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Influence of Leadership Style on Leaders' Transition from Private to Public Sector

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2017

Abstract

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MTS, Tyndale University and Seminary, 2001

BEd., Brock University, 2003

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Leadership can improve the quality of work through motivation or degrade work through pressure. Leadership effectiveness depends on style and work environment. Differences in work environment may create challenges for leaders transitioning from private to public organizations. The purpose of this quantitative correlational study was to examine the relationship between leadership styles and ease of transition from private to public organizations. The study included the full-range leadership model as the theoretical foundation. Seventy-seven public sector employees in Ontario, Canada, participated in a survey to measure leadership style and effectiveness of transition from private to public sector. Results of multiple linear regression analysis indicated that only the transactional leadership style had a significant positive relationship with the ease of transition from private to public sector. The study indicated that ease of transition of leaders moving from the private to the public sector would be higher for leaders who practice the transactional style of leadership more frequently. The results of this study might effect positive social change for public sector organizations in improving their hiring, orientation, and training of leaders transitioning from the private sector, resulting in better led and more effective public organizations. The result of this study could also positively affect leaders by providing a better understanding about how their styles might help or hinder their transition from the private sector, and enable them to succeed after their transition to the public sector.

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Chapter 1: Introduction to the Study

How leaders lead sets the tone of an organization. Leadership styles influence employees' behavior and motivation at work (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). The leaders' ways of leading subordinates significantly influence the performance of employees in an organization (Mehra, Smith, Dixon, & Robertson, 2006). Highly motivated employees in competitive companies have leaders who value and recognize their contributions to the business's success (Clerkin & Coggburn, 2012; Twenge, Campbell, Hoffman, & Lance, 2010). Leaders who exhibit positive behaviors in leading human resource and business strategies (Almayali & Ahmad, 2012; Lian & Tui, 2012; Rowold, 2011) demonstrate effective leadership. This chapter contains the statement of the problem, the purpose and nature of the study, and the research question (RQ) and hypotheses. This chapter contains a delineation of the theoretical framework, definition of terms, assumptions and limitations of the study, and the contribution that this study makes to the current literature.

Background

Leadership style may depend on the environment or nature of work in which leaders thrive (Rehman, Shareef, Mahmood, and Ishaque, 2012). Leadership within the private sector is economically driven, while leadership in the public sector is politically driven (Sakiru et al., 2014). Although both sectors strive for improvement and sustainability, they differ in terms of goals, strategies, and approaches, requiring different styles of leadership (Othman, Mohammed, and D'Silva, 2013). Distinctions between these sectors are observable in organizational values, managers' behavior, motivational factors, and commitment (Boyne & Services, 2002; Van Der Wal, De Graaf, and Lasthuizen, 2008). Differences in the working environment affect the ease of the transition for the leader, which could influence the leader's effectiveness in a new setting. The adverse effects of workplace changes could be resolved with the adoption of leadership styles that are most appropriate to the environment (Deloitte, 2008).

Previous researchers evaluated the role of leadership style with respect to the nature of the organization and its influences on the organization's performance (Bass, 1985; Haakonsson, Burton, Obel, and Lauridsen, 2008; Rehman, Shareef, Mahmood, and Ishaque, 2012). Rehman et al. (2012) asserted that transformational leadership is positively related to organizational efficiency in public sector organizations. Conversely, transactional leadership is positively related to performance in small-scale enterprises (Obiwuru et al., 2011).

Public sector organizations strive to emulate the styles of organizational management found in the private sector (Rehman et al., 2012). According to Nye (2013), public sector organizations cannot adapt to changes in society due to budget limitations. The difference in the working environment between the private and the public sectors poses challenges to leaders transitioning from being private sector leaders to becoming public sector leaders (Nutt, 2005; Perry & Rainey, 1988; Rainey et al., 1976).

According to Jago (1982), there are six leadership styles: (a) autocratic leadership, (b) bureaucratic leadership, (c) democratic leadership, (d) laissez-faire leadership, (e) transformational leadership, and (f) transactional leadership. These styles evolved according to the demands of the global organizational environment (Goleman, Boyatzis, and McKee, 2002). Rehman et al. (2012) suggested that there are five leadership styles common in organizations: (a) transformational, (b) transactional, (c) authoritarian or autocratic, (d) democratic, and (e) laissez-faire.

Nye (2013) explored the transition of employees from the private to the public sector and its correlation with the transformational, transactional, or laissez-faire leadership style. Nye (2013) did not include the authoritarian (autocratic) and democratic leadership styles as these styles were already integrated in the full-range leadership model of Bass and Riggio (2006). According to Bass and Riggio (2006), transformational leadership resembles democratic leadership because it values the inputs of employees, but the leader still makes the final decision and takes responsibility for the consequences of this decision. Transactional leadership adopts the autocratic and the bureaucratic leadership style in which the leader gives instructions and expects employees to follow. In light of the different leadership styles and the fact that Bass and Riggio (2006) narrowed the list to three, the focus of this study was on the three leadership styles (transformational, transactional, and laissez-faire) and the impact on the transition of leaders from the private to public sector.

Challenges within an organization such as organizational policies and practices could also affect the ease of transition and result in a decision to leave the organization. In a study that explored why people leave their jobs, Domínguez, Marcelino, Cardona, and Fernandez (2014) found that when there is a greater perception of favorable organizational policies and practices, leadership, and environment, there is less intention to leave an organization. Scholarly research indicates that organizations with different kinds of work require different leadership approaches to improve performance. Nevertheless, researchers have yet to consider the influence of leadership styles on the transition of leaders from the private to the public sector.

Problem Statement

The impact of leadership on organizational success has been extensively studied. Some researchers have concluded that leadership is a driving force behind the performance of an organization (Avolio, 1999; Lado, Boyd, and Wright, 1992; Rowe, 2001). Certain leadership styles are better suited for specific sectors (Obiwuru et al., 2011; Rehman et al., 2012; Rukmani et al., 2012) (e.g., transformational leadership is more suitable for the public sector), while transactional leadership is more in line with the needs of the private sector (Obiwuru et al., 2011). All leadership theories describe and explain various aspects of leadership (Adorno, 1950; Aviolo & Bass, 2004; Burns, 1978; Jago, 1982; Vroom & Mann, 1960); however, no existing leadership theory has predicted the influence of leadership styles on the ease of transition of leaders from the private to the public sector. The research problem is a lack of knowledge and understanding about whether specific leadership styles are related to the ease of transition of leaders from the private to the public sector. An examination of the relationship of leadership styles and ease of transition of leaders from private to public sectors is valuable in addressing the extent to which the transitioning leaders could contribute to the productivity of the organization.

Purpose of the Study

The purpose of this quantitative correlational study was to determine how specific leadership styles are related to the ease of transition of leaders from private to public sectors. This study specifically focused on two issues: (a) the identification of the leadership styles in the public and the private sectors, and (b) the relationship between leadership style and the ease of transition of leaders moving from the private to the public sector. The ease of a leader’s transition moving from a private to a public sector organization was measured by leaders’ perceived performance a year after assuming the leadership role in the new sector. This study contributes to filling existent gaps in this area of scholarship while using the full-range leadership model of Bass and Riggio (2006), which defined the components of leadership; namely, the styles of transformational, transactional, and laissez-faire leadership.

Nature of the Study

The aim of this quantitative correlational study was to determine how specific leadership styles are related to the ease of transition of leaders from private to public sectors. Specifically, the correlation between a chosen leadership style and the transition of leaders from private to public sectors was examined. A customized, online survey across samples from large public organizations in Ontario, Canada was the instrument used to guide data collection and analysis. The ease of transition from the private to the public sector was measured using the self-reported survey containing three parts intended to measure the careers of participants, organizational challenges, leadership style, and transitional challenges experienced by participants. The three parts used to measure of the participants' careers, challenges, leadership style, and transitional challenges were (a) the demographic characteristics of participants, (b) the leadership style of participants, and (c) the ease of transition from the private to the public sector. In analyzing the data collected from the participants, I conducted multiple linear regression considering the three independent variables (indices quantifying the extent to which the respondent used transformational, transactional, and laissez-faire leadership) and one dependent variable (ease of transition) to assess the nature of the relationship between leadership style and the ease of transition from private to public sectors.

Research Question and Hypotheses

The central research question that guided the conduct of this study was the following:

RQ: To what extent is there a difference in the ease of transition of leaders from the private to the public sector (as measured by the self-reported reported survey) among leaders with different leadership styles of transformational, transactional, and laissez-faire (as measured by the Multifactor Leadership Questionnaire (MLQ))?

H_0: There is no difference in the ease of transition of leaders from the private to the public sector among the leaders' three leadership styles of transformational, transactional, and laissez-faire.

H_a: At least one of the leadership styles has a significantly different index of leaders' ease of transition from the private to the public sector.

Theoretical Foundation

This study included the full-range leadership model of Bass and Riggio (2006), which defines the styles of leadership: transformational, transactional, and laissez-faire. I used the full-range leadership model in identifying relevant characteristics of leaders. Various studies supported the use of this leadership framework in determining the differences between public and private sector leadership styles (Hansen & Villadsen, 2010), roles (Desmarais & deChatillon, 2010), and attitude and behavior (Andersen, 2010).

Various researchers posited different theories to describe and explain various aspects of leadership (Adorno, 1950; Aviolo & Bass, 2004; Burns, 1978; Jago, 1982; Vroom & Mann, 1960). Drawing on the various school of thoughts of leadership (authoritarian, transformational, transactional), Bass and Riggio (2006) offered a holistic view concerning the identification of relevant characteristics of leaders. A review of the full-range leadership theory (FRLT), described in detail in Chapter 2, suggests that this model was appropriate in determining the influence of leadership styles on the transition of leaders from the private to the public sector.

The FRLT postulates that leaders have the ability to control their relationship with subordinates (Antonakis & House, 2002). Antonakis and House (2002) used the full-range leadership model to analyze appropriate actions of leaders in managing their subordinates in the new work environment. The FRLT is an attempt to complete the transactional-transformational theory with the addition of other relevant leadership components.

The full-range leadership model has five transformational, three transactional, and one transactional leadership factors (Avolio, Bass, & Jung, 1999). In addition, Avolio et al. (1999) identified the following: (a) four behavioral types of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), (b) three behavioral factors (contingent reward, management-by-exception [active], and management-by-exception [passive]), and (c) non-transactional or laissez-faire leadership. Based on the FRLT (Bass & Riggio, 2006), I attempted to determine which of the leadership styles, if any, influenced the ease of transition of leaders from the private to the public sector.

Definition of Terms

Administrative leadership: The leadership concept that highlights the competencies and personal characteristics of leaders derived from public service experience (Rusaw, 2009). In this study, a custom-designed survey was used to explore the ideas associated with this leadership style.

Leadership style: The different leadership approaches used in the private and public sector. In this study, three types were considered: transactional, transformational, and laissez-faire, as measured by the MLQ instrument (Bass & Avolio, 2012). In distinguishing among leadership styles through the customized survey, I assessed attributes, behaviors, motivation, and stimulation.

Passive/avoidant: The leadership style that emphasizes passivity on the part of the leader, in which more freedom and less direction is given to subordinates; this is also known as the laissez-faire style (Rehman et al., 2012). Behaviors concerning this style were assessed through the customized survey.

Private sector: The private organizations that have no relationship with the government. Participants who had prior experience working with private organizations were included in the target sample.

Public sector: Organizations with affiliations with the government. In particular, social networking groups from the public sector were considered, such as the Government of Ontario and Ontario Public Service. Two subgroups were considered under this category: one with experience only in public sectors, and the other with experience in both private and public sectors.

Transactional leadership: Transactional leadership is based on a reward system, which acts as the motivating force for followers (Liu, Lepak, Takeuchi, and Sims, 2003; Ogbonna & Harris, 2000; Rehman et al., 2012; Todd, 2004).

Transformational leadership: Transformational leadership is based on inspiring trust, loyalty, and admiration in followers to propel their motivation toward work (Liu et al., 2003; Ogbonna & Harris, 2000; Rehman et al., 2012; Todd, 2004).

Transition: The transition of a public sector staff to private sector and vice versa. In this study, the effectiveness of transition was measured through the customized survey (Obiwuru et al., 2011).

Transition ease: A participant's performance after a year of transition from the private sector to the public sector, measured through a self-assessment survey (Obiwuru et al., 2011).

Assumptions

I made several assumptions in this study. The first assumption was that participants were mentally and physically fit to respond to the survey instrument. The second assumption was that participants provided accurate and honest responses to the survey questions. Third, I assumed that the survey instrument remained relevant in the research. The fourth assumption related to the interpretation of data, which was based on the participants' understanding and use of pertinent terms of the topic studied. The final assumption was that participants understood the language relevant to the research topic.

Limitations

This study was limited to a target population of approximately 6,000 staff from the public sector who had experience in the private sector of Ontario, Canada, and who had been in leadership positions in both sectors. Any data regarding private sectors were taken from participants' recollections of their prior experiences from their time in the private sector. Because the data collection for this study was limited to Ontario, Canada, it was not possible to generalize conclusions to other populations. The study was limited to determining the quantitative relationship of the variables included in the study. It was not my intention to explain the responses of the participants qualitatively.

The limitation of a correlational study is that it cannot explain causal relationships (Gravetter & Wallnau, 2005). The results of my study did not indicate that the behavior of one variable caused the behavior of another. My study was also limited by the use of a convenience sampling plan. Convenience sampling is a form of nonprobability sampling in which the participants are selected according to their availability, accessibility, and proximity to the researcher, and is based on the potential respondents' willingness to participate in the study (Urdan, 2005). My convenience sampling plan was limited to participants who responded to the invitation and agreed to participate in the study. Based on computations using G*Power (covered in greater detail in Chapter 3), the minimum sample size was 77 participants; however, based on a limited sample size and the use of convenience sampling, the study could be biased because true random sampling was not employed.

Significance of the Study

Many studies have been performed regarding the distinctions between public and private organizations (Andersen, 2010; Boyne, 2002; Desmarais & deChatillon, 2010; Nutt, 2005; Perry & Rainey, 1988; Rehman et al., 2012). Researchers have conducted organizational research to improve the performance of both private and public organizations. Although these studies contributed to the understanding of behaviors, attitudes, and motivations of employees in both sectors (Rehman et al., 2012), few studies focused on the experiences of leaders involved in transitioning from the private to the public sector. Knowing that leadership behavior and roles differ between these two sectors (Rehman et al., 2012), it was important to investigate the impact on the leaders' transition.

The primary objective of this study was to examine the influence of leadership styles on the transition of leaders from the private to the public sector. Results of the study may enable leaders to identify and implement best leadership practices in the transition of leaders from private to public sector. The research was significant because the results may facilitate the ease of leaders' transition from private to public sector, which could affect their productivity. An examination of the differences in leadership styles between the public and private sectors, and the relationship between leadership style and the effectiveness of transition between sectors, could be helpful in developing programs that support the transition process and improve organizational productivity and performance.

Summary and Transition

Leaders or managers in public and private sectors have extensive experience in their corresponding fields and in directing people to achieve a common goal. The effectiveness of leadership style, however, is dependent on the type of working environment and leadership styles adopted in certain organization (Hansen & Villadsen, 2010). My research was intended to determine how specific leadership styles are related to the ease of transition of leaders from private to public sectors. The study may promote positive social change in terms of facilitating an easier transition of leaders, which could affect their productivity.

In Chapter 1, the purpose of the study and the problem were addressed. The research question and hypotheses were discussed as well as the limitations and assumptions. Chapter 2 includes a theoretical and empirical literature review of leadership styles used in the public and private sector organizations. In addition, literature from a quantitative perspective is reviewed to facilitate understanding of the existing literature on leadership styles used by public and private sectors leaders. This includes significant literature concerning the extent of empirical knowledge in addressing the research question.

Chapter 2: Literature Review

The impact of leadership on organizational success has been extensively studied. Some researchers have concluded that leadership is a driving force behind the performance of an organization (Mikkelsen, Jacobsen, and Andersen, 2015). The same goes for leaders (principals) in schools, and a longitudinal study in Chicago showed that principals' leadership was the driving force for academic success of the learners (Yasser & Amal 2015). Some leadership styles are better suited for specific sectors (e.g., transformational leadership is more suitable for the public sector) (Mohamad, Daud, & Yahya, 2014; Obiwuru et al., 2011; Rehman et al., 2012) while transactional leadership is more in line with the needs of the private sector. Leadership is a complex subject and many theories have been developed since the study of leadership commenced. Various theories on leadership provide explanation on the different elements of leadership (Antonakis et al., 2003; Aviolo & Bass, 2004; Antonakis & House, 2013; Chemers, 2014; Denhardt & Catlaw, 2014; Northouse, 2015; Tömmel, 2013; Vito, Higgins, & Denney, 2014); however, there was a lack of research on the topic of ease of transition between the private and public sectors.

Due to employment uncertainty, a number of blogs on this subject have been published, and those are geared toward practical and anecdotal advice to employees in similar situations. There is no existing literature addressing the effect of leadership styles on the ease of transition of leaders from the private to the public sector. The research problem was a lack of knowledge and understanding about whether specific leadership styles are related to the ease of transition of leaders from the private to the public sector.

An examination of the relationship of leadership styles and ease of transition of leaders from private to public sectors is valuable in addressing the extent to which the transitioning leaders could contribute to the productivity of the organization.

Purpose of the Study

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Literature gaps were addressed using the full-range leadership model of Aviolo and Bass (2004), which defined the styles of leadership including transformational, transactional, and laissez-faire. The research question that guided the examination of the research problem in this study was, To what extent is there a difference in ease of transition of leaders from private to public sector (as measured by the self-report survey) among leaders with different leadership styles—transformational, transactional and laissez-faire—as measured by the MLQ?

Synopsis of Current Literature

Leaders are pivotal in determining the character of an organization. Researchers and theorists have identified different leadership styles, focusing on the characteristics of the styles and the relationship between the styles and the work environment (Obiwuru et al., 2011). According to Hansen and Villadsen (2010) and Diab (2014), both the work environment and the kind of work are associated with different leadership styles. Leaders lead the people while positive behaviors displayed by leaders make valuable contributions to the organization (Almayali & Ahmad, 2012; Ejere & Ugochukwu, 2013; Fein, Tziner, Vasiliu, & Felea, 2015; Lian & Tui, 2012; Shuck & Herd, 2012; Yukl, 2012).

Some researchers have explored the different demands of each sector on its leaders as dictated by the nature of the work and climate of the organization (Desmarais & De Chatillon, 2010; Dimopoulos, Dalkavouki, & Koulaidis, 2015; Obiwuru et al., 2011). The two sectors have different focuses. Private companies focus on profit margins and serving dedicated stakeholders (Obiwuru et al., 2011). Public or governmental organizations focus on delivering service to the citizens of a nation and are mostly regulated by political structures (Boyne & Services, 2002; Clerkin & Coggburn, 2012). The ease of transition from private to public sector was examined to determine whether it could be coupled with a specific leadership style using the FRLT as suggested by Avolio and Bass (see Antonakis et al., 2003; Antonakis & House, 2002, 2013; Kirkbride, 2006).

Main Sections of the Chapter

In this chapter, I present the available literature regarding the theoretical aspects of leadership styles and their relationship to organizational culture, organizational management and the differences between the private and public sectors, workplace environment, and transition to another workplace or sector. I identify organizational and interpersonal issues that either support or hinder successful transition of leaders from the public and private organizations. This literature review provides a background to the research problem described in Chapter 1.

Firstly, the strategy used to conduct the literature search and write the literature review is identified. Secondly, the theoretical framework of the study is discussed (i.e., FRLT) (Avolio & Bass, 2004). The third section of the literature review includes the concepts of leadership and leadership styles, the characteristics of the public and private sectors, the relationship between the leadership styles and the two work environments, and the concept of transitioning between the two sectors. Finally, ease of transition and which factors that might positively or negatively influence the transition process are examined. At the end of this chapter, a summary and conclusion of the literature review is provided.

Literature Search Strategy

The following online databases and search engines were used in the literature search: Google Scholar, Educational Resource Information Center (ERIC), JSTOR: Journal Storage, EBSCO Host Online Research Databases, and Journal Seek. The key search terms that were utilized included the following: *leadership*, *management*, *leadership styles*, *transition*, *work environment*, *culture*, *public*, *government*, *private*, and *for-profit*. All key terms and combinations thereof yielded studies relevant to the problem and research questions. Most of the literature was published between 2012 and 2015 to ensure that the most recent peer-reviewed articles, findings, and reports were included in the review. To encapsulate the different trends in leadership studies, older articles that addressed the initial stages of this research were included. Older articles were also consulted when describing the theoretical framework.

Theoretical Framework

As mentioned in Chapter 1, I used the full-range leadership model of Aviolo and Bass (2004) who developed the MLQ that is used both as a diagnostic tool and for training or development purposes (Bass & Aviolo, 2012). Aviolo and Bass (2004) introduced the FRLT that comprises three leadership styles (transactional, transformational, and laissez-faire) that are portrayed by nine separate factors and assessed by the MLQ instrument. The MLQ has been used extensively by researchers, and criticism as well as praise have followed it (Antonakis et al., 2003).

Bass (1985) postulated that leadership theories were mainly focused on the goals of the subordinates as well as their roles and the manners in which they were rewarded for their behavior. This kind of transactional style limited the leaders to essential interaction with their followers. Bass (1985), therefore, explored a shift in interest toward how leaders inspire their subordinates to go beyond the basic requirements of the job and increase their efforts for the betterment of the organization to attain the most favorable results. Bass (1985) applied Burns’s (1978) term *transformational leadership* for this type of leadership style. At the beginning, Bass incorporated four transformational and two transactional leadership elements in his theory, and with his coworkers the concepts were further developed until the 1990s (Alviolo & Bass, 2004; Bass, 1985). The FRLT encompasses nine factors including five transformational, three transactional, and one laissez-faire factor.

The five factors characteristic of the transformational style are idealized influence, idealized behavior, inspiration and motivation, intellectual stimulus, and personal. The transactional style included factors such as rewards subject to specific agreed upon performance (i.e., the leader clarifies the role and duties of the employees as well as benefits for the attainment thereof) and two manage-by-exception (MBE) components: (a) active (the leader keeps close control of performance) and (b) passive (the leader only reacts when standards are not met). The laissez-faire or nontransactional factor that was included in this theory refers to situations in which leaders choose not to make decisions or take action (Abdul & Javed, 2012; Kirkbride, 2006).

According to Bass (2012), leaders never use one leadership style in all situations; they tend to use various elements and styles to suit the situation and particular kind of task. Therefore, there is no ideal leadership style that one should adopt to be the ultimate leader. This view was echoed by Van Wart (2015) among others. At times leaders may exhibit a laissez-faire style, and that may not be wrong given a particular situation. What matters is the frequency with which the different styles are used. According to the FRLT, leaders should change their behavior slightly to lean more toward transformational leadership (Kirkbride, 2006).

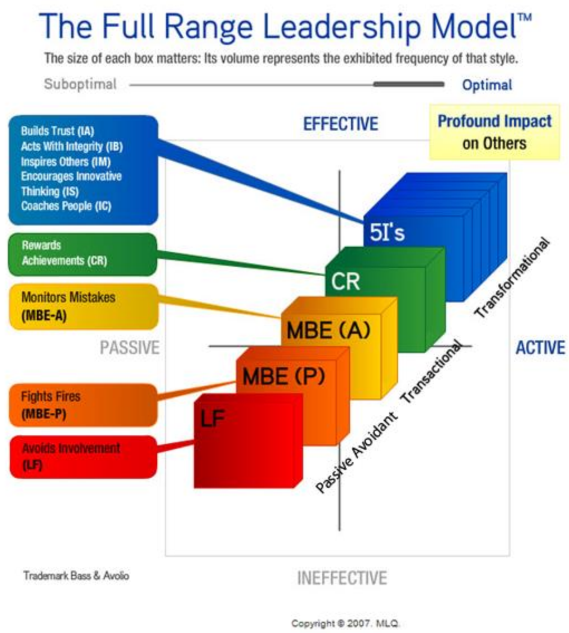

Figure 1. Full-range leadership model.

Use of the full-range leadership model facilitated identification of relevant leadership characteristics within this study. Various studies support the use of this leadership framework in determining the differences between public and private sector leadership styles (Hansen & Villadsen, 2010), roles (Desmarais & deChatillon, 2010), and attitude and behavior (Van Wart, 2015). According to the FRLT, leaders are able to manage their relationship with followers (Antonakis & House, 2002). Various researchers have studied the effect of transactional and transformational leadership styles on employee behavior, motivation, and career salience (Chaudhry, Javed, & Sabir, 2012; Chen, Chen, & Li, 2013; Riaz, Ramzan, Ishaq, Akram, & Karim, 2012; Zareen, Razzaq, & Mujtaba, 2015), organizational commitment and learning (Bhat, Verma, Rangekar, and Barua, 2012; Clinebell, Skudiene, Trijonyte, and Reardon, 2012; Dhammika, Ahmad and Sam, 2013; Jabeen, Behery, and Elanian, 2015), satisfaction and organizational performance (Ejere & Ugochukwu, 2013; Mujkic, Sehic, Rahimic, and Jusic, 2014; Ngah, Musa, Rosli, Bakri, Zani, and Mohd, 2013), appraisal of change (Holten & Brenner, 2015), and goal achievement (Hamstra, Van Yperen, Wisse, and Sassenberg, 2014; Mahdinezhad, Suandi, Silong, & Omar, 2013).

The FRLT is a well-researched theory that is neither prescriptive nor exclusive in its suggested application of a specific leadership style. This theory includes existing views on leadership and concepts to form a unique product that has been tested since it was first postulated. The MLQ that is associated with the FRLT has been used widely, and was tested by various researchers under different circumstances and cultures. It was found to be reliable and valid in assessing what it was supposed to assess (Bass & Aviolo, 2012; Kirkbride, 2006). In my research, the FRLT and the MLQ were used to analyze the behaviors of leaders when managing their subordinates in the new work environment.

Literature Review Related to Key Variables and/or Concepts

When people who share a common goal come together to participate in an activity, leadership is important because leaders' behavior influences the performance of the people they lead (Amayali & Ahmad, 2012; Chaudhry & Javed, 2012; Northouse, 2015), and leaders act as role models of excellence in leading subordinates to the attainment of common goals. The influence that a leader exerts is not coercive (Rowe & Guerro, 2012) as coercive strategies imply using power by forcing people to change. The views of leadership that emerged in the second half of the 20th century placed emphasis on the interaction between the leaders and followers (Obiwuru et al., 2011; Rehman et al., 2012). Furthermore, leadership has become a leading research topic in the field of organizational behavior. The concept of leadership deals with the effects of the interaction between individuals within an organization.

Leadership Styles

Different definitions of the term leadership exist. According to Yukl (2013), leadership is “the process of making sense of what people are doing together so that people will understand and be committed” (p. 19). In a similar but shorter version, Northouse (2015) defined leadership as the practice in which one person affects a group of people to accomplish a mutual goal. Analysis of these two definitions indicates certain elements can be distinguished: (a) process, (b) influence, (c) group, (d) achievement of goals, and (e) goals are mutually focused on by leaders and followers.

As stated in Chapter 1, leadership style refers to the various approaches used in the private and public sectors to lead the subordinates. Although there have been many attempts to describe and categorize leadership styles, three types were the focus of this study: (a) transactional, (b) transformational, and (c) laissez-faire or non-transactional. These leadership styles were measured by the MLQ instrument of Bass and Aviolo (2012).

In studying the available literature and comparing the dates published, it became clear that leadership studies were mostly a phenomenon of the 20th century. Initially, the burning question was, what characteristics or traits do successful leaders have in common? Subsequently, there was a search to find the innate characteristics of good leaders (Rowe & Guerro, 2012; Yukl, 2013). The trait research in the 1930s-1940s brought with it the notion that leaders are born and not made. Although, in the above definition of leadership it was stated that leadership is a process, this excludes the notion of a personal trait or characteristic.

Process research led to numerous analyses of tasks and processes that leaders participate in, using statistics to determine what portion of the leader's time is spent on various activities. Nevertheless, it is a misconception to assume that leaders' days are beautifully compartmentalized with everything carefully planned and executed. According to Northouse (2015), leaders often have unexpected crises to manage and their days cause them to be more reactive than proactive.

The Hersey-Blanchard situational leadership theory was formulated in the 1970s-1980s and is part of the contingency theories. According to the situational theory (Hersey, Blanchard, and Johnson, 2012), there is no *best* leadership style and the situation or nature of the task determines the most suitable style. Leaders should, therefore, be able to adapt their style according to the particular situation. The ability and willingness to take responsibility, setting targets, educational level and experience are the most important elements of leadership success (Hersey et al., 2012).

The situational theory also recognized the maturity and educational levels of the followers as important factors when leading people (Hersey et al., 2012). More or less close monitoring and assistance would be needed depending the maturity and educational levels of the subordinates. Young, inexperienced subordinates would need to be more closely monitored and assisted compared as compared to an older and more experienced worker. The interaction moves on a continuum of telling (S-1), selling (S-2), participating

(S-3) and delegating (S-4). Whereas telling refers to a one-direction flow on information, participating and delegating entail interaction and relationship-building as one would see in transformational leadership (Chemers, 2014).

By focusing on the interactional nature of leadership brought with it the realization that leaders and followers influence one another (Notgrass, 2014; Rowe & Guerro, 2012). The notion of innate qualities became substituted with the idea that leadership could be learned (Rowe & Guerro, 2012). Following the research on traits, the question turned to the specific behaviors of effective leaders. This led to lengthy descriptions of activities that successful leaders undertook on a daily basis and brought with it the idea that replicating the activities would bring the sought-after success (Yukl, 2012).

After numerous changes and shifts in viewpoints, the relational character of leadership became the focus of research. The most prominent was the leader-member exchange (LMX) leadership style developed by Graen and Scandura (1986), which is one of the most widely studied leadership styles (O'Donnell, Yukl, & Taber, 2012; Yukl, 2012). The relationship-orientated style centers on interaction between the leader and follower (member), and when more meaningful interaction takes place, the better the relationship becomes. This builds shared trust (Yukl 2012). One challenge in that situation is that subordinates whose personalities do not resonate with the leader might not be included in the closer relationship with a result that they might get less resources, lower assessment, and less opportunity for training and furthering their careers (Yukl, 2012).

Burns (1978) developed the concepts of transactional and transformational leadership styles. The transactional leader’s focus is on rewards for a subordinate’s successful completion of tasks that are mostly short-term goals, and the rewards are chosen to increase the motivation of the subordinate (Sahaya, 2012). There were initially two factors associated with the transactional style but were later further developed to include four factors. The first factor associated with the transactional leadership style is the conditional or contingent reward where the leader explains the tasks or expectations of the subordinate and promise rewards for successful goal attainment (Sahaya, 2012). The second factor is management-by-exception (active) where the leader actively monitors for mistakes and examines the performance of employees, mistakes are instantly rectified. The third and fourth factors consist of passive/avoidant behaviors. The third factor is manage-by-example (passive) in which leaders do not take action but wait until the problem becomes serious (Antonakis et al., 2003; Bass, 1985, Sahaya, 2012). Bass and Avolio later added the fourth factor, the non-transactional or laissez-faire style (Bass & Aviolo, 2012; Selesho & Ntisa, 2014).

Bass (1985) began studying Burns’s concept of transforming leadership and developed it further to the transformational leadership style that has been widely researched to date (Almayali & Ahmad, 2012; Arshad, Rasli, Mustafar, & Norhalim, 2013; Fein, Tziner, Vasiliu, & Felea, 2013; Rehman & Waheed, 2012; Subrahmanian, 2013). Transformational leaders inspire followers to achieve more than they believed they could (Burke, 1986). This leadership style is associated with strong identification with values. Bass (1988) stated that transformational leaders look for three things in their subordinates: (a) realize the importance of the task outcomes, (b) go beyond own interests for the sake of the team or organization, and (c) subordinates shit to higher order needs. This inspires trust, admiration, respect, and loyalty by the followers for the leader (Rehman & Waheed, 2012).

The transformational leadership style included four factors at first but it was later developed to five factors. Firstly, idealized influence includes social charm, being perceived as powerful, and highly ethical behaviors. Secondly, idealized behavior is where the centrality of values is highly recognizable, adherence to a strong belief system and a single focus. Thirdly, inspiration and motivation describe the way in which the leader enthuses the subordinates though optimism and positive behaviors. Furthermore, intellectual of cognitive stimulus recognizes the manner in which the leader challenges the subordinates to think creatively and engage in problem solving which culminates in the followers' increased self-worth and confidence. Lastly, personal consideration is the way in which the leader focuses on the needs of the employees and assists them to become the best they can (Kirkbride, 2006; Sadeghi & Pihie, 2012).

Interest in the charisma of leaders began to develop with the postulation of the *Weberian charismatic authority* by Weber in 1978. The charismatic movement tried to fill in the ethical gaps that existed in the previous theories of leadership. The attractiveness of the charismatic leader is perceived by how much care for the followers is exhibited. The charismatic leader provides inspired values and a mission to followers. This kind of leadership often emerges in times of difficulty when the more traditional styles fail (Antonakis & House, 2002). The transformational leadership model accounts for elements of charismatic influence exerted by leaders. According to Schneider and Schröder (2012), people with the authoritative/transactional style were evaluated positively, and they perceive it as being powerful and neither active nor passive. The charismatic/transformational leadership style was also perceived in a positive and powerful light by their participants (Schneider & Schröder 2012).

Bass (1985) and Aviolo and Bass (2004) developed the nine-factor leadership theory known as the FRLT. Bass realized that leaders do not use a single approach to leadership—transactional, transformational, or laissez-faire. Instead, they use a mixture of styles based on the situation and nature of the task, which is in keeping with the situational leadership theory. According to Aviolo and Bass, a mixture of transactional, transformational, and laissez-faire styles could be used during the course of interaction and the act of leading followers.

According to Aviolo and Bass (2004), transformational leadership may be responsible for changes in an organization's performance levels and this style should, therefore, be encouraged (Bass, 1985). Bass was optimistic about the positive changes that increased transformational leadership style can bring about in organizations and recommended that leaders promote a transformational style overall. Through appropriate changes in the human resource policies of organizations, transformational leadership could increase substantially in a natural manner. Bass (1985) emphatically stated that transformational leadership and being charismatic could be learned and advised that this should be taught in managerial training courses. Table 1 depicts the nine factors associated with the FRLT. Different situations call for different styles of interaction and leading. According to Bass, the leader should, however, aim to include more transformational factors in the leading of subordinates.

Table 1

Nine-factor Leadership Theory

Leadership style	Features or elements	Characteristics of features
Transformational	Idealized influence	Became a role model due to charisma / shows adherence to moral standards; very competent; recognizes followers' achievements; addresses difficulties courageously; uses power for positive benefit
	Idealized behavior	centrality of values is highly recognizable, adherence to a strong belief system and a single focus; willing to take deliberate risks; bold; establishes high morale
	Inspiration and motivation	Motivates followers to top-quality behavior and achievements; exceptional communicators—achievable and positive view of future, and reduces intricate matters to comprehensible units; formulate vision that followers can embrace; develop idea of hierarchy and end focus
	Intellectual stimulus	Entices followers to think and problem solve—develop abilities; reevaluates beliefs; encourages followers to revisit decisions; identifies hard to imagine patterns; will risk apparent foolish ideas; creates atmosphere for creative ideas
	Individualized consideration	Shows concern for followers and treat them on own merit—strengths / weaknesses / needs and assigns projects accordingly; listens actively; promotes two-way discussion of views; encourages self-development
Transactional	Management-by-exception (active)	Close attention to problems / changes in performance / project developments; sensitive to rule noncompliance; implements control / early warning measures; followers hide mistakes or quickly correct them
	Management-by exception (passive)	Attention to exceptions not normal activities; take action when mistakes were made, or noncompliance was detected; avoids pointless changes; maintains status quo
	Contingent reward	Clear goals / objectives set by leader; attaches benefits to successful attainment of goals; keeps checking progress; gives assistance for extra trouble from follower; provides resources
Laissez-faire or	Non-transactional	Passive, refrains from giving support or direction, chooses not to—act, make decisions, choose sides, shuns leadership role

Note. Adapted from Antonakis and House (2002); Antonakis et al. (2003); Aviolo and Bass (2004); Bass and Aviolo, (2012); Bayler (2012); Northouse (2015).

Relevant Research

In a study of effective leadership over the past hundred (100) years, Riggio (2009) concluded that although leadership was intricate it could be developed through commitment. According to Riggio (2009), leadership is innate, gradually increases, and manifests at an early age.

Transactional, Transformational, and/or Laissez-Faire

In his survey-based study, Bhat et al. (2012) included 36 executives within the manufacturing industry in India, divided into three teams, in an effort to investigate both the independent and interactive leadership styles and their correlation with organizational learning. Bhat et al. concluded that transactional leadership outperformed other leadership styles in terms of constructive impact on learning within the teams.

In addition, Bhat et al. (2012) revealed that factors such as team cohesion, level of assistance given by team members, how participants deal with opposition, and how problems are dealt with are strong indicators of how well the team performs in terms of organizational learning. The study also found that working in teams was conducive to organizational learning.

The purpose of the study by Hamstra et al. (2014) was to determine whether the leadership style of management could predict the degree of success of the employees. Subordinates of 120 leaders were included in a multilevel survey in which they had to evaluate the degree to which leaders implemented a transformational style—focusing on intellectual advancement, personal requirements and abilities and the shared vision of the organization or group. In the case of transactional leadership, the focus was on regulation and success-related benefits. The subordinates also evaluated their own mastery—learning, growth, and work-related skills and execution goals—achieving better results compared to others. On a group level the leader's transformational style predicted the subordinates' mastery goals and the transactional style foretold the execution goals of subordinates. The conclusion was that the leadership style had an important influence on the adoption of subordinates' goals. Transactional leadership style is goal-oriented; therefore, use of this leadership style encourages employees to perform to their maximum potential. This study was the first to examine the correlation between leadership style, goal setting, and achievement of employees.

Sakiry, Othman, Silong, Kareem, Oluwafemi, and Yusuf (2014) explored the link between the departmental heads' styles of leading subordinates and job satisfaction of lecturers in Nigerian public universities. Efficient leadership methods and dedicated employees are of paramount importance to universities that want to compete in terms of quality and effect the necessary change to do so (Othman, Mohammed, & D'Silva, 2013). The research gap that was identified was the linking of job satisfaction of lecturers and the management styles of leadership in public universities in Nigeria. The study examined the connection between leadership style and job satisfaction. Othman et al. found that the interplay between leadership styles (transactional, transformational, and laissez-faire) and contentment with their jobs led to the level of satisfaction among lecturers. The results showed that the transactional leadership style was predominant at the universities and that the lecturers were highly satisfied with their jobs. The results indicated that there was an important link between leadership conventions and job contentment at Nigerian public universities.

Full-Range Leadership Theory

Kirkbride (2006) explored the ground-breaking FRLT developed by Avolio and Bass (2004) to show how organizations could use this model to develop a transformational leadership style, and demonstrated the relationship between the transformational leadership style and leader achievement. The FRLT is arguably the most studied, valued and universally used model at present. A strong relationship is identified between successful leadership and the transformational styles expressed in the model. A training process that uses 360° feedback grouped with workshops ordered around the MLQ as well as individual sessions has been found highly successful in training transformational leadership.

The uniqueness of the FRLT centers on the idea of an assortment of management actions that all leaders use from time-to-time. The model precluded the idea that there is only one correct way of leading but rather a balanced array of behaviors moving away from predominantly transactional to increasingly transformational. Kirkbride (2006) also provided a manner in which the FRLT can be implemented in organizations. And, it also confirmed Bass's (1985) argument that transformational leadership and charisma could be learned and that dedicated training to this end was successful.

Multifactor Leadership Questionnaire

The major purpose of the quantitative study by Antonakis et al. (2003) was to ascertain if the Form 5X iteration of the MLQ was (a) sound in that it measured items correctly and if it (b) could be considered stable across contextual groups. The study used 2279 pooled male and 1089 pooled female participants who rated leaders of the same gender as the participant. The researchers' hypothesis was that the evaluations (consequently also the properties of the MLQ instrument) might be influenced by context. Through Confirmatory Factor Analysis (CFA) on both the item-level and factor-level, the study found that the MLQ measures the same constructs consistently and secondly that context should indeed be a careful consideration in studies using the MLQ.

Ejere and Abasilim (2013) aimed to determine the effect of transactional and transformational leadership styles on the achievement of organizations in Nigeria. A survey, utilizing the MLQ of Bass and Aviolo, was used to collect data on three performance elements: effort, fulfillment, and success. The study showed that a transformational style had a positive bearing on organizational success.

The transactional style showed a weaker positive effect on organizational performance. Both leadership styles, however, showed a noteworthy positive association with organizational success. Ejere and Abasilim (2013) concluded that leaders who combined transactional and transformational leadership styles, as dictated by the situation, would be most successful in their approach. The recommendation was a mixture of the two styles, transactional and transformational, be adopted by leaders and that the situation wherein the styles were to be used is carefully considered (Ejere & Abasilim, 2013).

Workplace Transition or Change

Oud (2008) addressed the feelings of newly appointed library staff at academic institutions and the adjustment process in the workplace. In the process of organizational socialization, young recruits often have set expectations about the workplace that do not necessarily coincide with reality. A study was conducted with new appointees at academic libraries in Canada, to find out what the differences there were between the expected workplace and reality with a view to draft training and orientation activities that could address these discrepancies. Oud found that there were several areas that new appointees had little pre-existing information as opposed to being well informed in other areas. Aspects like work skills and the organizational customs were in need of training.

Holten and Brenner (2015) aimed to discover the series of actions that might cause positive responses to change. The circumstances that led to the change and the overt responses were the authors' focus of attention whereby they examined the explicit and implicit relationships between transformational and transactional leadership approaches and the subordinates' evaluation of how the manager instituted the change. A survey utilizing 351 subordinates in two Denmark organizations took place over time and the study followed the planned realization of team regulation at two occasions. A structural equation modeling process was used to analyze the data. The commitment of the managers was positively linked with both the transactional and transformational leadership styles. The followers evaluated the change more positively when the managers were more committed. Holten and Brenner concluded that the style leaders adopted during change had a longstanding and close link with the followers' evaluation of change—positive in the case of transformational and negative in the case of transactional leadership. The results have implications for the leadership style leaders should adopt during periods or change. This study was the first to use longitudinal data in addressing the explicit and implicit results of leadership style on followers' perceptions of change.

According to Holmes (2015), transition from one sector to another often includes variations in interactional values and norms. In other words, the sociolinguistic rules for interaction differ between groups. Should the move entail going to a different country, the society norms and ethical system might vary enormously, but significant differences can occur between organizations as well. Though interpersonal interaction relationships are built, and impressions are made—the need to fit in communicatively is a very real one.

In contrast with the use of questionnaires (Bullock et al., 2013), Holmes (2015) used video recordings to study the communication conventions in New Zeeland where the egalitarian nature of the society makes itself heard in the communicational conventions in the workplace as well. When one joins a new group or organization, the norms for interaction of that society must be acquired to fit in. In New Zealand, the egalitarian nature of the society requires one to keep formality to the minimum, which results in linguistically distinguishing features. Furthermore, there is a preference for using names, so even the leader is called by his name instead of "sir," as the society is uncomfortable with displays of power and therefore avoids linguistic tags that could display it. Humor and swearing are commonly used in the workplace and even during large meetings. The relaxed and informal nature of workplace communication is also observed by the habit of interweaving personal discussions with work-related information. Holmes, Marra, and Vine (2012) added the frequent use of *eh* during workplace conversations. Workplace talk provides an ideal learning field for the acquisition of new norms and values; it does, however, take time to fit in with the new group linguistically. Woodhams (2014) discussed the use of metaphorical language in a governmental section in New Zealand in a study that followed the transition of a Chinese worker. The metaphorical language pattern used during the socialization process seemed to play a pivotal role in establishing the concept of *the way we do things around here*. Language conventions are essential factors of what may be said or done in which situations and to whom; without sensitivity to these structures the new leader may take longer than expected to become familiar with the new team and may not be easily accepted by the team due to this. Leaders (CEOs) are still vulnerable to the need to adapt to the new organizational values and conventions upon transition to a new organization.

Transformational and transactional activities of leaders are impacted by the social context of the work situation. Leaders should use these activities to react to the following cultural situations: emphasize rewards, performance focus, creativity and innovation, and constancy (Densten & Sarro, 2012). Rego, Chuna, and Simpson (2016) found that leaders’ perceived humility coupled with an appropriate leadership style, impacts positively on the efficacy of their teams. Training could address elements of the interactional values and conventions, however these are essentially learned by observation (Holmes & Woodhams, 2013).

Private Versus Public Sector

That there are distinct differences between the public and private sectors is well-documented (Andrews & Esteve, 2014; Jacobsen, 2015; Orazi, Turrini, & Valotti, 2013), but what are these differences? Surbhi (2015) denoted seven basic differences between the two sectors:

- Definition: The public sector provides goods and services to the general public and is controlled by one of the three spheres of government, while the private sector is under the control of either individuals or organizations. There is, therefore, less government interference in the private sector, while government has full control over organizations within the public sector.
- Objective: While the main objective of the public sector is to service the people of the country, a private company is focused on profit and the needs of the employees.
- Generates revenue from: In the public sector, money is raised from taxes, duties, and penalties; while the private sector sells shares or takes out loans, and generates profits through the sale of goods and services.
- Areas of operation: Although both the public and private sectors work in areas including education, health, mining, manufacturing, banking, transport, agriculture, and telecommunications, the public sector also works in the realms of police, military; and the private sector perhaps shoulders more of the work in terms of finance and information technology.

- Work benefits: Traditionally, the perquisites of the public sector include job security, retirement packages, and health benefits; the private sector offers better salary packages, a competitive environment, and bonuses.
- Competitiveness: The public sector work environment is not set out to be competitive, as it was not developed to meet profit-making objectives. The private sector, on the other hand, was developed to meet commercial objectives and is, therefore, competitive by default.
- Promotion: In the public sector, promotion depends on seniority, while in the private sector promotions are based on merit.
- Job stability: In the public sector job security is much higher because of civil service laws and their governance; however, employment within the private sector is completely at will and employees can be terminated for any given reason.

One of the major differences between the public and private sectors that was not mentioned by Surbhi is that it is generally assumed that the public sector is more risk averse and less prone to innovation (Koch and Hauknes, 2005). According to Mazzucato (2015), these assumptions cannot be further from the truth. Mazzucato's argument is predicated on the fact that many of the nation's most innovative products and riskiest research have been produced by government agencies. Mazzucato was of the opinion that government takes more long-term risks and is a driving force behind new developments such as renewable energy generation since the private sector does not have the resources or power to ensure that these technologies are developed and implemented. Mazzucato indicated that the private sector pirates many of the government's innovations and uses them to their own advantage and, often, for tax relief. Examples are pharmaceutical companies, Apple (using technologies such as GPS, SIRI, lithium-ion batteries, and hard drives that were all government inventions), and Google that developed its algorithm from public research. According to Mazzucato, there are differences between public and private sector leadership, but these differences are not always found in the most obvious places.

In the scholarly literature, there is consensus that there are distinct differences between public and private sector leadership. One of the differences pointed out by Cochran, Mayer, Carr, Cayer, and McKenzie (2015) was that leaders in public organizations are more open to conflict in strategic decision-making settings (as it shows that different opinions are being voiced) and that they are more participative in their process.

Cochran et al. (2015) posited that leaders in public organizations are more open to conflict in strategic decision-making settings (i.e., imposition of various opinions) and that they are more participative in their process (Hansen & Villadsen, 2010). According to Valero (2015), in an attempt to ascertain whether a preferred leadership style is associated with the public sector, there are numerous instances where poor or inappropriate leadership led to economic losses and disasters such as hurricanes that were not handled well. As in the private sector, the public organizational leader may choose which leadership style to adopt. This choice is of concern to everyone as the success of the operation is associated with the chosen style.

Valero (2015) indicated that followers perceived the leadership style to be transactional. Followers indicated that they were most successful when working with transformational leaders (i.e., leaders who let their employees know that the work they do matters and when their job is done well, they are making a significant contribution to the organization's change) as opposed to a transactional leader (i.e., a leader who rewards employees at task completion). The implications for the public sector resulting from these findings are the following:

- A bureaucratic system like the public sector would encourage a transactional style as the hierarchical lines of reporting would not be suited for transformational leadership. Followers may, therefore, perceive their leader as not effective.
- Instead of a personalized and individual focus that would satisfy followers' need for recognition, the transactional style is more focused on finding and correcting mistakes.
- The public sector should focus more on assisting the leaders to adopt a transformational leadership style.

Aspects of the organizational structure that may prove unfavorable of transformational leadership style are the following:

- Centralized control—the direct leader may not have decision-making power as that role is reserved for someone higher up in the hierarchy.
- Existence of formal structures like rules and regulations to manage the system—the more formalized the organization is the less room for

transformational leadership exists as the regulations dictate activities and maintains order and consistency.

- Red tape that is closely linked with formalization as it refers to troublesome regulations and rules that do not achieve the desired results. Leaders showed a negative relationship with red tape and their job satisfaction and organizational commitment were negatively impacted by it although it did not impact on job contribution.
- The internal complexity of an organization is determined by the number of subunits it has; governmental departments often comprise several subsections or units that contribute to their complexity.

The complexities identified by Valero (2015) pose negative impacts on the use of transformational leadership and the perceived success of the leader. The public sector environment as a result prevent its leaders from adopting a transformational style that is associated with organizational success.

Relevant Studies

Many studies have investigated management in the public sector, but according to Van Wart (2015), there has been little research into the difference between the leadership styles of leaders in the public sector as opposed to leaders within the private sector. Hansen and Villadsen (2010) surveyed 949 leaders in the public and private sectors in Denmark. Whereas leadership style was often described within the context of the manager, employees, and the job, Hansen and Villadsen looked at the job context, delineated into the inherent complexity, the clarity of the role, and the amount of autonomy that the leader had. Based on their study, the researchers argued that the differences in job description between the sectors was the reason that leadership style varied by sector.

Orazi et al. (2013) found that the transformational leadership style is most appropriate for the public sector as opposed to transactional leadership style. McMurray, Mazharul, Sarros, and Pirola-Merlo (2012) as well as Tse and Chiu (2014) confirmed the idea that transformational leadership style is crucial to employee performance and the organizational culture of the nonprofit organization.

According to Jacobsen (2015), there is a different kind of leadership practiced in the public sector in comparison to the private sector. Jacobsen noted that there is a continuum between private and public organizations. Jacobsen also found that these leadership styles could have more to do with job description (i.e., job duties and the size of the organization) than with the public or private nature of the organization.

The purpose of Andersen's (2010) research was to ascertain if behavioral differences exist between managers in public and private settings. Managers of social insurance agencies and public school principals (public sector) and two groups of private managers were investigated. There were 459 Swedish participants in this study and various dimensions were investigated that could be categorized into two groups, specifically leadership style and decision-making style. In the category leadership style, Andersen measured the leaders' behavior towards task, relationships, and change. In the category of decision-making style, achievement, affiliation, and power motivation were investigated. Andersen found that there were significant differences in the leadership behaviors between public and private sector leaders. Anderson also concluded that public sector leaders displayed the same behavioral patterns and are achievement driven.

According to Boyne and Services (2002), researchers in the field of public/private differences, conducted a critical assessment of 34 empirical studies related to the disparities between management in public and private organizations. They tested 13 hypotheses on the influence that working in the public sector had on the values of the managers, their goals, and the underlying structures. Only three of the hypotheses could be supported. These were that managers in the public sector were more bureaucratic, less materialistic, and did not have a strong commitment to the organization compared to those in the private sector. Unfortunately, the study could not use a number of the empirical studies since the variables that these studies used were too narrow or did not control sufficiently for other potential explanations of differences. Therefore, the researchers could not ascertain whether the findings of the existing studies overstated or understated the differences between the public and private sectors.

The purpose of a study by Desmarais and De Chatillon (2010) was to determine the differences in leadership style within the private and public sectors in France. The differences between the private and public sectors have nearly dissipated in France due to the commonalities among managerial tools and methods used in both sectors. Conversely, the French regard their public system with apprehension and hold stereotypical ideas about its functioning. The French public’s negative regard for its public sector necessitated empirical studies to establish how much convergence have taken place between the private and public sectors and it there still exists any differences.

To this end, 908 managers were included in a survey, and the findings were that only marginal differences exist in leadership style between the private and public sectors.

Subrahmanian (2013) examined the similarities and differences in leadership style and commitment to the organization, occupational fulfillment, and organizational citizen behavior (OCB). The relative strength of these relationships in the case of transformational versus transactional leadership styles was also addressed. Participants in this study consisted of 52 leaders and 276 policy makers from companies in the manufacturing field. A canonical correlation analysis was utilized to analyze the data. In the case of the data received from the executives, Subrahmanian found that a prominent relationship existed between an emotional loyalty and transactional style. There was no correlation between transformational and transactional leadership styles pertaining to occupational involvement and fulfillment.

Ritz, Shantz, Alfes, and Arshoff (2012) explored the notion of commitment to organizational change in the public sector. The purpose of the study was to determine the extent to which the characteristics of the relationship between subordinates and their managers influence the subordinates’ commitment to change. Furthermore, the study explored whether the connection varied due to self-assessment (i.e., the degree of a person’s self-interest). Results from the statistical distribution using a multivariate regression analysis in a public organization in the United Kingdom showed that subordinates who experience high-quality relationships with their leaders were more amiable regarding change acceptance (specific to subordinates who displayed lower levels of basic self-assessments). The importance of the findings for this study is that the level of interpersonal relationships that the new leader establishes with employees within the lower ranks may have a direct impact on the level of success attained.

An Assessment of the Body of Research on Leadership

Research on the differences between the private and public sectors indicates that the public sector is not as prescriptive and stifling as the skeptics perceived it to be. These findings have implications for leaders transitioning from the private to public sector as their expectations might not be appropriate. The existing research does not reveal a perfect leadership style for the public sector, but studies indicate that the nature of the public sector lends itself better to a transformational style. Further research in the current public sector's required leadership styles should be undertaken with the view of drafting appropriate training material that could be utilized during further development of its leaders.

Leaders have an impact on organizational success, either positively or negatively. Mikkelsen et al. (2015) pointed out that leadership is the driving force of an organization. The chosen leadership style of the leader depicts the success of the leader and the organization (Obiwuru et al., 2011). Leadership is a vast field with many variables, and pinpointing the relationships among these variables to accurately describe the phenomenon is not easy (Antonakis et al., 2003).

Over time, the description of leadership has changed from specific traits of leaders to implying that leaders are born and not made (Northouse, 2015). Alternatively, the autocratic style has been contrasted by a democratic approach with benefits and associated reactions caused by followers.

The academic leadership field was especially active during the 20th century, and several theories were postulated during the 1970-1980s. During this period, Burns (1978) formulated transactional and transformational leadership styles, which were expounded on by researchers like Bass (1985). In a study on the influence of autocratic versus democratic style in leadership, Bhatti, Maitlo, Shaikh, Hashmi, and Shaikh (2012) found that a democratic leadership style has a positive impact on the workplace satisfaction of teachers and that teachers were significantly more content than their peers in private schools.

Bass (1985) and Aviolo and Bass (2004) developed the nine-factor leadership theory which is also known as the FRLT. This theory groups leadership styles—transactional, transformational, and non-transactional—to form one comprehensive continuum of styles. The five attributes that are included in the transformational style are the following:

- Idealized influence: social charm, powerful, and ethics
- Idealized behavior: values, belief system, and a single focus
- Inspiration and motivation: the way in which the leader enthuses the subordinates though optimism
- Intellectual stimulus: the manner in which the leader challenges the subordinates to think creatively
- Personal consideration: the leader's focus on the needs of the employees and assist them to become the best they can.

The transactional style includes characteristics like rewards that are subject to specific, agreed upon performance—the leader clarifies the role and duties of the employees as well as benefits for the attainment thereof. The transactional style has two components: (a) active, where the leader keeps close control of performance and (b) passive, where the leader only reacts when standards are not met.

The other leadership style included in the FRLT is the non-transactional or laissez-faire style. The laissez-faire or non-transactional factor that was included in this theory refers to situations where leaders choose not to make decisions or take action (Abdul & Javed, 2012; Kirkbride, 2006). This style is essentially one of choosing not to become involved. Although it did not inspire as many studies as transactional and transformational styles, there have been studies done on the impact of this style on followers and work success (see, for example, Morgan 2012, Widmann 2013, and Yang 2015). Laissez-faire leaders are often not involved in the work situation and refrain from making decisions or taking the lead. This often results in the followers' confusion about work roles and conflict occurs as a result.

Together with the theory, Bass also developed the MLQ, to assess the range of activities and factors that identifies the leader's style (Bass & Aviolo, 2012). This assessment instrument functions as a training tool as well, which makes it a versatile and unique instrument. This study used the FRLT as a framework and the MLQ as the assessment tool (Kirkbride, 2006). Transformational and transactional leadership styles have been the topic of many studies and various aspects of the workplace.

A wide array of topics have been addressed in the field of leadership (Antonakis et al., 2003; Aviolo & Bass, 2004; Antonakis & House, 2013; Chemers, 2014; Denhardt & Catlaw, 2014; Northouse, 2015; Tömmel, 2013; Vito, Higgins, & Denney, 2014). There is, however, a lack of research about transition between organizations, especially between the public and private sectors. Several researchers have addressed the differences between the public and private sectors, including the stereotypical perceptions that people hold about the public sector (for example, Mazzucato, 2015). The notion of transition, especially ease of transition from the private to the public sector has not been researched.

Summary and Conclusions

The purpose of my quantitative, correlational study was to ascertain whether a specific leadership style can be associated with the ease of transition from the private the public sector. The study focused on two issues: (a) the identification of the leadership styles in the public and the private sectors, and (b) the relationship between leadership style and the ease of transition of leaders moving from the private to the public sector.

The central research question that guided the conduct of this study was, To what extent is there a difference in ease of transition of leaders from private to public sector (as measured by the self-report survey) among leaders with different leadership styles—transformational, transactional and laissez-faire—as measured by the MLQ?

My research was intended to fill the gap in current literature by examining the leadership styles of leaders who transitioned from the private to the public sector, linking their styles with the ease with which this transition took place as measured through the perceived success of the leader one year after the transition. The importance of the research lies in the fact that may enlighten leaders as to which leadership style they might employ to facilitate the ease of transition from private to public sector; and perhaps public sector organizations which must attract, hire, and assimilate leaders who have transitioned from the private sector. Moreover, the identification of the preferred (if any) leadership style during such transition between the private and public sectors, could be utilized in drafting training programs aimed at supporting leaders during the transitional period and increasing organizational productivity and performance.

Chapter 3 describes the methodology used in my research. Given the nature of the study and the identified gap in the literature, an empirical approach was undertaken to discover the relationship between the leadership style and the ease of transition from the private to the public sectors. Chapter 3 addresses the data collection instrument, sampling, selection of participants, data collection, and data analysis as well as reliability, validity, limitations, and delimitations of the study.

Chapter 3: Research Method

The purpose of this study was to examine the influence of leadership styles on the transition of leaders from the private to the public sector. I used one instrument with three parts to determine whether there were differences in the ease of transition of leaders with transformational, transactional, and laissez-faire leadership styles. I used the survey-based quantitative methodology that integrated the MLQ, an existing instrument for assessing organizational leadership style, and a customized survey to collect demographic information about the ease of transition from the private to the public sector. I used the scores calculated from the survey responses to answer the following research question and to test the hypotheses.

RQ: To what extent is there a difference in the ease of transition of leaders from the private to the public sector (as measured by the self-reported reported survey) with different leadership styles of transformational, transactional, and laissez-faire (as measured by the MLQ)?

H_0: There is no difference in the ease of transition of leader from the private to the public sector among the leader's three leadership styles of transformational, transactional, and laissez-faire dominant leadership styles of leaders.

H_a: At least one of the leadership styles has a significantly different index of leader's ease of transition from the private to the public sector.

Research Approach

Quantitative methodology involves collection and analysis of numerical data to answer research questions (Babbie, 2010). It is intended to analyze the responses of participants based on surveys or actual performances. This approach includes well-tested, valid, and reliable instruments to assess leadership styles and approaches. Quantitative research involves conducting an analysis of the relationship between variables (Bryman, 2011).

After selecting a topic and specifying an issue that requires clarification, researchers collect data from a specified population and analyze the data statistically. An explanation of the relationship between variables leads to the description of trends in quantitative research. Quantitative studies include statistical instruments to collect and analyze data from many participants. I employed standardized survey instruments to measure each of the variables. I examined whether leadership styles influence the transition of leaders from the private to the public sector.

Although, a qualitative interview-based approach for this research was initially considered, it was deemed inappropriate because, although a qualitative approach would facilitate examination of a problem/issue, it would not have allowed for quantification of the problem/issue across the population. Additionally, the amount of information required for this study would have been difficult to collect in a qualitative method, and the use of an existing instrument to assess leadership styles would have been required. As such, the qualitative approach was considered inadequate to the intended purpose of the study.

Research Design

I used a correlational research design, which facilitated examination of relationships between each of the leadership styles and the ease or difficulty associated with the transition of a leader from the private to the public sector. I used a self-reported survey composed of three parts: the demographic characteristics of participants, the MLQ used to measure the leadership style of participants, and the ease of transition from the private to the public sector. The data collection instrument is used to gather responses on the opinions and perspectives of participants on a specific topic (Bryman, 2011). As such, the choice of integration of MLQ in the survey for this study was supported and guided by the existing literature.

The MLQ addressed three types of leadership styles: (a) transformational, (b) transactional, and (c) laissez-faire. Each leadership style was measured using an index of the average score of the items in the survey pertaining to a particular leadership style. The leadership style with the highest score was the dominant leadership style of the leader. The highest score calculated from the average of responses for the items of each leadership style determined the leadership style practiced by the leader. This was important for this study because I postulated that the leadership style with the highest score was the most prevalent leadership style for the participant.

Anchored on this assumption, the data analysis was the basis on which generalization and interpretation of results were founded. The individual leadership style scores (continuous numerical variables) were the independent variables. It was conceivable that a leader might have significant scores in each of the styles; therefore, the analysis revealed to what extent all three leadership styles were correlated to ease of transition from the private to the public sector. The research problem involved known and objectively measured variables such as the leadership styles and the ease of the transition from the private to the public sectors. A correlational research design was the optimal choice for this study because it determined the statistical relationship between a dependent variable (ease of transition) and the independent variables (individual scores for each of the three leadership styles).

Population and Sample

The population included staff members with at least 1 year of experience within the public sector who had private sector experience. The population comprised over 6,000 out of the 24,299 people in the public sector of Ontario, Canada. I limited this study to that geographic location, as well as those with leadership experience. I chose this population because it was consistent in terms of organizational experience to provide insight into specific needs of the public sector.

Sampling Strategy

The recruitment strategy for sampling was through specific LinkedIn groups with members from the public sector and those with public sector interests. I used convenience sampling to identify prospective participants who were available and willing to participate in the study. Table 1 depicts the groups targeted and membership size.

Table 2

Target Groups and Current Membership Size

LinkedIn Group	Group profile	Number of Members as of April 22, 2014
Government of Ontario	This group is for past and present public servants of the province of Ontario.	5,281
Future of government	The purpose of this group is to discuss the future of governments in terms of using new ICTs such as social media tools. The group will discuss various topics in relation to the future of government.	2,807
IPAC: Institute of Public Administration of Canada	IPAC is a dynamic association of public servants, academics, and others interested in public administration and policy.	2,462
Ontario public service	The OPS Alumni group is composed of both current and past OPS employees. The group is formed to link current OPS employees and former employees to network with each other and share ideas.	13,719
Government executive network	Dedicated to senior executives within the public sector, this is a networking group for exchanging ideas, thoughts, and new thinking within the public sector.	30
Total population		24,299

Sample

The sample was drawn from online respondents to a blind-copy email invitation. The administrator of each group was asked to send a blind-copy email invitation to prospective participants. The convenience sampling technique is a form of nonprobability sampling in which the participants are selected according to their availability, accessibility, and proximity to the researcher and is based on the potential respondents' willingness to participate in the study (Urdan, 2005). I did not employ random selection because potential subjects were easy to recruit and were readily available. Willingness to participate in the study was indicated by the positive response to the electronic invitation.

I calculated the sample size using a specified effect size with appropriate power and confidence. A higher power in statistical analysis decreases the probability of a type II error (failing to detect an effect that is present). Higher confidence decreases the probability of a type I error (detecting an effect that does not exist). Based on the recommendations of Kaminsky (2003), Field (2013), and Ferguson (2009), I conducted a power analysis using G*Power v3.1.0 considering a power of 0.80, a confidence level of 0.95, and a medium effect size of 0.15. Ferguson recommended a medium effect size (d = 0.15), the measurement of the extent of the research outcome for social science research, particularly when there is uncertainty about the association between the criterion and predictor variables of the study.

In G*Power, a two-tailed test for significance of relationship using a multiple linear regression analysis with three predictors yielded a sample size of 77. Assuming a 10% response rate (Cozby, 2009), I invited 770 prospective participants to participate in the study. If fewer than 77 valid responses had been collected, I would have been reopened the survey and sent follow-up emails to prospective participants who had not responded. I would have allotted another 2 weeks for the responses of the prospective participants. If, after the allotted period, the valid responses remained below the 77 minimum, I would have conducted a post hoc power analysis to determine the power of the analysis for this study. This would have been considered a limitation of the study.

Instrument

I collected the data using a self-reported survey with three parts intended to measure the careers of participants, organizational challenges, leadership behavior, and transitional challenges experienced by participants. The three parts included the demographic characteristics of participants, the MLQ used to measure the leadership style of participants, and the ease of transition from the private to the public sector. I used the responses of participants to the Likert-type items to calculate an overall score for the measure of ease of transition from private to public sectors (see Appendix A). I used the instrument in an online setting to broaden access to the population and improve data collection accuracy and effectiveness. I created a custom survey because there were no existing instruments that addressed the topic of the research and due to the need to ask specific questions about the process of collection.

The first part of the survey included questions on the demographics of the participants. The demographics were important and included (a) age, (b) gender, (c) ethnicity, (d) position handled, (e) number of years in service with public sector, and (f) number of years in service with private sector.

This second part of the survey was adapted from the MLQ developed by Bass and Avolio (2012). I obtained permission from Bass and Avolio to use the survey. Part 2 of the survey included a 5-point Likert scale to measure the leadership styles of participants, where 0 was not at all, 1 was once in a while, 2 was sometimes, 3 was fairly often, and 4 was frequently, if not always (see Bass & Avolio, 2012; Mujkic et al., 2014; Vigoda-Gadot, 2007). The MLQ included an index for three leadership styles: transformational, transactional, and laissez-faire. The leadership style with the highest score for each participant represented the dominant leadership style for the participant. However, I obtained individual scores for each of the leadership styles by taking the average score from questions pertaining to each style. I considered each of the three independent variables as predictor variables in the regression analysis to determine whether a relationship existed with the ease of transition from private to the public sectors.

The third part of the survey addressed the participants' experiences in organizational challenges, leadership behavior, and transitional challenges. Participants' experiences in these areas along with their leadership style provided insight into the ease of transition between sectors. The items for organizational challenges and transitional challenges experienced by participants were based on responses to a series of statements using a 5-point Likert-type scale of 0 to 4, where 0 indicated "I do not agree at all with this statement" and 4 indicated "I totally agree with this statement." A higher response indicated an easier transition, and a lower response indicated a more difficult transition. The dependent variable (ease of transition of leaders moving from the private to the public sector) was repesented as an index from the average scores among responses to the eight survey items for organizational challenges and transitional challenges experienced by participants.

I used SurveyMonkey to gain access to a wide population and to assist in data collection, as well as the gathering of responses of participants. I invited participants to participate in the study through an email and an access link to the survey on SurveyMonkey. Overall, the use of the online survey method was superior to a paper-based survey method, in that it allowed for standardization of data collection and simplification of survey administration, which are not attributes of the other types of research methods.

Variables

The three independent variables were the levels of leadership styles: transformational (items 2, 6, 8, 9, 10, 13, 14, 15, 18, 19, 21, 23, 25, 26, 29, 30, 31, 32, 34, and 36), transactional (items 1, 4, 11, 16, 22, 24, 27, and 35), and laissez-faire (items 3, 5, 7, 12, 17, 20, 28, and 33). The scores for the levels of leadership styles were the average scores of the responses to the questions measuring each of the leadership styles.

The dependent variable was ease of transition moving from the private to the public sector, the average score for the responses to eight survey items related to organizational challenges and transitional challenges experienced by participants for the private sector experience aspects. Items b, c, and f were reverse-coded before averaging the scores. The eight statements were as follows:

- The organization is flexible-private sector experience.
- The organization resists change-private sector experience.
- The direction of the organization is not under my control-private sector experience.
- Developing people is a priority in the organization-private sector experience.
- Customers (or clients) are considered to be the most important to the

organization-private sector experience.

- The organization has resource problems that impede effective change-private sector experience.
- The leadership approach in the organization encompasses values as well as organizational strategies-private sector experience.
- The organization has a grand vision to work-private sector experience.

Prior to testing the hypothesis, I categorized the participants according to their demographic characteristics. The descriptive statistics for the study included frequency distributions as well as measures of central tendency. For the frequency distributions, the number and percentage of each occurrence were presented for the categorical or dichotomous variables in the study. Demographic characteristics of participants were numerically coded to enable statistical analysis of the data using the SPSS v21. 0. The data for demographic characteristics was used solely to describe the participants in this study.

Multiple linear regression was used to address the research questions with three independent variables and one dependent variable to assess whether a relationship exists between leadership style scores and the ease of transition from private to public sectors. A significant relationship would indicate that the ease of transition from the private to public sectors differed among the different levels of leadership styles.

Validation Testing

The data instrument was not used or tested previously; therefore, a validation test on the instrument to ensure clarity, reliability, and validity was appropriate. I pretested the surveys through expert reviews in the validation testing phase. A group of volunteers, as well as a number of experts, including my supervisors and other subject matter experts, validated the instrument. These experts (including five per group for two rounds of validation testing) took the survey and provided feedback for each question regarding its wording and effectiveness.

The instrument was revised based on the feedback of validation test respondents regarding the format and questions asked. This feedback was then incorporated into subsequent drafts until the instrument reached a stage of satisfactory completion (Brace, 2008). Validation testers were compensated $5 (coffee vouchers) for their time, as this was expected to be an intensive process. The validation testing results were used to test statistical results and formulated the data set that was used for the actual data collection. Following completion of validation testing, the responses were discarded. The validation testers were not part of the sample population.

The reliability of the draft version of the MLQ was tested to ensure that the constructs are measured through the survey. Measure validation was performed in three distinct steps. The first step was to test external validity, including face and content validity. In this step, participants in the pilot test were asked to examine the overall comprehension, clarity, perceived ambiguity, and potential difficulty in responding to the whole survey. The second step was to examine internal validity.

Correlation matrices were used to determine correlations between items. I reviewed items with low correlations with other items for their theoretical importance and removed them, if they offered no additional distinct domain of interest. In the third step, reliability was determined through testing and retesting the survey (this test was performed twice and question items were removed, if needed), more often known as test-retest reliability. The participants were given the same survey on two different occasions. If the correlation between separate administrations of the test was high (0. 7 or higher), then it was considered good test-retest reliability. The scores from the first test should be highly correlated (nearer to 1 is better) with one another for a reliable test. Scale reliability was measured with the Cronbach's alpha coefficient, and items were removed as deemed necessarily to purify the scales.

Data Collection Procedure

Online surveys are useful because they allow for immediate checks of non-response on specific questions, which can improve the usability of the complete data set. They also allow for the inclusion of a large and broad sample, because the survey can be widely distributed and can be shared by existing participants considering different geographical locations. Furthermore, the online survey offers the opportunity to immediately collate and formulate a data set, improving data accuracy, and reducing the potential for the researcher to introduce errors into the data set accidentally (Babbie, 2010). Nonetheless, there are some disadvantages to online surveys, including representation of the population. However, in this case, I expected that the leaders involved would be familiar with and able to use the internet and that issues of age and socio-demographics, which are commonly a problem in social research, would not be an issue. I offered the opportunity for a paper survey, and in the event that this is taken up, I manually entered the paper data into the online survey set to maintain consistency.

The survey ran for a period of 4 weeks, during which time I solicited responses through targeted online leadership forums, professional organizations, institutional sites, as well as other arenas. I also solicited responses from within a targeted range of social media forums to gain access to the leaders targeted for inclusion in the research. At the end of the four-week period, the survey was closed and the responses were taken from the online site and imported into SPSS for analysis.

Data Analysis Procedure

I performed an analysis in SPSS v21.0, a standard statistical analysis package that has a wide range of capabilities. The SPSS package provided the flexibility needed for analysis and provided advanced statistical capability. I performed an exploratory factor analysis (EFA) and reliability analysis for the pilot test. Descriptive statistics and linear regression analysis were conducted to test the hypotheses posed for this study.

Prior to testing the hypotheses, the participants were described through the demographic characteristics gathered. The descriptive statistics for the study included frequency distributions as well as measures of central tendency. For the frequency distributions, the number and percentage of each occurrence were presented for the categorical or dichotomous variables in the study. The demographic characteristics of participants were numerically coded for analysis of the data using the descriptive statistics tool. The data was used for demographic classification and for categorization of the participants in this study.

I conducted a multiple linear regression to assess whether a relationship existed between individual leadership style scores (three independent variables) and the ease of transition (dependent variable) from private to public sector. A significant outcome of the multiple linear regression would indicate that the ease of transition from the private to the public sector was related to at least one of the leadership styles. The scores for the levels of leadership styles were the average scores of the responses of the question items measuring each of the leadership styles, whereas ease of transition were the average score of participants for the survey items related to organizational challenges and transitional challenges.

Multiple linear regression analysis assumes a linear relationship using the equation

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \cdot \cdot \cdot + \beta_P X_P + \varepsilon$$

This model describes the relationships between the independent and dependent variables (Tabachnick & Fidell, 2007). *Y* is the dependent variable, X_n is an independent variable, β_n is the corresponding regression coefficient (weight), and ε is the error in prediction (residual). The linear combination, excluding the residual,

$$\hat{Y} = b_0 + b_1 X_1 + b_2 X_2 + \cdot \cdot \cdot + b_p X_p$$

is also known as the predicted value or simply the variable score predicted for the dependent variable based on specific values for each of independent variables. A level of significance of 0.05 was used.

Finally, if the F-statistic exceeds the critical value of *F*, or if the *p*-value is less than the 0.05 alpha value, the null hypothesis will be rejected, which implies that there is a significant impact by the entire regression model on the dependent variable. Individually, the *t*-test was used to determine the influence of each *Xn* on *Y*. Two-tail *t*-

tests and *p*-value statistics were used to test the significance of each independent variable. The coefficient for each represents the predicted change in Y for a unit change in X.

Research Issues

The main research issues of this study included reliability, validity, and ethics. I discuss each of these issues below.

Reliability and Validity

The reliability and validity of the custom survey needed to be ensured using standard statistical techniques. In particular, an EFA and reliability analysis for the pilot tests were conducted, which were parts of the SPSS package that provided the flexibility, reliability, and validity needed for analysis, as well as advanced statistics capabilities. The main issues were construct validity (tested using Cronbach's alpha and inter-item correlation), face validity (tested using pretesting process), and reliability (tested during pilot testing). The completed research project was supported by an extensive discussion of the analysis and limitations of data collection methods used, which increased the validity of the research and facilitated repetition with the same result, accounting for reliability of the study.

Ethics

Because the research was conducted on human subjects, there were basic ethical principles of respect for persons, beneficence, and justice that were accounted for (Babbie, 2010). Respect for persons was focused on regarding the respondent's time and considering their needs for responses. Particularly, respondent anonymity was a focus of the research and respondents were offered a minor incentive for participation.

Participants notified that they could withdraw from the study (before completion) at any given time and their responses would be permanently discarded. These incentives were not sufficient to encourage self-selection bias. The issue of beneficence involved both not harming participants and maximizing the potential for gain, and, as noted above, the responses will be anonymous, thus not allowing for harm. Maximization of gain was offered through providing respondents with access to research results that they can use for personal development or reflective learning. The requests for results, as well as entries into the drawing for minor incentives, were separated from the responses to ensure anonymity.

The issue of justice was not considered a significant concern, as the responses were not collected from those who are disadvantaged, and the research was intended to serve the population from which the responses were drawn. Regardless, the issue of justice was provided for by allowing the respondents access to the results of the survey. Ethical standards set forth by Walden University's Institutional Review Board (IRB) was assured during the data collection of the study. All data collected was stored in a locked safety cabinet and will be destroyed 5 years after the completion of the study.

Summary

The quantitative research approach was chosen for this research because of the nature of the research question and the quantifiable nature of the business problem. The data collection instrument (online survey) provided a gateway for questions (directed towards the suggested new leadership style for the public sector) to be answered by the participants. The use of a sample from public sector groups was intended to support the development of a specific approach to identifying the challenges of transition from private into public sector organizations. The main challenges in the research were in constructing a survey that was able to support the collection of data, thereby comparing the two sectors and gaining access to the populations identified. The data collection instrument used has been placed in Appendix A. The data collection instrument was pre-tested and validation-tested to facilitate modification, as necessary. The statistical analyses included descriptive statistics, Pearson's correlation analysis, and linear regression analysis. All statistical tests considered a .05 significance level.

Chapter 4: Results

The purpose of this quantitative correlational study was to determine how specific leadership styles were related to the ease of transition of leaders from private to public sectors. Chapter 4 includes the results of multiple linear regression analysis to address the objectives of the study. The following research question and hypotheses guided the study:

RQ: To what extent is there a difference in the ease of transition of leaders from the private to the public sector (as measured by the self-reported reported survey) among leaders with different leadership styles of transformational, transactional, and laissez-faire (as measured by the MLQ)?

H_0: There is no difference in the ease of transition of leaders from the private to the public sector among the leaders' three leadership styles of transformational, transactional, and laissez-faire.

$$H_0: \beta_1 = \beta_2 = \beta_3 = 0$$

H_a: At least one of the leadership styles has a significantly different index of leaders' ease of transition from the private to the public sector.

$$H_A: \beta_j \neq 0 \text{ for at least one } j.$$

I used multiple linear regression to determine the predictive relationships between the independent and dependent variables. The independent variable of leadership styles was represented as an index derived from the average scores in the MLQ instrument while the dependent variable of ease of transition of leaders moving from the private to the public sector was repesented as an index from the average scores in the survey items for organizational challenges and transitional challenges experienced by participants for the private sector experience aspects. The regression equation for the hypothesis was as follows:

$$Y_{\text{Ease of transition from private to public score}} = b_0 + b_1X_{\text{Transactional leadership}} + b_2X_{\text{Transactional leadership}} + b_3X_{\text{Transactional leadership}}.$$

In this chapter, I present the results of the pilot test first. Results include the pilot review comments of the survey question, results of test-retest reliability, tests of internal consistency, and factor analysis. I also discuss the data collection process and demographic information of the samples. Then, I present the results of the regression analysis and descriptive statistics to answer the research question.

Pilot Test Results

Pilot Review Comments

In this section, I discuss the comments of the pilot test respondents regarding the survey I used for this study. For the questions in Section 1 of the survey questionnaire for demographics, five out of the 10 pilot test participants provided comments and suggestions on changes and edits required in the survey. The repondents made valuable suggestions for clarity, adding additional options such as not applicable, pertaining to private/public experience, and identifying grammatical errors in the pilot version. For the questions in Section 2 of the survey questionnaire for MLQ, four out of the 10 pilot test participants provided comments and suggestions on changes and edits required in the survey.

The comments and suggestions included remarks on the clarity of some questions and options in the scale that could be interpreted as being the same. For Section 3 of the survey questionnaire for organizational challenges and ease of transition, five out of the 10 pilot test participants provided comments and suggestions on changes and edits required in the survey for the purpose of this research. The participants pointed out some challenges in the interpretation of questions with suggestions for change. Appendix B contains a full analysis of the responses to the pilot study.

Review of Test-Retest Reliability

Testing and retesting facilitated reliability of the survey, more often known as test-retest reliability. In this step, the test was performed twice in different periods. The participants received the same survey on two different occasions. If the correlation between separate administrations of the test was high (0. 7 or higher), then it had good test-retest reliability. The scores from the first test should be highly correlated (nearer to 1 is better) with one another for a reliable test.

I only conducted the test-retest reliability of the survey questions measuring the dependent variable of ease of transition because existing studies did not previously validate this instrument. The survey questions included Items a to h in Question 6 of the dissertation survey and also the different items in Question 7 that measured the experience differences between the public and the private sectors. The test-retest reliability is conducted by measuring the correlation between the responses of the same questions in the two different data collection periods. I did not conduct test-retest reliability of the MLQ because the MLQ was a known survey questionnaire that existing studies previously validated.

The results of the correlation analysis in Table 3 indicated that only the responses between the two data collection periods of test and retest had significant correlations. The responses that had significant correlations were "b. Resisting changes" ($r(6) = 0.91$, $p < 0.001$) and "h. Having grand vision to work" ($r(6) = 0.76$, $p = 0.03$) for the private sector experience. The responses between the test and retest for these items indicated a strong correlation. Only these items had acceptable test-retest reliability. In summary, only two out of the eight survey items to measure ease of transition for the private sector experience had acceptable test-retest reliability. The dependent variable of ease of transition of leaders moving from the private to the public sector had poor test-retest reliability because only two out of the eight survey items had strong correlations between the two data sets.

None of the nine items in Question 7, which measured the experience differences between the public and the private sectors, had acceptable test-retest reliability because all of the responses in these items between the two data collection periods were not correlated. There was a specific scoring system for measuring the variables in this study. This cannot be changed. The issue of reliability is considered a limitation of the study.

Table 3
Correlation Results for Test-Retest Reliability

Survey Item	Statistics	Value
a. The organization is flexible - Private sector experience	Pearson Correlation	0.04
	Sig. (2-tailed)	0.92
	N	8
b. The organization resists change - Private sector experience	Pearson Correlation	0.91*
	Sig. (2-tailed)	0.00
	N	8
	Pearson Correlation	-0.19

c. The direction of the organization is not under my control - Private sector experience	Sig. (2-tailed)	0.65
	N	8
d. Developing people is a priority in the organization - Private sector experience	Pearson Correlation	0.45
	Sig. (2-tailed)	0.26
	N	8
e. Customers (or clients) are considered to be the most important to the organization - Private sector experience	Pearson Correlation	0.49
	Sig. (2-tailed)	0.22
	N	8
f. The organization has resource problems that impede effective change - Private sector experience	Pearson Correlation	-0.31
	Sig. (2-tailed)	0.46
	N	8
g. The leadership approach in the organization encompasses values as well as organizational strategies -Private sector experience	Pearson Correlation	0.57
	Sig. (2-tailed)	0.14
	N	8
h. The organization has a grand vision to work - Private sector experience	Pearson Correlation	0.76*
	Sig. (2-tailed)	0.03
	N	8
There are differences in organizational structure of public vs. private sector organizations.	Pearson Correlation	0.47
	Sig. (2-tailed)	0.24
	N	8
There are differences in organizational goals of public vs. private sector organizations.	Pearson Correlation	Cannot be computed because at least one of the variables are constant.
	Sig. (2-tailed)	0.00
	N	8
Your leadership role as a visionary is affected by the public sector.	Pearson Correlation	-0.47
	Sig. (2-tailed)	0.24
	N	8
Your focus as a leader in the public sector differs from your focus as a leader in the private sector.	Pearson Correlation	-0.28
	Sig. (2-tailed)	0.50
	N	8
There is a difference in the direction of the public sector as compared to the private sector.	Pearson Correlation	0.50
	Sig. (2-tailed)	0.21
	N	8
	Pearson Correlation	0.29
	Sig. (2-tailed)	0.49

There is a difference in change management needs in the public sector as compared to the private sector.	N	8
You find yourself using a different leadership style or approach in your public sector work as compared to your private sector work.	Pearson Correlation	0.10
	Sig. (2-tailed)	0.82
	N	8
You experience more difficulty as a leader in the public sector as compared to the difficulty you experience in the private sector.	Pearson Correlation	0.53
	Sig. (2-tailed)	0.18
	N	8

*Significant at level of significance of 0.05

Results of Measure of Internal Consistency

I conducted measures of internal consistency of the responses in the different survey questions of MLQ, questions for ease of transition, and questions for experience differences between the public and the private sectors. I calculated the Cronbach’s alpha, which indicates the internal consistencies of the survey responses in each of the question items. The Cronbach’s alpha should exceed the minimum acceptable value of 0.70 to show acceptable consistency.

The Cronbach’s alpha for the overall MLQ (0.94) items measuring transformational leadership (0.95), items measuring transactional leadership (0.83), items measuring laissez-faire leadership (0.91), items measuring the ease of transition—public sector experience (0.74), and items measuring experience differences between the public and the private sectors (0.92) exhibited good and acceptable internal consistency because the Cronbach’s alpha exceeded the minimum value of 0.70. Only the Cronbach’s alpha for the items measuring the ease of transition—private sector experience (0.47) did not have acceptable internal consistency. The issue of poor reliability in the measure of ease of transition—private sector experience is considered a limitation of the study and is discussed as a recommendation for future studies in Chapter 5. The Cronbach's alpha values are summarized in Table 4.

Table 4

Cronbach's Alpha of Each Survey Question

Questionnaire	Cronbach's Alpha	*n*
Overall MLQ	0.94	45
Transformational leadership	0.95	20
Transactional leadership	0.83	8
Laissez-faire leadership	0.91	8
Ease of transition - Private sector experience	0.47	8
Ease of transition - Public sector experience	0.74	8
Experience differences between the public and the private sectors	0.92	8

Results of Factor Analysis

I conducted a factor analysis to test whether the question items asked to measure the dependent variable of ease of transition in the public sector experience related to the construct that I intended it to measure. The analysis indicated whether the different items measures could be a good fit to measure ease of transition. In the factor analysis, I used the extraction method of principal component analysis and the rotation method of Varimax with Kaiser Normalization. Each factor should have an eigenvalue of at least 1, and items that have a factor loading of less than 0.40 were not included in any of the factors, which increased the reliability of the instrument. I did not conduct a factor analysis for the MLQ because the MLQ is a known survey questionnaire that has been previously validated.

The results of the component matrix of the factor analysis using the rotation method of Varimax with Kaiser Normalization for the measure of ease of transition in the public sector experience are presented in Table 5. The results indicated that instead of one measure for the dependent variable of ease of transition in the public sector experience, two factors/components for the ease of transition in the public sector experience were extracted. The results indicated that the measure of ease of transition in the public sector experience should consist of two factors or components.

Factor 1 should consist of three factors: (a) flexibility, (b) resisting change, and (c) direction of the organization is not under my control. Factor 2 should consist of five factors: (a) developing people is a priority in the organization, (b) customers (or clients) are considered to be the most important to the organization, (c) resource problems impeding effective change, (d) leadership approach in the organization encompasses values, organizational strategies, and (e) grand vision to work. The selections were based on higher component loadings; however, there was no change in the analysis based on the results of the factor analysis.

Table 5

Rotated Component Matrix of Ease of Transition in Public Sector Experience

	Component 1	Component 2
a. The organization is flexible – Public sector experience	0.38	**-0.71**
b. The organization resists change – Public sector experience	0.26	**0.83**
c. The direction of the organization is not under my control – Public sector experience	-0.01	**0.85**
d. Developing people is a priority in the organization – Public sector experience	**0.75**	-0.40
e. Customers (or clients) are considered to be the most important to the organization – Public sector experience	**0.84**	0.04
f. The organization has resource problems that impede effective change – Public sector experience	**0.75**	0.47
g. The leadership approach in the organization encompasses values as well as organizational strategies – Public sector experience	**0.80**	-0.23
h. The organization has a grand vision to work – Public sector experience	**0.89**	0.19

Data Collection

The data collection lasted for 6 weeks from July 12, 2016, to August 24, 2016. The sample consisted of 142 staff members with at least 1 year of experience within the public sector environment, who had private sector experience, in Ontario, Canada. However, there were only 77 complete responses in all of the three survey instruments (demographic characteristics of participants, the MLQ used to measure the leadership style of participants, and the ease of transition from the private to the public sector). Those who had missing responses were removed from the data set to be used in the analysis. There were no discrepancies in data collection from the plan presented in Chapter 3 since the final total number of samples of 77 was equal to the minimum sample size of 77 based on the power analysis. Table 6 summarizes the demographic information of the 77 public sector employees in Ontario, Canada who participated in this study. The sample included employees between the ages of 18 to above 60, including 53.2% males and 46.8% females. The candidates had varying years of experience in the public sector.

Table 6

Summaries of Demographic Information

	Frequency	Percent
Age group		
18-30 years	5	6.5
31-40 years	13	16.9
41-50 years	18	23.4
51-60 years	26	33.8
Above 60 years	15	19.5
Gender		
Female	41	53.2
Male	36	46.8
Type of organization currently employed in		
Private sector	7	9.1
Public sector	64	83.1
Retired	6	7.8
Private sector - Years of experience		
0	4	5.2
Less than 1 year	5	6.5
1 - 2 years	5	6.5
3 - 4 years	13	16.9
5 - 9 years	15	19.5
10 - 14 years	11	14.3
15 - 20 years	11	14.3
Over 20 years	13	16.9

Results

Results of Descriptive Statistics Analysis

Descriptive statistical analysis facilitated identification of the leadership styles in the public and the private sectors and ease of transition of leaders from private to public sectors. The descriptive statistics in Table 7 summarize the scores from the MLQ and the questions about the ease of transition from the private to the public sector. Reverse scoring on items b, c, and f facilitated the alignment of all measures resulting from the ease of transition from the private to the public sector to align the measures.

The scores of the MLQ ranged between 0 to 4, wherein a higher score indicated a more dominant leadership style for the participant or higher frequency of practicing the type of leadership style. Based on the mean scores, the 77 respondents self-evaluated highest on transformational leadership (*M* = 3.23; *SD* = 0.50) and lowest for laissez-faire leadership (*M* = 0.76; *SD* = 0.55). This indicated that the respondents, using a self-evaluation, had the highest frequency of practicing a transformational form of leadership style and they considered themselves transformational leaders. Laissez-faire leadership style was the least practiced among leaders in all sectors.

Table 7

Descriptive Statistics of Study Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational	77	1.6	4.0	3.23	0.50
Transactional	77	1.38	3.50	2.36	0.51
Laissez-faire	77	0.0	2.3	0.76	0.55
Ease of transition - Private sector experience	77	0.8	3.6	2.48	0.53

Analysis of Multiple Linear Regression Results

I conducted a multiple linear regression analysis to determine the relationship between leadership style and the ease of transition of leaders moving from the private to the public sector, see Table 9. This analysis addressed the research question, To what extent is there a difference in the ease of transition of leaders from the private to the public sector (as measured by the self-reported reported survey) among leaders with different leadership styles of transformational, transactional, and laissez-faire (as measured by the MLQ)?

The three leadership styles (transformational, transactional, and laissez-faire) were the independent variables that were represented as indices derived from the MLQ instrument; while ease of transition of leaders moving from the private to the public sector was the dependent variable and was repesented as an index from the items for organizational challenges and transitional challenges experienced by participants. I used a level of significance of 0.05 in the multiple linear regression analysis.

The first regression results in Table 8 indicate the effects of the three different leadership styles on the ease of transition of leaders moving from the private to the public sector. I analyzed the model fit of the regression to determine the predictive relationships of the three leadership styles on ease of transition of leaders moving from the private to the public sector. The hypothesis for the overall model was tested using the *F*-test; the *F*-statistic was $F(3, 73) = 1.84$ and the p-value was 0.15; therefore, I did not reject the null hypothesis, and concluded that there is insufficient evidence of a significant predictive relationship between the model and the dependent variable. The r^2 value of the regression model was 0.07 while the adjusted r^2 was 0.03. These values indicate the percentage if variation in the dependent variable attributed to the entire regression model. Because they are very close to zero, very little of the variation in the dependent variable can be attributed to the regression model, consisting of the three independent variables.

Looking at the *t*-statistics for the individual effects of the independent variables on the dependent variable, I determined that only the transactional style of leadership ($t(77) = 1.96$, $p = 0.05$) had a significant predictive relationship with the ease of transition of leaders moving from the private to the public sector.

Table 8

Regression Results for Effects of Different Leadership Styles on Ease of Transition - Private Sector Experience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.61	0.46		3.49	0.00
	Transformational leadership	0.09	0.13	0.08	0.69	0.49
	Transactional leadership	0.24	0.12	0.23	1.96	0.05*
	Laissez-faire leadership	0.01	0.11	0.01	0.11	0.91

Note. $F(3, 73) = 1.84$, $p = 0.15$, R Square (r^2) = 0.07, N = 77
a. Dependent variable: Ease of transition - Private sector experience
b. Predictors: (Constant), Laissez-faire leadership, Transactional leadership, Transformational leadership
*Significant at level of significance of 0.05

I conducted another regression analysis including only the significant independent variable of transactional style of leadership. The regression results in Table 9 indicate the isolated effect of transaction leadership style on the ease of transition of leaders moving from the private to the public sector. I analyzed the model fit of the regression to determine the predictive relationships of transaction leadership style on ease of transition of leaders moving from the private to the public sector. I tested the hypothesis for the overall model using the *F*-test; the *F*-statistic was $F(1, 75) = 5.13$ and the *p*-value is 0.03. Consequently, I rejected the null hypothesis and concluded that there is sufficient evidence that transactional leadership is highly correlated with ease of transition from the private to the public sector. Nevertheless, the r^2 value of the regression model was 0.06 while the adjusted r^2 value was 0.05, which indicated a very weak linear relationship between the independent variable and the dependent variable.

Looking at the *t*-statistic, the transactional style of leadership ($t(77) = 2.26$, $p = 0.03$) exhibited a significant predictive relationship with the ease of transition of leaders moving from the private to the public sector. The multiple linear regression equation can be written as

$$Y_{\text{Ease of transition from private to public score}} = 1.76 + 0.24X_{\text{Transactional leadership.}}$$

Investigation of the unstandardized beta coefficients value to show the degree of the effect of the significant independent variable to the dependent variable showed that the transactional style of leadership diversity (*Beta* = 0.24) had a positive predictive relationship with ease of transition of leaders moving from the private to the public sector. For every unit increase in the transactional leadership index, the score of ease of transition of leaders moving from the private to the public sector will increase by 0.24.

Table 9

Regression Results for Effects of Different Leadership Styles on Ease of Transition - Private Sector Experience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.76	0.27		6.46	0.00
	Transactional leadership	0.24	0.11	0.25	2.26	0.03*

Note. $F(1, 75) = 5.13$, $p = 0.03$, R Square ($R2$) = 0.06, $N = 77$
a. Dependent variable: Ease of transition - Private sector experience
b. Predictors: (Constant), Transactional leadership
*Significant at level of significance of 0.05

The research question was, To what extent might there be differences in the ease of transition of leaders from the private to the public sector (as measured by the self-reported reported survey) among leaders with different leadership styles of transformational, transactional, and laissez-faire (as measured by the MLQ)? I determined that only the transactional style of leadership had a significant predictive relationship with the ease of transition of leaders moving from the private to the public sector. I measured a positive effect and showed that ease of transition of leaders moving from the private to the public sector would be higher for leaders who more frequently practice a transactional style of leadership.

Summary

The purpose of this quantitative correlational study was to determine how specific leadership styles are related to the ease of transition of leaders from private to public sectors. In this chapter, I presented the results and analysis of the statistical analysis to address the research question of the study. The results of the multiple linear regression analysis showed that there is a significant positive predictive relationship between transactional style of leadership diversity and ease of transition of leaders moving from the private to the public sector.

The analysis indicated that ease of transition of leaders moving from the private to the public sector would be higher for leaders who practice the transactional style of leadership more frequently. Chapter 5 includes further discussion and interpretation of the results presented in this chapter and the potential implications for the results of the analysis.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this quantitative, correlational study was to determine how specific leadership styles were related to the ease of transition of leaders from private to public sectors. Leadership is the core driving force of any organization. The effect of leadership on organizational success has been extensively studied (Avolio, 1999; Rowe, 2012), and certain leadership styles are better suited for specific sectors (Obiwuru et al., 2011; Rehman et al., 2012).

When reviewing the literature, I concluded that there was a lack of knowledge regarding the influence of leadership styles on the ease of transition of leaders from the private to the public sector. There was a lack of knowledge and understanding about whether specific leadership styles are related to the ease of transition of leaders from the private to the public sector. Accordingly, I conducted this quantitative correlational study to determine whether specific leadership styles were related to the ease of transition of leaders from private to public sectors.

The study focused on two specific concerns: the identification of the leadership styles in the public and the private sectors, and the relationship between leadership style and the ease of transition of leaders moving from the private to the public sector. The ease of a leader’s transition from a private to a public sector organization was measured by the leader’s perceived performance a year after assuming the leadership role in the new sector. I used the full-range leadership model of Avolio and Bass (2004), which defines the three styles of leadership: (a) transformational, (b) transactional, and (c) laissez-faire.

I investigated the extent to which a difference existed in the ease of transition of leaders from the private to the public sector among leaders with different leadership styles (i.e., transformational, transactional, laissez-faire). The null hypothesis was that there is no difference in the ease of transition among leaders with different leadership styles, and the alternative hypothesis was that at least one of the leadership styles has a significantly different index of leaders' ease of transition from the private to the public sector. The results showed that only the transactional style of leadership had a significant and positive predictive relationship to the ease of transition of leaders moving from the private to the public sector.

Interpretation of Findings

Leadership has been studied extensively, yet the results of this study provided new insight regarding the leadership styles within the private and public sector, as well as the transitioning of leaders from one sector to another. The opinions on leadership that emerged in the 20th century emphasized the interaction between the leaders and followers, which affects leadership styles and may affect a leader's transition into another sector. Leadership has become a leading research topic in the field of organizational behavior (Obiwuru et al., 2011; Rehman et al., 2012).

Transactional, transformational, and laissez-faire leadership styles were the focus of this study. My results showed that transactional leaders experienced an easier transition from the private to the public sector, which may be related to the amount of control the government exerts in the public sector. Transactional leadership is based on a reward system, which acts as the motivating force for followers (Liu et al., 2003;

Ogbonna & Harris, 2000; Rehman et al., 2012; Todd, 2004). Traditionally, the perquisites of the public sector include job security, retirement packages, and allowances (Surbhi, 2015). As such, transactional leaders may find the security of a job in the public sector to be less stressful.

Leadership Styles

Burns (1978) developed the concepts of transactional and transformational leadership styles. The transactional leader's focus is on rewards for subordinates' successful completion of tasks or reaching set goals (Sahaya, 2012). Transactional leaders may be able to adapt these skills more easily in a public sector environment, as demonstrated in my results showing easier transaction from the private to public sector for transactional leaders. Bhat et al. (2012) revealed that factors such as (a) team cohesion, (b) the level of assistance given by team members, (c) how participants deal with opposition, and (d) how they deal with problems were strong indicators of how well the team performed in terms of organizational learning and that working in teams was conducive to organizational learning. Bhat et al. (2012) concluded that transactional leadership outperformed other leadership styles in terms of the constructive impact it had on learning within the teams.

Transformational leaders inspire followers to achieve more than they believed they could (Yukl, 2012). Bass (1985) studied Burns's (1978) concept of transforming leadership and developed it further to the transformational leadership style (Almayali & Ahmad, 2012; Fein, Tziner, Vasiliu, & Felea, 2013; Rehman & Waheed, 2012; Subrahmanian, 2013). This leadership style is associated with strong identification with values, which inspires trust, admiration, respect, and loyalty by the followers of the leader (Rehman & Waheed, 2012). The transformational leadership model accounts for elements of charismatic influence exerted by leaders. The charismatic/transformational leadership style is perceived in a positive light.

When organizations want employees to outperform others, a transactional style would be preferable whereas a transformational style would achieve better results when learning and growth are the desired results (Hamstra et al., 2014). Hamstra et al. (2014) posited that leadership style has an important influence on the goals subordinates adopt within the organization. The statement regarding transactional style is in direct contradiction with Bhat et al.'s (2012) findings that transactional leadership promotes good teamwork. Hamstra et al.'s (2014) findings also contradict my findings. The public sector work environment is not set out to be competitive (Surbhi, 2015), yet transactional leaders find it easy to adapt in this environment based on results of my study.

Bhat et al. (2012), Obiwuru et al. (2011), and Othman et al. (2013) indicated that the transactional leadership style is more often associated with positive outcomes. Therefore, leaders transitioning between organizations or sectors should endeavor to include more transactional factors in their leadership style to achieve success in the workplace. The results of my study were consistent with the literature, as my research showed a more positive outcome for transactional leaders when transitioning from the private to the public sector.

Multifactor Leadership Questionnaire

The MLQ that was developed with the FRLT proved to be useful in assessing leadership behaviors and as a training tool. Antonakis et al. (2003) noted that evaluations (also the properties of the MLQ instrument) might be influenced by context. Through CFA on both the item level and factor level, Antonakis et al. (2003) found that the MLQ measures the same constructs consistently and that context should be a careful consideration in studies using the MLQ. Additional studies indicated that this instrument was reliable and valid. Subsequently, the results of my study are considered accurate and viable.

Public and Private Sector

There are differences between the public and private sectors that affect the transition between sectors (Andrews & Esteve, 2014; Jacobsen, 2015; Orazi, Turrini & Valotti, 2013). Surbhi (2015) noted seven basic differences:

- The public sector provides goods and services and is controlled by one of the three spheres of government, while the private sector is under the control of individuals or organizations. There is less government interference in the private sector, while government has full control over organizations within the public sector. This may mean that leaders in the private sector have more freedom to lead as they see fit, and leaders in the public sector are pressured to remain compliant to civil service law. Leaders in the public sector might employ one leadership style that is more adaptable in this environment.

- The purpose of the public sector is to be in service to the surrounding community, while the private sector is focused on sales and profit. This may mean that the drive and performance evaluation for the public sector is significantly different from the private sector. In the private sector, employees may be under pressure to perform or they might lose their job. The public sector, on the other hand, includes overall public sector services that are being provided. As a result, there is less focus on individuals and their individual performances in comparison with the private sector.
- Both the public and private sectors work in areas including education, health, mining, manufacturing, banking, transport, agriculture, and telecommunications. The public sector also works in the areas of police and uniform service; while the private sector shoulders more of the work in finance and information technology.
- In the public sector, money is generated from taxes, duties, service fees, and penalties, while the private sector sells products or shares, or takes out loans.
- The public sector offers job security, retirement packages, and benefits while the private sector offers competitive salary packages, professional environment, and bonuses with good performances. The stability and comfort in job security that the public sector offers create a less stressful environment than in the private sector, which is more demanding based on results and productivity; therefore, is unstable due to the consequences of lackluster performance.

- The public sector work environment is not designed to be competitive while the private sector was developed to meet commercial objectives and is competitive in nature. A leader might find it easier to lead in the public sector as there may exist a stronger sense of comradery in providing common good, rather than the competitive world of the private sector.

In an attempt to determine whether a preferred leadership style is associated with the public sector, Valero (2015) studied the characteristics of the public sector and found that it would be suited to a particular style. Valero's finding is consistent with my finding that one specific style may be best suited for the public sector. A further review of the literature suggested that both transformational and transactional leadership would fit within the public sector (Mohamad et al., 2014; Obiwuru et al., 2011; Rehman et al., 2012), yet my results showed that transactional leaders adapt better than other types of leaders. The reasons why transactional leaders would be better able to transition might be due to the public sector's hierarchical, process driven, and protocol driven culture. A transactional leader may be more comfortable with those boundaries, whereas a transformational leader may have more desire to change the process for efficiency and increased success from a profit-driven standpoint.

There is a lack of information in the literature about the transition between organizations, especially between the public and private sectors. My study sought to minimize this gap. My findings indicated that a transactional leadership style would ease the transition. Although public sector leaders desire to be more innovative, the structure and systems that are in place politically and publicly have been the foundation for the sector. For leaders to go against the structure of the system, even with good intention to transform and create more efficiency, could be very frustrating. Such action could also result in pushback from others within the system who have accepted and are complying with the rules and protocols. Therefore, transactional leaders in this kind of environment may be better able to go with the flow and create relationships needed.

Theoretical Framework

I used the full-range leadership model of Avolio and Bass (2004). Avolio and Bass developed the MLQ that is used as both a diagnostic tool and for training or development purposes. Avolio and Bass introduced the FRLT, which identifies three leadership styles: transactional, transformational, and laissez-faire. According to the FRLT, there is more than one correct way of leading, but there is a balanced array of behaviors moving away from the transactional style to the transformational style. I applied the MLQ as the instrument based upon the FRLT to determine which, if any, leadership styles were correlated with the ease of transition from the private to the public sector.

The FRLT provided was a suitable framework for my correlational study. My results showed that only the transactional style of leadership had a significant predictive relationship to the ease of transition of leaders moving from the private to the public sector. This result does not mean that the FRLT is incorrect. It may indicate, however, that the transformational leadership style may not be a style conducive to a smooth, initial transition into the public sector. Having said that, transformational leadership style may still be beneficial and required in different situations that may arise long after the transition has been completed.

Limitations of the Study

There were several limitations that influenced the validity of findings. Firstly, the sample size was low. Although there were 77 participants—the minimum sample size needed, the statistical power of 80% means there was a 20% probability that the sample did not reveal a significant influence of the independent variables on the dependent variable (a type II error). It is conceivable that through additional research (larger sample sizes) significant effects possibly missed in my study might be found.

Secondly, the generalizability of the results was limited by the sample being derived only from Canada. Results may be applicable only to first world countries, and results from a third world country may be different. The results, however, can be generalized to different ages and genders.

Thirdly, as human subjects were used for the study, variables were introduced with regards to the reliability of the data gathered. Subjects had their own pre-conceived perceptions on their jobs, their role within their company as well as their ability to complete tasks. Their perceptions might not be in correlation with reality, as well as the perception that subordinates have of them.

Recommendations for Future Research

This quantitative correlational study sought to determine whether leadership styles had an effect on the participants in the study when they transferred from the private sector to the public sector. The results showed a positive correlation between the transactional leadership style in the transition from the private to the public sector.

The first recommendation for additional research in this area of scholarship would be to expand the study to a larger sample. It will be beneficial for the socio-economic sector if the study could be expanded to broader samples, preferably including different first world states/countries. If culture could be included as an independent variable, it would also add to the literature, and shed some light on the correlation between leadership styles and cultures.

The second recommendation for additional research in this area of scholarship would be to focus more on the different aspects of the public and private sector, and whether these aspects require specific leadership styles/skills, or how might leadership styles be evolved over time for better outcome. The study assisted in pointing out additional research gaps, encouraging more research on the dependent and independent variables within the context of this study over larger samples.

The third recommendation additional research in this area of scholarship would be to conduct a qualitative study regarding the intent of leaders to move from the private to the public sector or from the public to the private sector. Conducting interviews with participants intending to move to another sector, or participants who transitioned successfully or unsuccessfully would provide valuable insight as to determining positive and negative factors contributing to transition. Results from such a qualitative study may provide a base for a questionnaire to use in future quantitative studies.

Implications

The results of this quantitative correlation study may aid leaders in the public sector to adopt more of the transactional leadership style, or to expect an easier transition if that is their dominant leadership style, as my research indicated that transactional leadership style had a positive correlation with ease of transition of leaders from the private into the public sector. As noted in Chapter 2, there are contradictions in the literature as to the best leadership style, which may be linked to the industry and the career type. More research should also be conducted on whether leadership styles are linked to industries or job types.

Including more transactional style characteristics in the public sector may be a good fit. The transactional style employs a reward system, which entails specific goals to complete in order to be rewarded. Establishing clear-cut goals fits the public sector as the employees are accustomed to knowing exactly what is expected of them. Although a change to more transactional leadership might not have a significant impact on the public sector as a whole, it will have a significant impact within an organization. When employees are aware of exactly what is expected of them in a controlled environment, they generally perform more effectively.

The results of my study can assist leaders who are planning to transition from the private to public sector by preparing them to adapt to the different environment and understand its characteristics. The results can facilitate the implementation of training programs aimed at supporting leaders during the transitional period from the private sector into the public sector.

My research will be useful to the government in Canada. The implementation of a transition program for leaders from the private into the public sector may reduce employee turnover and increase job satisfaction. The results of this study will also have a positive effect on the working environment within the government.

Summary and Conclusions

The purpose of this quantitative, correlational study was to determine how specific leadership styles are related to the ease of transition of leaders from private to public sectors. The study was centered on two specific concerns, namely, (a) the identification of the leadership styles in the public and the private sectors, and (b) the relationship between leadership style and the ease of transition of leaders moving from the private to the public sector. The full-range leadership model of Avolio and Bass (2004) was used, which defines the components of leadership, namely, the styles of transformational, transactional, and laissez-faire leadership.

The review of current research showed a gap in the literature with regards to the most suitable leadership style within the private and public sectors. The literature furthermore showed many misconceptions of the private and public sectors. There are distinct differences between the public and private sectors (Andrews & Esteve, 2014; Jacobsen, 2015; Orazi, Turrini & Valotti, 2013). There were also mixed results with regards to the preferred leadership style.

Avolio and Bass (2004) realized that leaders do not use a single approach to leadership. Rather, they use a mixture of styles based on the situation and nature of the task, which is in keeping with the situational leadership theory. The study investigated how much of a difference exists in the ease of transition of leaders from the private to the public sector among leaders with various leadership styles. The results showed that the transactional leadership style was positively correlated with the transition from the private sector to the public sector. This can be used as a predictive model on ease of transition for leaders moving from the private into the public sector.

The results of this study will assist leaders planning to transition from the private to public sector so that they would be able to prepare themselves for the changes to follow. The implementation of a transition program for leaders from the private into the public sector may have preventative effects with regards to employee turnover and job satisfaction. The results of this study could also have a positive effect on the organizational culture within government. The limitations of the study included a small population sample and limited generalizability. Further studies should focus more on the organizational chart to examine the leadership styles and their effectiveness at every level.

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Appendix A: Questionnaire

Section 1: Demographic Information

Age:

- 18-30 years old
- 31-40 years old
- 41-50 years old
- 51-60 years old
- above 60 years old

Gender:

- Male
- Female
- Other

Number of years in the Private and Public sectors:
Public Sector:

- Less than 2 years
- 2 - 4 years
- 5 - 9 years
- 10 - 14 years
- 15 - 20 years
- Over 20 years

Private Sector:

- Less than 2 years
- 2 - 4 years
- 5 - 9 years
- 10 - 14 years
- 15 - 20 years
- Over 20 years

Which of the following type of organization are you currently employed in:

- Public sector
- Private sector
- Retired

Section 2: MLQ - Your leadership style

Rating scale: 0 – Not at all
1 – Once in a while
2 – Sometimes
3 – Fairly Often
4 – Frequently, if not always

Forty-five descriptive statements are listed below. Judge how frequently each statement fits you.	
1. I provide others with assistance in exchange for their efforts 2. I re-examine critical assumptions to question whether they are appropriate 3. I fail to interfere until problems become serious 4. I focus attention on irregularities, mistakes, exceptions, and deviations from standards 5. I avoid getting involved when important issues arise 6. I talk about my most important values and beliefs 7. I am absent when needed 8. I seek differing perspectives when solving problems 9. I talk optimistically about the future 10. I instill pride in others for being associated with me 11. I discuss in specific terms who is responsible for achieving performance targets 12. I wait for things to go wrong before taking action 13. I talk enthusiastically about what needs to be accomplished 14. I specify the importance of having a strong sense of purpose 15. I spend time teaching and coaching 16. I make clear what one can expect to receive when performance goals are achieved 17. I show that I am a firm believer in “If it ain’t broke, don’t fix it.” 18. I go beyond self-interest for the good of the group 19. I treat others as individuals rather than just as a member of a group 20. I demonstrate that problems must become chronic before taking action 21. I act in ways that builds others’ respect for me 22. I concentrate my full attention on dealing with mistakes, complaints, and failures 23. I consider the moral and ethical consequences of decisions 24. I keep track of all mistakes 25. I display a sense of power and confidence 26. I articulate a compelling vision of the future 27. I direct my attention toward failures to meet standards 28. I avoid making decisions 29. I consider an individual with different needs, abilities, and aspirations from others 30. I get others to look at problems from many different angles 31. I help others to develop their strengths 32. I suggest new ways of looking at how to complete assignments 33. I delay responding to urgent questions 34. I emphasize the importance of having a collective sense of mission 35. I express satisfaction when others meet expectations 36. I express confidence that goals will be achieved 37. I am effective in meeting others’ job-related needs 38. I use methods of leadership that are satisfying 39. I get others to do more than they expected to do 40. I am effective in representing others to higher authority 41. I work with others’ in a satisfactory way 42. I heighten others’ desire to succeed 43. I am effective in meeting organizational requirements	0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4 0 1 2 3 4

44. I increase others' willingness to try harder 45. I lead a group that is effective	0 1 2 3 4

Section 3: Organizational Challenges and Ease of Transition		
Organizational Challenges: *These statements ask about your experience in the respective sectors.* *Please rate each statement on the scale of 0 to 4:* *0 - strongly disagree* *1 - disagree* *2 - neither agree nor disagree* *3 - agree* *4 - strongly agree*	Public Sector	Private Sector
a. The organization is flexible	0 1 2 3 4	0 1 2 3 4
b. The organization resists change	0 1 2 3 4	0 1 2 3 4
c. The direction of the organization is not under my control	0 1 2 3 4	0 1 2 3 4
d. Developing people is a priority in the organization	0 1 2 3 4	0 1 2 3 4
e. Customers (or clients) are considered to be the most important to the organization	0 1 2 3 4	0 1 2 3 4
f. The organization has resource problems that impede effective change	0 1 2 3 4	0 1 2 3 4
g. The leadership approach in the organization encompasses values as well as organizational strategies	0 1 2 3 4 0 1 2 3 4	0 1 2 3 4 0 1 2 3 4
h. The organization has a grand vision to work	0 1 2 3 4	0 1 2 3 4
What do you think are the challenges in the public sector that differs from the private sector? What do you think are the needs of leaders in the public sector that differs from those the private sector?		

Appendix B: Pilot Review Comments

For the questions on section 1 of the survey questionnaire for demographics, five out of the ten pilot test participants provided comments and suggestions on changes and edits required in the survey:

Comments from Respondent 1:

- Should the years be: 3-4 instead of 2-4?

Comments from Respondent 2 were as follows:

- Question 4 should allow for the participant to answer “0 years’ experience” since the question asks years of experience in both sectors. Some participants may have only worked in one sector exclusively.

Comments from Respondent 3 were as follows:

- Under #4, there is no option to select “0.” I have never worked in the private sector.

Comments from Respondent 4 were as follows:

- Most of my private sector experience is from part time work during school. Would you like that to be counted? Or are you looking for post-school experience?

Comments from Respondent 5 were as follows:

- Perhaps adding a question on the type of occupation the person was in during their time in the private sector and public sector may aid the data and evidence collection.

Comments from Respondent 6 were as follows:

- Provide an N/A for public/private experience.

For the questions on section 2 of the survey questionnaire for MLQ, four out of the ten pilot test participants provided comments and suggestions on changes and edits required in the survey for the purpose of this research. The comments and suggestions were enumerated below.

Comments from Respondent 1 were as follows:

- I find the main question a little confusing since it is asking for the respondent's experience which could be public or private, yet all of the sub-questions start with "I."
- There are a lot of words that are plural that should be single. Q#2 re-examines, Q#3 fails, Q#5 avoids, Q#6 talks, Q#9, talks.
- I think that the rating scale for "Once in a while" and "Sometimes" sound very similar.

Comments from Respondent 2 were as follows:

- The above is "section 2," not "section 3."
- There are grammatical errors that need correcting.
- The above question, is it based on working in a private setting or a public setting? You could get different answers depending on which type of organization you put.

Comments from Respondent 3 were as follows:

- Would you like a score for public and a score for private to see the difference? I answered the questions with the public sector in mind.

- Also, am I answering about my leadership or how I perceive the leadership?
- Question 29 not sure what this is asking.
- Number 45 the scale is hard to use on the question unless I am looking at this over my career. Is this overall career or current place of work? Do you need to know if I am currently a leader or not and currently public sector or private sector?

Comments from Respondent 4 were as follows:

- There is a bit of disconnect in the framing of the question vs. the questions themselves i.e. my experience of others, but the questions are framed as my own behavior as a leader. I answered as myself, as an informal leader (not positional) - does that matter for your research? An N/A for some questions would have been appropriate from my perspective.

For the section 3 of the survey questionnaire for Organizational Challenges and Ease of Transition, five out of the ten pilot test participants provided comments and suggestions on changes and edits required in the survey for the purpose of this research. The comments and suggestions were enumerated below.

Comments from Respondent 1 were as follows:

- Question #8 and Q#9 - The rating scale needs to be defined for 1, 2, 3. Otherwise, you can’t be sure that everyone means the same thing with their rating. For example, 0= Strongly Disagree, 1= Disagree, 2= Neither Disagree or Agree 3= Agree and 4= Strongly Agree.
- Q#9: You experience more “difficulty” - what is your definition of difficulty?

Comments from Respondent 2 were as follows:

- How about some questions on Transformational or Servant Leadership styles?

Comments from Respondent 3 were as follows:

- In the demographic questions that start, “Years of leadership experience in public sector vs. private sector”, I have limited leadership experience in private. Lots of work experience.

Comments from Respondent 4 were as follows:

- Question 9: 3rd point is very open to interpretation (“as a visionary” and “affected”) i.e. I read it as I have less ability to be a visionary leader in the public sector. The other questions are also open, but this one was particularly to me.

Comments from Respondent 5 were as follows:

- Add N/A option along with 1-4 for those without one sector of experience.