2020). The study also has the possibility of contributing to employee job satisfaction in most manufacturing organizations. The results of this study revealed that the implication for positive social change stays critical and requires improvement on leadership strategies on specific areas to impact positive change on worker performance.

In the analysis of the results, I identified that employees had a lot of regard for transformational leadership and reiterated that the positive outcome of their enhanced worker performance is due to the style of leadership. The outcome of this research study has assisted in identifying some implications for possible organizational social change.

It is essential to create awareness in worker perception on transformational leadership and how the style may enhance job performance and satisfaction. The statistics of the findings developed from the participants during the virtual data collection assisted in minimizing the negative experiences that depict transformational leader as one that influence decision-making within organizations (Costanza & Finkelstein, 2015).

Employee empowerment is very significant in organizational profit positive change as a result of transformational leadership strategies. Transformational leadership may impact positive influence on the employees to embrace any changes in the manufacturing organization to conform with the 21st century global demand for efficiency. The leadership style may help motivate and inspire employees to produce high quality products by enhancing worker performance and adhering to organization policy changes. Employee experiences and expertise may also contribute to worker motivation and quality performance to job satisfaction. The four-dimensional leadership models may be used by transformational leader to help model the way, by inspiring the stakeholders to achieve the set organizational goals.

Transformational leadership may help enhance higher worker morale and increase their job satisfaction. Morale boosting may create employee enthusiasm about their job, intern they may perform their work more diligently and with honor. Transformative leaders communicate and demonstrate to assist employees realize a vision, encourage them to be more involved and motivated to complete the assigned tasks in time and to be more productive (El-Zayaty, 2018). They may also assist in transforming the culture of the workplace with the primary objective being employee's safety. This research may assist other organizations and the general public to understand the value and how important it is to have transformational leaderships in an organization for the benefit of employees and the company. The dissertation may also inform the society that

transformational leaders achieve excellence and quality products by bridging the worker performance gap.

Organizations may be more reliable and accountable when the employee's roles, performance expectations and responsibilities are clearly clarified by transformational leadership. This may alleviate any concerns or fear related to organizational change for accountability and reliability. In the rapidly changing 21st century technology, transformational leadership may be the best style in a manufacturing organization to motivate and empower employees by rewarding their efforts in being productive and accountable to the organization. The transformational leaders are also the best people to identify and recruit new employees who may be accountable and loyal to the organization.

I discovered that transformational leadership might help meet the psychological needs of workers. Satisfying employee's psychological needs could facilitate positive results under transformational leadership. Kovjanic et al. (2013) stated that this could help with employee total commitment to the organization. When the basic psychological needs of followers are certified by a transformational leader, the organization benefits as well (Kovjanic et al., 2013). According to Kovjanic et al., meeting the employees' emotional needs for likeness and competence can help with their work performance.

Other organizations may therefore put a lot of resources in leadership educational programs to address psychological/emotional challenges. They may create training programs based on the skills needed by the organization to assist in improving their

future leadership practice. This may be done by meeting employees' psychological needs in order to bring about necessary positive organizational change. Transformational leaders may satisfy the employees psychological needs by addressing each need one at a time.

This dissertation may help create knowledge to the general public about the need of engaging transformational leadership in the management of manufacturing industries across eastern part of the state. It might also create awareness to the stakeholders that transformational leadership impact positive attitude on employees and empower them to achieving organizational objectives. Through transformational leadership, employees may be more diligent and accountable in their operations in the organization as well as in their interactions with the colleagues at work, customers, and their families.

This research study may add to the body of knowledge that worker performance and job satisfaction may be affected by transformational leadership style. Bass (1985) argued that transformational leaders could inspire positive changes in followers (Redmond & Sharafizad, 2020). Burns (1985) asserted that transformational leaders are normally energetic, enthusiastic, and passionate about what they believe in and what they intend to carry out. Burns stated that transformational leaders involve themselves in the change process and helps others succeed. He concluded that transformational leaders help motivate followers to align their personal perceptions, expectations, and aspirations with those of the organization. This study has some positive implications that helps in advancing the deeper understanding of Burns's transformational leadership theory.

The understanding of the research by Effelsberg et al. (2014) may be advanced by this research study results. Effelsberg, et al. stated that transformational leadership may enhance followers' pro-organizational behavior. Further research may be conducted to explore the extent of the phenomenon. Finally, Individual consideration may be used by transformational leaders to assist with guiding other employees and individual coaching, as a result, contributing to manufacturing employees' job satisfaction. The dissertation may also contribute to the understanding of Burns's (1985) transformational leadership theory. This research study may enhance the understanding of recently completed research by other scholars.

Conclusion

The purpose of this qualitative study was to explore the perceptions of organizational employees about how best to improve the knowledge and the effectiveness of transformational leadership styles. I conducted remote data collection via telephone and virtual interviews due to Covid-19 pandemic. A sample of 20 participants working in a manufacturing organization located in the state of Connecticut U.S. were considered for the research study and saturation point was achieved with the selected participants. Five key themes arose that reflected the core of the manufacturing workers' lived experiences in relations to their job performance and satisfaction. All the 20 participants expressed that transformational leader's ideas were the major factors that inspired and motivated their job performance. They also discovered that transformational leader's individual consideration and intellectual stimulation largely influenced their job satisfaction.

My findings base on the interview transcript results also confirmed Bass's (1985) transformational leadership theory. The participants stated that transformational leadership style can create a positive cultural change on followers to enhance problem solution on a particular task. Some asserted that transformational leader could change the cause of followers on how they undertake collective responsibility, change the basis of an operation at work environment, think critically outside the box and direct followers in the right directions by motivating them to perform a task. The results of this study revealed that the implication for positive social change stays critical and requires improvement on leadership strategies on specific areas to impact positive change on worker performance.

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Appendix A: Letter of Cooperation and Statement of Understanding

Date
Name of Organization
Address
Dear [Name of Requesting Party/Executive or Participant],

       I wish to apply for permission and cooperation to use your organization for data collection as part of requirements for a doctoral research. I am a PhD candidate at Walden University pursuing a degree in Management with specialization in Leadership and Organizational Change. My research is on the topic "Exploring Leadership Strategies to Enhance Worker Performance." The purpose of the study is to explore how leadership styles impact worker performance in manufacturing industry. This research is entirely academic in nature. I am seeking to utilize virtual and phone call interviews with employees who satisfy the criteria of having worked for at least a period of two years for the organization. I will develop the criteria for selection to ensure that participants are likely to possess the requisite knowledge pertinent to the goal of the study.

       The research will entail voluntary participation of employees within your establishment. Participants will be required to answer nine open-ended Virtual/phone interview questions. Participants may decide to participate or withdraw from the study at any time without retribution or loss of benefits to them. The research outcome may be published, but neither the identity of participants, position or the organization's name will be mentioned, or participant responses compromised. Anonymity and confidentiality of the study will be assured to protect participant identity by assigning a numeric code or alphabet to participants and the transcript would be preserved in strict confidence after the study.

       The foreseeable risk to participants in this study may include individual sensitivity, increased recognition, or emotional responsiveness in relation to sharing their current and past experiences and knowledge involving their perceptions of leadership styles in the organization. There is no direct benefit to participants, rather the company may benefit because of improved performance based on the study results. I have included a letter of cooperation from a research partner to grant permission to use the organization with this statement of understanding. The return of the completed permission letter will be considered as your organization's consent to participate in the study strictly for academic purposes.

       You may contact me with any questions regarding this study via email at Charles.kodi@waldenu.edu. If you would like to talk privately about your rights, you may contact Dr. Richard Hay, studentsuccess@mail.waldenu.edu the Walden University representative.

Sincerely,
Charles Kodi (PhD Candidate)
Walden University

Appendix B: Letter of Cooperation From a Research Partner: Permission to use

Organization, Premises and Subjects

Name of Organization Research Partner: ---

Official's Name: --Title------------------------------------

Contact Information: --

Date ---

Dear ---[Researcher Name],
Based on my review of your research proposal, I hereby authorize Charles J. O. Kodi, a
doctoral student at Walden University, to use the organization, premises, and
subjects requested within the _____ [Name of the
Manufacturing Company] to collect data for a study entitled "Exploring Leadership
Strategies to Enhance Worker Performance." We understand that our organization's
responsibilities include:
- Personnel/Supervisors participating in a 15-30 minutes virtual/phone interviews.
- Provision of copies of documents and list of names/database of employees (as
  applicable) of [Manufacturing Organization] that the organization is willing to
  share.
- Participation in validating the accuracy of researcher's interpretations and
  conclusions with participants who will participate in the virtual/phone interviews.

We reserve the right to withdraw from the study at any time if our circumstances change.
As part of this study, I authorize you to recruit individuals in this organization to
participate in the study. I will provide you a list of names of individuals that meet your
inclusion criteria and you may contact them directly or I may forward an invitation to
employees informing them to contact you directly if they are interested in participating in
the study. Participation in the study will be voluntary and at the discretion of individual
employees. I confirm that I am authorized to approve research in this setting and that this
plan complies with the organization's policies. I understand that the data collected will
remain entirely confidential and may not be provided to anyone outside of the student's
supervising faculty/staff without permission from the Walden University Institutional
Review Board (IRB).

Sincerely,
Authorization Official
Name, Title, and Date

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature if both parties have agreed to conduct the transaction electronically. The Uniform Electronic Transactions Act regulate electronic signatures. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).

Appendix C: Consent Form

You are invited to participate in a research study that proposes to explore leadership strategies organizations use to enhance worker performance. I am a PhD candidate at Walden University pursuing a degree in Management with specialization in Leadership and Organizational Change. My research is on the topic "Exploring Leadership Strategies to Enhance Worker Performance." The study outcome could also uncover other things for possible improvement of working conditions in a manufacturing organization and changes in leadership strategies.

This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part or not. This study is being conducted by Charles Kodi who is a doctoral student at Walden University.

Background Information:

The purpose of the study is to explore how leadership styles impact worker performance in an organization. This research is entirely academic in nature. I am seeking to utilize remote methods to conduct interviews with employees who satisfy the criteria of having worked for at least a period of two years for the organization.

Procedures:
This study involves the following steps:
1. Online interactive open-ended questions or virtual interview via, phone or your preferred social media platform such as Zoom, Skype, Google Meet, Face Book Messenger or WhatsApp, which will take about 30-45 minutes.

2. A follow up communication may be needed to clarify your answers or statements which may take about 15 minutes.

Here are some interview questions:
1. How would you describe leadership and work performance at your workplace?
2. What is your understanding of transformational leadership?
3. How does leadership style impact your work performance in your organization? Please explain.
4. What is your understanding of transformational leadership style? Please explain and provide examples.
5. How do you think the leadership style affect your work performance in the organization?
6. How does your leader's style of management affect your job satisfaction?

7. What do you think are overall factors that affect both your performance and job satisfaction?
8. What recommendations would you make to improve the work performance in your organization?
9. What other information are you willing to furnish that have not been covered?

Voluntary Nature of the study
The research will entail voluntary participation of individuals who hold leadership roles in their organizations, and those who are low level employees. Participants may decide to participate or withdraw from the study at any time without retribution or loss of benefits to them.

Risks and Benefits of Being in the Study
Participating in this study could involve some risks that can be encountered in daily life such as your time and uncomfortable questions to answer. The economic/professional risk could be discloser of any violation of workplace policies or disagreement with any leadership decisions. Other foreseeable risk to participants in this study may include individual sensitivity, increased recognition, or emotional responsiveness in relation to sharing their current and past experiences.

There is no direct benefit to participants therefore economic risk to the study is the time spent during the interview which is voluntary. The study will benefit society by providing insights to change management practitioners and scholars. With the improvement of leadership strategies, there will be positive impact to the social change.

Privacy:
The researcher is required to protect your privacy. Your identity will be kept confidential within the limits of the law. The researcher will not use your personal information for any purposes outside of this research project. The interviews are private and all online or telephone interviews will be conducted in private and away from the work site. Also, the researcher will not include your name or anything else that could identify you in the study reports. If the researcher were to share this dataset with another researcher in the future, the researcher is required to remove all names and identifying details before sharing; this would not involve another round of obtaining informed consent. Data will be kept secure in a password protected database and any printed copies is kept in locked drawers with a key available only to the researcher. The research outcome may be published, but neither the identity of participants, position or their organization's name will be mentioned, or participant responses compromised. Anonymity and confidentiality of the study will be assured to protect participant identity by assigning a numeric code or alphabet to participants and the transcript would be preserved in strict confidence after the study. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions

You may contact me with any questions regarding this study via email at
Charles.kodi@waldenu.edu, or by phone at +1.203.982.3834. If you want to talk
privately about your rights as a participant or any negative parts of the study, you can call
Walden University's Research Participant Advocate at +1-612-312-1210.

Obtaining Your Consent
If you feel you understand the study and wish to volunteer, please indicate your consent
by replying to this email with the words "I consent."

Once you have started your participation and you want to stop or does not want to
continue or you do not want your participation to be counted, you may email your
intention to the researcher at Charles.kodi@waldenu.edu with a subject line 'PLEASE
EXCLUDE ME.'

You might wish to retain this consent form for your records. You may ask the researcher
or Walden University for a copy at any time using the contact info above.

Sincerely,
Charles Kodi (PhD Candidate)
Walden University

Appendix D: Interview Protocol/Guide

Procedure

Select Participants	Researcher will contact participants via email or phone.
Arrange Venue, Date, and Time	Set time, date, and venue for the interviews. The interviews will take place in the conference room or participants' place of choice at a time to be agreed upon.
Explain the Study and its Content	Provide an overview of the purpose of the study and obtain verbal and written consent from each participant, after providing the participants with consent forms.
Record the Interview	Record interviews and thank participants followed by sending email, a letter or a thank you card or note to participants following the interviews.
Transcribe the Interviews	Transcribe interviews and cross-check the transcription and interpretation for validation with participants.
Additional Questions	Ask participants follow-up probing questions based on the prevalence of the responses to seek further clarification of unclear responses and when the question has not been fully answered.

Semi-Structured Interview Questions

1. How would you describe leadership and work performance at your workplace?
2. What is your understanding of transformational leadership?
3. How does leadership style impact your work performance in your organization? Please explain.
4. What is your understanding of transformational leadership style? Please explain and provide examples.
5. How do you think the leadership style affect your work performance in the organization?
6. How does your leader's style of management affect your job satisfaction?

7. What do you think are overall factors that affect both your performance and job satisfaction?
8. What recommendations would you make to improve the work performance in your organization?
9. What other information are you willing to furnish that have not been covered?

Appendix E: Letter of Appreciation for Participation

Dear [Name of Employee/Participant/Executive], Thank you for participating in the study entitled "Exploring Leadership Strategies to Enhance Worker Performance." I very much appreciate your participation in the study. The time and experience shared and your candid opinion in response to the interview questions concerning how leadership styles impact worker performance remains invaluable. Your contribution to this study is critical and may help enhance the knowledge and understanding of the topic. I appreciate your desire to participate in this important study by contributing your views. I may provide you with a complimentary copy of the study as a token of my appreciation once the study is completed and approved by the Walden University Chief Academic Officer (CAO). Meanwhile, I may be reached at charles.kodi@waldenu.edu to answer any questions or concerns that you may have.

Thank you once again for your participation in the study.

Sincerely,
Charles J. O. Kodi (PhD Candidate).
Walden University

Appendix F: Virtual Interview Script

Participants will provide a signed copy of informed consent to participate as a volunteer in this study without compensation and incentives before the start of the interview. The following statements will constitute the structure and procedures for the participant interviews:

1. Arrange a date, time, and venue to interview each participant through email correspondence.
2. Welcome participants with the following opening remarks: "*Hello! My name is Charles Kodi, a Doctoral student at Walden University. I am grateful for taking time off your busy schedule to volunteer as a participant in this research study.*" "*The interview should span a total time of approximately 15-30 minutes.*"
3. Ask participants if they read the entire informed consent form, permit participants to ask questions about the consent forms and confirm their agreement to continue with the research.
4. Read the statement of consent and option to withdraw from the interview process aloud to participants. Mention that the interview is voluntary, and they may decline to answer any question that will make them feel uncomfortable. Indicate that they may withdraw from the study at any time, during or after the interview and that all recorded information, notes, transcripts, and references collected will be permanently destroyed after use. It may be noted that if they decide to withdraw from the study, it will not be held against them in any way or have any adverse impact on their work.
5. Assure participants that all written and recorded interview responses will be confidential, and that participant's personal information will not be used for any other purpose outside the project.
6. Ask participants if they are still interested and willing to take part in the project.
7. Explain the purpose of the study and the interview procedure:
8. Obtain permission from participants to take notes of the interview after participants have agreed and announce participants' pseudonym assigned to maintain privacy and confidentiality, date, and time for interview.
9. Ask interview questions and follow-up questions to seek clarification of responses.
10. Take field notes of key comments and observations during the interview.
11. A follow up communication may be needed to clarify your answers or statements which may take about 15 minutes.
12. Conclude the interview by thanking participants for their time and willingness to participate in the study after confirming that answers recorded properly and to the satisfaction of participants after the interview.