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Transformational Leadership and Frontline Hoteliers Worklife Balance Commitment

Rosalind "Rosie" Banks
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Walden University

College of Social and Behavioral Sciences

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Rosalind N. Banks

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Walden University
2018

Abstract

Transformational Leadership and Frontline Hoteliers' Work-Life Balance Commitment

by

Rosalind N. Banks

MA, Webster University, 2007

BS, Furman University, 2004

Dissertation Submitted in Fulfillment
of the Requirements for the Degree of

Doctor of Philosophy

Organizational Psychology

Walden University

August 2018

Abstract

Work-life balance remains a challenge for transformational leaders who are managers in the hospitality industry. Guided by the principles of leader member exchange theory, this quantitative study investigated how transformational leadership level predicted a commitment to work-life balance roles for 100 degreed frontline hotel managers. In particular, the effects of transformational leadership and commitment on job roles, family roles, friendship roles, and social roles were explored. Transformational leadership was measured using the Team Multifactor Leadership Questionnaire, and work-life balance role commitment was measured using the Investment Model Scale Commitment Inventory. There was a thorough review of the responses from the questionnaire and the data was computed in SPSS software. The findings suggested a predictive relationship between transformational leadership and commitment to job roles. This study contributes to the few studies conducted on transformational leadership's effect on work-life balance and further expands the organizational psychology literature by showing that transformational leadership level predicts commitment to work-life balance roles among degreed hotel managers in front-line work teams. The results promote positive social change by the sustainability of organizational effectiveness for the hospitality industry through human capital by focusing on transformational leadership training. Lastly, this study contributed to positive social change through its presentation of alternative techniques to work-life balance situations within the hospitality industry, which could positively impact employment situations through training programs, classroom simulations, and conferences.

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Dedication

I would like to dedicate this dissertation to my late grandparents, Mr. and Mrs. Carroll J. Banks (Shirley E. Walker Banks), both of whom did not finish high school but always encouraged me to go all the way. For your unconditional love and support I am truly grateful. I know that it was only through the grace of God (Archangels: Michael, Gabriel, Uriel, and Raphael) and from your guidance in Heaven that I completed this degree. I miss you both so very much. I really wish you could be here to see it. To my mom, Shirley M. Banks, who watched me cry in Paris over this degree, but told me I would finish it. Thank you for always lending a listening ear and a shoulder to cry on. To my cousin, Tonisha L. Chase, who unselfishly financially supported my dream of completing this degree (thank you so very much). To my father Ronald McCullough who told me from the tender age of 5 years old that I could study at any institution in the world. Thank you so very much for believing in me. Thank you for being there for my first day of school and my last. To my family members, friends, and colleagues (Dr. Laura Bogardus and Mr. James Batson), thank you for all of the encouragement you have given to me throughout the years. I love you all so very much.

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Chapter 1: Introduction to the Study

Introduction

According to Pizam and Shani (2009) the field of hospitality has continued to expand, which has left prominent hotel chains to confront consistent business challenges. The destabilization of global economies over the past decade has challenged the hospitality industry when faced with gained momentum through its workforce (Pizam & Shani, 2009). According to a U.S. Bureau of Labor Statistics (2013) report, the hospitality industry has continued to grow but faces hardships in attraction toward diverse groups of employees, in particular among recent college graduates. Younger workers are put off by the perceived industry stereotypes such as inflexibility, lack of career opportunities, and low paying wages (Maxwell, Ogden, & Broadbridge, 2010). Consequently, these issues have encouraged young adult graduates, who are a part of a two-parent household or who were single parents, to “see red flags” when they considered a career in hospitality (Blomme, Van Rheede, & Tromp, 2010; Small, Harris, Wilson, & Ateljevic, 2013).

Hotel managers’ misconstrued perceptions of the employment relationship with new hires who enter into the field are evident (see Johanson, Youn, & Woods, 2011; Ricci, 2010). According to Ricci (2010), hospitality managers generally expect degreed professionals to be onboarded with industry specific knowledge that makes them better equipped to work in the hospitality field compared to nondegreed new hires. Ricci surveyed 500 hospitality managers through an online questionnaire, and the data showed that hospitality managers had higher expectations for degreed hospitality workers versus

recent graduates nondegreed in hospitality who were also recruited into the field. Ricci concluded that the inconsistent delivery of curriculum across U.S.-based hospitality programs further complicates the recruitment of recent graduates or degreed professionals into the field.

Aside from the potential hospitality industry shortcomings, workers' most genuine concern lays in the uncertainty of work-life balance options (Eversole, Gloeckner, & Banning, 2007) due to the increased work demands for those who pursue a career in a service field (Lauzun, Morganson, Major, & Green, 2010). With the rise of workplace demands on full-time two-parent households (Blomme et al., 2010; Small et al., 2013), the work-life balance has become more of a concern in the hospitality industry (Eversole et al., 2007). Despite the fact that the hospitality sector influences moral codes of ethics and spiritual wellness for communities (Pohl, 2011), discussions on work-life balance are limited, a dilemma that had a designated place outside of consumer consciousness. Work-life balance has become a topic of importance, but very few research studies have been conducted on it to create an impressionable change in the application within the industry (Deery & Jago, 2009; Hsieh & Eggers, 2010).

Because hospitality is a field that affects almost everyone in the world to some extent, whether through vacation getaways or from fueling an economy, further research on ways to combat work-life balance inequities in hospitality is required (see Deery & Jago, 2009; Hsieh & Eggers, 2010; Pizam & Shani, 2009; Williams-Myers & Kwansa, 2010). Pressured by society to come up with an effective approach that tackles the work-life balance issue, transformational leadership was suggested as a remedy in the field (P.

Wang & Walumbwa, 2007). Thus, inquiries about the benefits of transformational leadership have increased (Brownell, 2010). P. Wang and Walumbwa (2007) studied other industries and determined that work-life balance initiatives demonstrated better results when a transformational leader was present.

Very few empirical studies have addressed transformational leadership's impact on work-life balance. However, P. Wang & Walumbwa (2007) insisted that transformational leadership was a positive factor for work-life balance programs in organizations. P. Wang and Walumbwa conducted a study on workers in 45 local banks located in China, Kenya, and Thailand to inspect workers' responses to work-life balance programs against their level of organizational commitment and work disengagement. The researchers surveyed 475 employees, using self-reporting questionnaires. P. Wang and Walumbwa imparted that although the study of work-life balance in Western and Eastern cultures varied to a large degree, the presence of transformational leadership in the workplace impacted workers' preference for work-life balance programs, which inspired organizational commitment and employee engagement.

P. Wang and Walumbwa (2007) suggested that transformational leadership was a positive enforcement to the acceptance of work-life balance programs in an organization, but they did not explain how the impression of transformational leadership has influenced workers to engage in work-life balance programs. Furthermore, P. Wang and Walumbwa revealed little to no empirical research that explored transformational leadership's effects on a commitment to work-life balance roles. It was important to investigate how workers

interpreted transformational leadership in their ability to commit to work-life balance roles in order to advance a better understanding of how the quandary was addressed.

Problem Statement

In a competitive, global arena, work-life balance has remained a challenge for the hospitality industry (Karatepe, 2011). Accounting for more than a third of global commerce, the hospitality industry has seen yearly increases in profits internationally by 1% over domestic sales (Bharwani & Butt, 2012). When industry revenue sales exceeded over \$85M USD annually, the sector experienced over 49% turnover (Maier, 2009). For those employees who worked in hospitality's frontline management system, work-life balance was further complicated. With unconventional hours and labor and intensive work duties, frontline management staff were presented with the responsibility of juggling time between work and life priorities, which placed stress on their emotional and psychological wellbeing (Deery & Jago, 2009; Kotrba, Mitchelson, Clark, & Bates, 2011). The organizational psychology and leadership literature has suggested transformational leadership as a mediator in work-life balance, and this has become a topic of interest in hospitality over the last 25 years (Brownell, 2010; Warrick, 2011); however, further research is needed to understand how transformational leadership has influenced commitment to work-life roles for hoteliers. This study contributes to the few studies conducted on transformational leadership's effect on work-life balance. This study further expands the organizational psychology literature by providing findings that show how the transformational leadership level predicts commitment to work-life balance roles among degreed hotel managers in front-line work teams.

Purpose of the Study

The purpose of this study was to show how transformational leadership has affected work-life balance roles for hoteliers. In particular, in this study, I investigated how transformational leadership has influenced commitment to four work-life balance areas: job roles, family roles, friendship roles, and social roles. I intended to identify a causal relationship between transformational leadership and commitment to work-life balance roles among degreed front line managers in front line work teams.

Research Questions and Hypotheses

The following research questions and hypotheses guided the study:

Research Question 1: Does the transformational leadership level predict commitment to work-life balance roles among degreed hotel managers in frontline work teams?

H_{01} : The transformational leadership level does not predict commitment to work-life balance roles among degreed hotel managers in frontline work teams.

H_{A1} : The transformational leadership level does predict commitment to work-life balance roles among degreed hotel managers in frontline work teams.

Research Question 2: Does the transformational leadership level predict commitment to job roles among degreed hotel managers in frontline work teams?

H_{02} : The transformational leadership level does not predict commitment to job roles among degreed hotel managers in frontline work teams.

H_{A2} : The transformational leadership level does predict commitment to job roles among degreed hotel managers in frontline work teams.

Research Question 3: Does the transformational leadership level predict commitment to family roles among degreed hotel managers in frontline work teams?

H₀₃: the transformational leadership level does not predict commitment to family roles among degreed hotel managers in frontline work teams.

H_{A3}: The transformational leadership level does predict commitment to family roles among degreed hotel managers in frontline work teams.

Research Question 4: Does the transformational leadership level predict commitment to friendship roles among degreed hotel managers in frontline work teams?

H₀₄: The transformational leadership level does not predict commitment to friendship roles among degreed hotel managers in frontline work teams.

H_{A4}: The transformational leadership level does predict commitment to friendship roles among degreed hotel managers in frontline work teams.

Research Questions 5: Does the transformational leadership level predict commitment to social roles among degreed hotel managers in frontline work teams?

H₀₅: The transformational leadership level does not predict commitment to social roles among degreed hotel managers in frontline work teams.

H_{A5}: The transformational leadership level does predict commitment to social roles among degreed hotel managers in frontline work teams.

Theoretical Framework for the Study

Leader-member exchange (LMX) theory was the theoretical lens that was used to guide this research (see Schermuly, Meyer, & Dammer, 2013). LMX theory originated from a social psychological concept known as role theory that stated behavior was

indicative of roles individuals take on in social settings (Shivers-Blackwell, 2004). When this concept was applied contextually to leadership paradigms within organizations, the role theory was defined as behavior demonstrated by employees within the workplace based on their perceived work roles within the organization (Y. Zhu, 2013). Schermuly et al. (2013) expanded on theoretical perspectives taken from theories of role/social exchange. From this development, the well-known LMX theory was formulated.

The LMX theory stated that the leader (supervisor) – member (employee) exchange was a mutual relationship that was established between both the superior and subordinate that included high levels of support, trust, and communication (Vidyarthi, Erodogan, Anand, Liden, & Chaudhry, 2014). LMX theory showed to be beneficially understood in how individuals operated in work teams (Li & Liao, 2014) as well as how individuals avoided work-life conflict scenarios (Major & Morganson, 2011). According to Major and Morganson (2011), employment relationships that developed out of high levels of LMX reciprocity had a greater probability of decreased work-life balance conflicts and increased organizational commitment behaviors.

The LMX theory was an empirically testable theory widely used in the leadership and organizational development literature that further explained work roles within organizations (Schermuly et al., 2013) and addressed work-life balance scenarios for employees. However, there are little to no studies that addressed the importance of LMX theory's effectiveness nor the influence of transformational leadership on a commitment to work-life balance roles. The LMX theory, which served as the theoretical lens, thoroughly addressed transformational leadership's influence on a commitment to work-

life balance roles in a social context that was underrepresented such as hospitality further expanded the organizational development and leadership literature.

Nature of the Study

In this study, I used a survey research design method under the theoretical lens of LMX theory. I selected participants who worked for various Greenville, South Carolina based hotel chains: JHM (Hyatt and Marriott) hotels, Druid Hotels, Holiday Inn Express, Embassy Suites, and Pinnacle hotel chains to participate in the study. To gain a better perspective of the participants' thoughts and feelings regarding transformational leadership's impact on their commitment to work-life balance roles, I provided a 50-question survey through Zip Survey administered through the senior level management teams at each hotel that participated. The survey used 20 items from the Team Multifactor Leadership Questionnaire (TMLQ, Corbin & Alleyne, 2014) and four items from the Investment Model Scale Commitment Inventory (IMSCI, Corbin & Alleyne, 2014). The independent variable was transformational leadership as measured by the TMLQ. The dependent variable was commitment to work-life balance roles as measured by the IMSCI (see Rodrigues & Lopes, 2013). Survey participants were degreed frontline hotel managers who answered questions about their commitment to work-life balance roles. The survey was cross sectional, with one point of data collection that occurred through a virtual questionnaire administered by email.

I sent one email to all hotel contacts who gave written consent for their employees to participate in the study prior to the dissemination of the initial email, which included a link to the survey found in Zip Survey. The hotel contacts disseminated the email with

the link to the survey to participants who agreed to partake in the study. The email administration of the questionnaire was an effective method for both me and the participants because it was an efficient, hassle-free way to collect the completed questionnaires. This process was also cost effective.

Definitions

The following are important terms to define in this study:

Constructive transactional leadership: The usage of a punishment and rewards system to promote or deter behavior (Whittington, Goodwin, Ickes, & Murray, 2009).

Corrective transactional leadership: The usage of only punishments when expectations are not met (Whittington et al., 2009).

Employee well-being: A positive emotion linked to an individual's work (J. Liu, Siu, & Shi, 2010).

Generalized trust: An anticipation of repeated behaviors based on prior experiences with others (Olson & Olson, 2012).

Group-level value congruence: Feelings of having similar values shared between work teams and the organization (Hoffman, Bynum, Piccolo, & Sutton, 2011).

Knowledge management: A supportive, belief system used in management applications (H.-K. Chi, Lan, & Dorjgotov, 2012).

Leader member exchange differentiation: The level of difference in high-quality leader-subordinate relationships (Li & Liao, 2014).

Leader member exchange theory: An intensive, reciprocal relationship between a leader and subordinates (Zagenczyk, Purvis, Shoss, Scott, & Cruz, 2015).

Leadership: The manner in which one persuades individuals and manages business processes in organizational settings (H.-K. Chi et al., 2012).

Organizational effectiveness: The manner in which a company fulfills its short term and long term objectives (H.-K. Chi et al., 2012).

Performance: The ability to apply attractable behaviors during times of strife to meet organizational needs (Walumbwa & Hartneu, 2011).

Presenteeism: An overwhelming desire to be physically present in the workplace outside scheduled hours in order to complete tasks (Deery, 2008).

Proactive behavior: Preliminary activities carried out by workers that can positively impact outcomes in the workplace (Den Hartog & Belschak, 2011).

Role involvement: A connection individuals feel in a work role (Kotrba et al., 2011)

Self-efficacy: Self-confidence in one's ability to accomplish tasks (J. Liu et al., 2010).

Shared leadership: Directive leadership approach between teammates within a work group that focuses on achieving organizational goals (Hoch, 2013).

Social well-being: Positive emotions experience through nonwork related interactions (J. Liu et al., 2010).

Task work: Job functions that are expected to be completed on a group level (Anupama & Steele-Johnson, 2012).

Team creativity: Group-level innovative ideas or processes that solve organizational matters (Tsai, Chi, Grandey, & Fung, 2012).

Teamwork: A collective willingness to apply rationale concepts to get work tasks completed to meet organizational goals (Anupama & Steele-Johnson, 2012).

Transformational leadership: A type of leadership style that can positively coerce followers to demonstrate their greatest potential to complete work-related tasks (Yang, 2012).

Transactional leadership: A sharing of actions between a leader and followers based off of mutual understanding, limitations, and boundaries (Bass, 2008).

Trust: An individual's consensual susceptibility to another party with the understanding that their best interest will be upheld (J. Liu et al., 2010).

Values: The process of holding ideas or beliefs and behaviors on topics that matter to that person (Edwards & Cable, 2009).

Value congruence: Feelings of having similar values shared between individuals and the values in the workplace environment (Hoffman et al., 2011).

Work-family conflict: One or more life roles overlap each other causing ambivalence (Mitchelson, 2009).

Assumptions

I made several assumptions in this study. I assumed the participants chosen through a stratified random sampling procedure were representative of the population. I also assumed that participants were well versed in their roles within hospitality management. In addition, I assumed that participants were degreed professionals who held frontline management positions within a work team in either select business or suite hotels in Greenville, South Carolina. Furthermore, I assumed that each participant took

the online survey once and independently and each question was answered honestly and to the best of their ability.

Scope and Delimitations

The conducted study was solely on business and suite hotel properties located in one geographical area located in Greenville County of South Carolina. I selected business and suite hotels over other types of hotel properties due to the accessibility and prominence of these types of hotels found in the area. The delimitation impacted the research results that are not reflective or applicable to an extended stay, boutique, service apartment, or resort properties found in the area. Participants were asked to participate in the research study only if they worked for a business or suite hotel that was a part of JHM hotels (an East Indian based hotel with initials that stand for its founders) including Marriott and Hyatt Regency, Druid Hotels, Holiday Inn Express, Embassy Suites, or Pinnacle hotel chains.

Limitations

I used one survey instrument, an online questionnaire that gathered responses from participants in the study. Although an online questionnaire was used to retrieve responses from participants, this process was not as exploratory as face-to-face interviews found in qualitative studies. The questionnaire was useful in this quantitative study because it took up less of the participants' time, offered a faster turnaround on obtained responses, and allowed me to spend more time on the analyzed data.

This study had three limitations imposed on the participants. The first limitation was a conferred degree from the participants. This was validated through the hotel

contact who administered the online questionnaire through the email that I sent. The second limitation was the participants' job title or position in management. Before the commencement of the study, I ensured that all participants were considered active parts of the hotel's management team. The final limitation required the participants to be considered a part of a work team.

My knowledge of the hotel and hospitality industry was limited to the knowledge gained by the exhausted leadership, organizational psychology literature as it pertained to hospitality. Aware of potential biases as a limitation to the study, I remained impartial to the study. I had minimal involvement with the senior management teams and no direct contact with the study participants. I only engaged with the hotel contact person to collect the consent to participate forms and to administer the online questionnaire.

Significance

In this study, I found that transformational leadership and commitment to work-life balance roles in a hospitality setting were moderately related. Hence, a study of this nature performed in the field of hospitality was significant because it contributed to and expanded the organizational psychology literature because it extended further knowledge of transformational leadership's effects on to an unsaturated population—the hospitality industry. The literature revealed very few research studies that addressed the interconnectedness of transformational leadership and work-life balance, which provided empirical findings that explored the premise to the work-life balance dilemma in hospitality while a quantitative survey method was implemented. The results from this study provide the field of organizational psychology with new findings that support the

notion that LMX theory has influenced transformational leadership's predictive quality on commitment to work-life balance roles in particular to commitment to job roles.

This study expands the organizational psychology and leadership literature because it provided empirical research that addressed the lack of knowledge on what the impact of transformational leadership had on a commitment to work-life balance roles for degreed hotel managers in frontline work teams. This research study was helpful to the Greenville, South Carolina area hotel chains because it offered ideas of how to improve their performance enhancement initiatives, training modules, and employee benefits packages within their respective hotel chains.

Lastly, this study contributes to positive social change through its presentation of alternative techniques to work-life balance situations within the hospitality industry, which could positively impact employment situations through training programs, classroom simulations, and conferences. Since the hospitality industry indirectly affects most people's lives, finding beneficial ways to improve work-life balance for hoteliers was necessary.

Summary and Transition

In this study, I analyzed the impact of transformational leadership on a commitment to work-life balance roles for degreed managers in work teams in the hospitality industry. I used LMX theory, a derivative of role theory, as a theoretical lens. Under the guidance of LMX theory, I selected participants who worked for various Greenville, South Carolina based hotel chains. Participants' thoughts and feelings were captured using a 50-question survey administered through senior level management. The

leadership and organizational psychology literature revealed that very few studies had been conducted on transformational leadership and called for further empirical research (see Johnson, Venus, Lanaji, Mao, & Chang, 2012; Kovjanic, Schuh, Jonas, Van Quaquebeke, & Van Dick, 2012; Warrick, 2011). This study addressed the gap in the literature because it provided new information on transformational leadership's influence on other components in minimally explored social contexts.

The following chapters present the current literature on transformational leadership, the research design, data collection with results, and interpretation of the findings. In Chapter 2, I review the most recent studies found on transformational leadership within the last 5 years that focused on three major themes: efficacy, trust, and value congruence. Chapter 3 includes the research design, targeted population, instruments and procedures, data collection process, hypotheses, and potential ethical concerns of the study. Chapter 4 contains the study results. A linear regression, an ordinal regression, a Pearson (*r*) Correlation, and a confirmatory factor analysis were most appropriate for the assessment of the data set. The results are presented in table and graph format. The research questions and its respective hypotheses are stated and addressed. In Chapter 5, I summarize the overall interpretation of the findings from the study, limitations of the study, and future recommendations for social change are made.

Chapter 2: Literature Review

Introduction

The literature review was an examination and synthesis of the most current organizational psychology and leadership texts within the last decade, with the most recent studies being within the last five years, from Western and Eastern cultural perspectives that addressed the relevance of transformational leadership. The older research studies discussed in this chapter were the few studies referenced in the organizational psychology and leadership texts that served as a marginal guide for understanding transformational leadership. I approached the leadership and organizational psychology literature with a thorough analysis of the found studies. This chapter addresses transformational leaderships' conjunction with three major themes found in the literature: efficacy, trust, and value congruence.

Literature Search Strategy

In pursuit of thoroughly exhausted literature, scholarly peer-reviewed articles were retrieved from the following Walden University library databases: PsychARTICLES, PsychINFO, Psychology: A SAGE FULL-Text Collection, Business Source Complete, and ABI/INFORM Complete. Over 150 articles were found with additional articles located in a subject related journals on the Walden University library website. Furman University's JSTOR database was also used. Word searches were performed under the following key phrases: *Leader-member exchange theory*, *transformational leadership*, *trust*, *efficacy*, *value congruence*, and *work-life balance*.

Leader-Member Exchange Theory

LMX was the theoretical foundation for this study. The LMX theory suggested that supervisors and subordinates have a workplace relationship built on trust, support, and open communication (Major & Morganson, 2011; Schermuly et al., 2013), which helps them to better identify and engage in their roles within the organization (Vidyarathi et al., 2014) as well as balance work-life priorities individually and at a team level (Major & Morganson, 2011). Formed out of the role and social exchange theories, LMX propounded relationship dynamics between a leader, and select subordinates are foregrounded in an even exchange of emotional, social reciprocity (Gajendran & Joshi, 2012; Zagenczyk et al., 2015). Consequently, not all subordinates are chosen to participate in a high-quality LMX relationship (Li & Liao, 2014) due to the leader's time constraints and availability (Park, Sturman, Vanderpool, & Chang, 2015). High-quality LMX relationships focus on engagement patterns of individuals in the union (Power, 2013).

Leaders in high-quality LMX relationships seek to delegate task expectations to followers. While followers perform the delegated tasks they, in turn, impose expectations onto leaders in the hope that they can gain additional resources such as added protection, became privy to knowledge, or be allowed verbal latitude on organizational topics (Park et al., 2015). High-quality LMX relationships are process based. Ultimately, leaders and subordinates' high-quality LMX relationship increases in its usefulness over time if both parties are in continuous communication with each other (Park et al., 2015).

Subordinates who are chosen for high-quality LMX relationships experience interactions with the leader at very different levels. When this process occurs, subordinates experience LMX differentiation (Li & Liao, 2014). Subordinates who are chosen to participate in high-quality LMX relationships experience periods where the leader's time for interaction is limited (Zagenczyk et al., 2015). Outlier team members notice high-quality LMX subordinates. Subsequently, the leader's selected group affects the overall team leader perception and group dynamics (Li & Liao, 2014). Some outlier team members attempt to form bonds with the subordinates chosen to participate in the high-quality LMX relationship because leaders tend to filter information and resources to them before they address the team as a whole (Erdogan, Bauer, & Walker, 2015).

As a formed relationship with a trustworthy supervisor could benefit an employee's career path (Erdogan et al., 2015), leaders tactfully chose followers who demonstrate trustworthiness, genuine dialogue, and the capability of sharing (Powers, 2013; Walumbwa, Cropanzano, & Goldman, 2011). In addition, when high-quality LMX candidates are selected, leaders consider the individual's personality traits (Sears & Hackett, 2011). These LMX relationship candidates are often identified as future leaders (Powers, 2013).

LMX and Transformational Leadership

Although there have been limited studies conducted on LMX's impact on transformational leadership (Park et al., 2015), LMX has been noted as one of the most impressionable theories that has shaped leadership styles (Power, 2013; Walumbwa et al.,

2011). LMX affects transformational leadership due to LMX's emphasized high-quality reciprocal relationships between leaders and subordinates (Power, 2013). Because transformational leadership style is important in role identity (Sosik, Zhu, & Blair, 2011) and LMX was created from both role theory and social exchange theory (Walumbwa et al., 2011), LMX established a basis for transformational leadership effectiveness in the creation of high-quality leader-subordinate relationships (Power, 2013). These relationships impact efficacy (Walumbwa et al., 2011).

LMX and Efficacy

Researchers have shown that when LMX and transformational leadership styles are paired together, it has a great impact on subordinates' level of efficacy (Walumbwa et al., 2011). Walumbwa et al. (2011) conducted a study on LMX's influence on efficacy for nurses in the southwestern part of the United States. The researchers collected data over a 2-month period. The sample group consisted of supervisors and their immediate subordinates who were given 7 days to complete the self-administered survey onsite. Walumbwa et al. used Scandura and Graen's LMX – 7 scale. Efficacy was measured using 10 items from Edens's internal external model of efficacy (Walumbwa et al., 2011). Walumbwa et al. concluded that there was a relationship between LMX and self-efficacy. Another study conducted on the influence of LMX in leader-subordinate relationships was performed on over 55 pairs of supervisor-student cohorts. The findings showed that higher levels of LMX interactions are linked to higher levels of self-efficacy (Walumbwa et al., 2011). In addition to efficacy, LMX has had an impact on value congruence and organizational effectiveness.

LMX and Value Congruence

Through the visibility of high-quality LMX relationships, individual and group level value congruence has occurred through psychosocial exchanges between the leader and followers (Gajendran & Joshi, 2012). In these psychosocial processes, subordinates are able to experience individual and group level value congruence through leader reassurance in which leaders are able to alleviate concerns that regard followers' value to the team and organization (Gajendran & Joshi, 2012). Gajendran and Joshi (2012) conducted a study on LMX's influence on value congruence. The researchers surveyed workers from a large international Fortune 500 software company located in the United States. They used an online survey to collect the data from 721 participants, of which 224 responses were usable (Gajendran & Joshi, 2012). Participants' responses were used when they were a part of a work team that had a least two people from their respected groups participate in the survey. The researchers ended with a final sample of 165 participants, which yielded a response rate of over 65% (Gajendran & Joshi, 2012).

LMX was measured with seven items drawn from research by Janseen and Yperren's LMX questionnaire composed of items used in other research studies (Gajendran & Joshi, 2012). Team Innovation was assessed with a 4-item measure of supervisor-rated team innovation from De Dreu and West, and communication with team leaders was measured with six items from Kaemar et al.'s measure of leader – member communication frequency with a 5-point Likert type scale (as cited in Gajendran & Joshi, 2012). The findings from the study suggested that high-quality LMX relationships had a

positive effect on value congruence in group dynamics through shared experiences and echoed behavior, which leads to organizational effectiveness (Gajendran & Joshi, 2012).

LMX and Organizational Effectiveness

Subordinates who benefited from high-quality LMX relationships were more likely to express higher levels of organizational effectiveness (Power, 2013). Leaders who thoroughly understood how LMX dynamics worked were able to invest into these relationships and reaped the benefits of it (Power, 2013). According to Major and Morganson (2011), when subordinates experienced high-quality LMX relationships there was an increase in the level of strongly demonstrated organizational commitment behaviors. A high-quality LMX relationship not only motivated the followers in the union, but the visibility of the relationship also encouraged outlier team members to perform at higher levels (Gajendran & Joshi, 2012). Also, LMX was noted as a leveraged impression on safety and advice networks in the workplace (Gajendran & Joshi, 2012; Tetrick & Peiro, 2016).

LMX, Safety, and Advice Networks

Safety gained importance in the workplace environment and was often associated with stressors such as aggravation, work-life balance, and interpersonal work relation conflict (Tetrick & Peiro, 2016). Charismatic team members, both leaders, and followers in the high-quality LMX relationships decreased the level of impact these workplace stressors had on subordinates through suggested proactive behaviors to help followers develop coping skills (Tetrick & Peiro, 2016). Consequently, outlier team members

viewed the high-quality LMX subordinate as more accessible as they became an advice network connector (Erdogan et al., 2015).

High-quality LMX relationships were beneficial to a team's advice network (Erdogan et al., 2015). In the LMX relationship, subordinates had the most influence over the leader compared to outlier team members. The subordinates in high-quality LMX relationships were given the opportunity to voice their opinions. It was understood that the leader would be open to the communication (Erdogan et al., 2015). Therefore, outlier team members took the risk and befriended high-quality LMX subordinates for gained knowledge or security (Erdogan et al., 2015).

Subsequently, the high-quality LMX relationships allowed a greater interconnectedness to happen within team structures. This led to the creation of healthy, positive advice network systems within an organization (Sears & Hackett, 2011). Although LMX had impacted various workplace related topics more research was needed to understand the full extent to which LMX based relationships influenced situations related to the workplace (Walumbwa et al., 2011).

Transformational Leadership

It had been said that leadership could only be demonstrated by good leaders who were effective, equipped to gain follower support, and could come up with quick witted solutions to insurmountable problems (Bushra, Usman, & Naveed, 2011; Cerni, Curtis, & Colmar, 2010; H.-K. Chi et al., 2012). Over the last two decades, good leadership was described as transformational leadership, which propelled to the top of the list as one of the most popular leadership styles practiced in most organizations (Y.-C. Huang & Liao,

2011; Simola, Barling, & Turner, 2012). It was a leadership style that focused on the inspiration of followers to achieve their greatest potential by forged conviction beyond job function set points (N. W. Chi & Pan, 2012). It was a transformational leader that inspired self-confidence in workers and beliefs in work teams that alluded to their abilities to navigate basic responsibilities to immense projects individually or as a collective group (Brown & Arendt, 2011; Sadeghi & Pihie, 2012). It implied techniques to management routines that focused on intrinsic reward systems for followers, while trust was gained, to get workers to respond in ways that exceeded organizational goals (X. Huang, Iun, Liu, & Gong, 2010; Resick, Whitman, & Weingarden, 2009).

Transformational leadership promoted latitude, fairness, and equality in work teams that generated a certain level of creativity and proactive behaviors on an individual basis that produced value equivalences in work teams (Belschak & Den Hartog, 2010; Hirst, VanKnippenberg, & Chen, 2011; Simola et al., 2012; Tuna, Ghazzawi, Tuna, & Catir, 2011). Above all, transformational leadership was the heartbeat of a successful organization and most leaders were not successful at implementation of company initiatives without it (Mosley & Patrick, 2011; Vasilaki, 2011; Warrick, 2011). Consequently, followers were influenced by sound leadership practices that were demonstrated through the behaviors of leaders. With consistency, these leaders inspired followers to develop behaviors that positively molded the workplace (Y.-C. Huang & Liao, 2011; Salter, Green, Duncan, Berre, & Torti, 2010). Most notably discussed within the last 25 years, transformational leadership had emerged as a topic in recent literature that had gained increased popularity (N. W. Chi & Pan, 2012).

Developed by Burns (1978) and extrapolated by Bass (1985), transformational leadership has been described as a type of leadership style that encouraged followers to push past their work thresholds to perform at higher standards for the company (Bass & Riggio, 2006; Xiao-Hua & Howell, 2010). Leaders who implemented transformational leadership skills in the workplace used one or a combination of transformational leadership approaches that gained follower support such as: idealized influence which presented replicable role modeled behaviors, inspirational motivation that promoted personal sacrifice for the betterment of the organization, intellectual stimulation which presented challenges or problems that mentally stimulated followers' engagement, and individual consideration, noted as a best practice approach, focused on the intrinsic needs or wants of followers for production results (Bass, 2008; H.-K. Chi et al., 2012; Schwepker & Good, 2010; Sosik & Cameron, 2010; Warrick, 2011).

Leaders chose a management style that consisted of transformational leadership less than one hundred percent of the time (Mosely & Patrick, 2011). They incorporated an adverse leadership technique along with transformational leadership principles to form a holistic management approach (Mosely & Patrick, 2011). This type of leadership approach objectified the leader-follower relationship—it was called transactional leadership (Whittington et al., 2009).

When used singularly transformational leadership and transactional leadership were so drastically different in a number of ways (Warrick, 2011). Transactional leadership was concerned with trades between leaders and followers. This type of leadership used a constructive or corrective approach to management that in some

instances builds trust with followers or destroyed it completely (W. Zhu, Sosik, Riggio, & Baiyin, 2012). Incidentally, transformational leadership strived to treat everyone with the same measure while transactional leadership denoted definitive role outlines and impartiality for certain followers based on repeated behaviors (Groves & LaRocca, 2011; Mosley & Patrick, 2011; Whittington et al., 2009).

In work teams, transformational leadership was more applicable, due to the charismatic attributes of the leader. Whereas, transactional leadership gravitated followership based on the extrinsic rewards system it utilized. In which, this type of leadership could be misinterpreted for pseudo-transformational leadership (Sadeghi & Pihie, 2012; Zopiatis & Constani, 2010). For a best practice method, transactional and transformational leadership style components were used interchangeably which gained leverage with followers while moderated strictness or agreeableness levels were enforced (Yunus & Anuar, 2012).

Arguably, transformational leadership was necessary for an organization's longevity (Vasilaki, 2011). Leaders who chose a transformational leadership approach in their management style experienced workers with: lower levels of stress or burnout, better performance intervals, and inspiration to be great change agents within the organization (Bass, 1960; Burns, 1978; Jamaludin, Rahman, Makhbul, & Idris, 2011; Zopiatis & Constani, 2010). Research also suggested transformational leaders had better innovative coping mechanisms. Frey, Kern, Snow, and Curlette's (2009) study on transformational leadership indicators supported this notion. The researchers surveyed 240 MBA students from various business schools in the Southeastern region of the

United States. Participants were asked to answer items from the BAIS-A Inventory, the MLQ, and a demographic questionnaire. Frey et al. (2009) used Pearson correlation coefficients for computed data from the survey and questionnaires. The study found participants that scored high on transformational leadership also scored high on coping mechanism. Interestingly enough, the study also highlighted two other areas transformational leadership was linked to - efficacy and trust.

Efficacy

Transformational leadership was important in the establishment of efficacy that led to healthy lifestyles by way of employee and social wellbeing for workers or work teams in an organization (Chen, Farh, Campbell-Bush, Wu, & Wu, 2013; J. Liu et al., 2010; Nielson, 2009; J. B. Wu, Tsui, & Kinicki, 2010). In particular, research suggested an individual's level of self-efficacy indicated their level of transformational leadership ability in the workplace. This was supported by Nielsen's (2009) study conducted on 551 Dutch healthcare workers of which 447 participants returned usable data. The participants were asked to complete two sets of self-administered questionnaires at two different points in time.

In another study transformational leadership was measured which used Carless, Wearing, and Mann's Global Transformational Leadership Scale and the Leadership Practice Inventory. The findings suggested, over a course of time, participants who demonstrated higher levels of self-efficacy also displayed higher levels of transformational leadership abilities. The research also showed higher levels of self-efficacy increased worker's drive to surpass performance metrics (Tierney & Farmer,

2013). Chauahary, Rangnekar, and Barua's (2012) study on Indian business managers argued this point. The researchers asked over 150 participants through questionnaires and online surveys to answer questions in regard to workplace self-efficacy. The study found self-efficacy emphasized performance outputs.

Self-efficacy. Self- efficacy expanded innovative solutions, generated reciprocity, and created positive dispositions in workers (Miles & Maurer, 2012; Tremblay, 2010). It shaped an individual's cognitive, physiological, and emotional states (Beefink, Van Eerde, Rutte, & Bertrand, 2012). More importantly, research showed transformational leadership's impact on how self-efficacy led to group-efficacy. J. B. Wu et al. (2010) demonstrated this point when they surveyed over 71 work teams, composited of over 70 supervisors and 573 workers, from the Southwestern region of the United States. The researchers gathered data from participants from a web-based questionnaire which included questions that regarded team leadership behaviors, work team identification, and general demographics. In this study, transformational leadership was measured at the group level which used a 12-item subscale from the MLQ. On an individual level, transformational leadership was measured with an eight-item subscale from the MLQ 5x. Group efficacy was assessed which used four items from Salanova, Llorens, Cifre, Martinex, and Schaufeli's Collective Efficacy Scale, while self-efficacy was measured with three items from the Personal Efficacy Beliefs Scale by Riggs and Knight (J. B. Wu et al., 2010). Findings from the data were computed through correlation and regression analysis (J. B. Wu et al., 2010). The findings insisted transformational leadership arbitrated self-efficacy and group-efficacy.

Congruent with the literature, transformational leadership impacted efficacy on the individual and group level (J. B. Wu et al., 2010). Chen et al.'s (2013) study supported the literature findings. The researchers surveyed thirty-seven Chinese research and development firms that selected over 611 participants in over 100 research projects. The researchers used a seven-point Likert-type scale, team members' surveys, and questionnaires for assessment. To measure proactive behaviors, Chen et al. used Seibert, Crant, and Kraimer's 10-item version of Batesman and Crant's Proactive Personality Scale. To gauge role breadth self-efficacy, seven items from Parker et al.'s scale were used. The researchers wanted to test behaviors of individuals that lead to greater group outputs. The findings disclosed work teams' were driven based on the individual's level of self-efficacy. In so much, individual's self-efficacy contributed to the work team's group efficacy.

Group efficacy. Transformational leadership had supported group efficacy through team performance (Williams, Parker, & Turner, 2010). On the contrary of self-efficacy, where individual performance was an indication of future performance, group efficacy concentrated on the team's performance and proficiency collectively which benefited the group as a whole (Beefink et al., 2012; Shin & Choi, 2010). Hargis, Watt, and Piotrowski (2011) postulated transformational leadership was critical to team cohesiveness and resourcefulness after they surveyed work teams in military personnel and nursing fields. An additional study showed work teams that collaborated together increased organizational commitment (Gupta, Huang, & Yayla, 2011). Groves and LaRocca (2011) performed a study on corporate social responsibility in grassroots

leadership programs in Southern California of the United States. The study participants were sampled from the aerospace, government, and education fields. Participants held positions in frontline management or in a supervisor role. Groves and LaRocca (2011) used 32 items from Bass and Avolio's MLQ to categorize leadership behavior methods while transformational leadership and transactional leadership were measured. Worker's perception toward corporate social responsibility was assessed by Singhapakdi's PRESOR scale. The findings insinuated transformational leadership influenced workers' corporate social responsibility.

Transformational leadership's influence on self-efficacy, as well as group efficacy, was also significant to trust and group effectiveness (Inness, Turner, Barling, & Stride, 2010; X. H. F. Wang, 2010). J. Liu et al. (2010) study on business professionals in Hong Kong and Beijing illustrated this point. Researchers administered over 800 questionnaires to business professionals and received 737 usable entries which yielded over a 92% response rate. Li and Shi's 26-item scale, used to gauge transformational leadership in Asian culture, was used as a measurement by J. Liu et al. (2010). J. Liu et al. also used three items from Dirks and Ferrin's scale that measured trust in a leader as well as 10 items from Schwarger, Bassler, Kwictek, Schroder, and Zhang's scale that measured self-efficacy. The findings from J. Liu et al.'s (2010) study were conclusive with the research that suggested transformational leadership was certainly linked with self-efficacy. Trust showed to be another area transformational leadership was associated with in the literature (J. Liu et al., 2010).

Trust

The research presented little empirical studies conducted on factors that mediated work teams such as transformational leadership and trust (Walumbwa, Luthans, Avery, & Oke, 2011) and displayed even fewer studies that focused on the benefit of studied long-term outcomes of transformational leadership's influence on trust in work teams (DeJong & Elfring, 2010) Yet, the smaller number of studies on transformational leadership's influence on trust posited individuals in work teams, that had established trust, worked harder at maintained group efficacy (Crossley, Copper, & Wernsing, 2013; Walumbwa et al., 2011). These studies indicated trust was a strong precedent in followers who responded well to transformational leadership hence forged better relationships (J. Liu et al., 2010; Yang, 2012). Goodwin, Lee, Murray, and Nichols (2011) illustrated this point when they surveyed workers in manufacturing, government, and healthcare industries. Their research found transformational leaders were trusted more among workers. Those followers who demonstrated higher levels of trust for transformational leaders also produced a stronger followership, increased measurements of commitment to the organization, and showed higher levels of performance (Goodwin et al., 2011).

Boies, Lvina, and Martens (2010) postulated work teams' experienced higher levels of transformational leadership when trust was apparent. The researchers found this to be demonstrated in their study on a group business simulation with MBA students. The researchers asked 194 participants from 49 diverse work teams to participate in a mock simulation where each team member was instructed to assess their coworkers' style of leadership. Boies et al. used five items from Cook and Wall's scale to measure trust in

teammates. Leadership was gauged by five subscales from the TMLQ. The study found work teams with transformational leadership had higher levels of trust overall. Frey et al. (2009) examined transformational leadership in MBA students in the Southeastern region of the United States. Frey et al. found high levels of transformational leadership indicated high levels of trust. When transformational leaders incited igneous ideas from followers in work teams this built trust and group effectiveness (X. H. F. Wang, 2010).

Trust had been revealed to be helpful in the creation of a standard of ethics in work teams that fostered open communication, honesty, and admittance to faults. This was seen in Walumbwa et al.'s (2011) study on bankers in the Southeastern region of the United States in the recession of 2008. The researchers surveyed 146 work teams with 526 employees and supervisors. Participants were given surveys intermittently at three-week intervals. Walumbwa et al. used the Authentic Leadership Questionnaire (ALQ) to measure responses. The collective psychological capital was assessed which used eight items from the Psychological Capital Questionnaire (PCQ). Group trust was evaluated which used three items from Campion, Medsker, and Higgs's scale. Group performance was analyzed with twelve items from Bono and Judge's scale. The MLQ measured transformational leadership and a confirmatory factor analysis was performed between transformational leadership and authentic leadership at a group –level. The study concluded that authentic leadership, a subgroup of transformational leadership, had positive effects on group level trust and performance.

A study performed on business students indicated the importance of group efficacy. Tasa, Sears, and Schat (2011) surveyed human resource management students

who showed high levels of group efficacy as well as performance and cohesion. While Tremblay's (2010) study on army units revealed similar findings. The study showed transformational leadership was connected to group-level commitment and trust. Consequently, transformational leadership's influence on trust became particularly imperative in psychological or physical safety situations work teams encountered in organizational settings (Schaubroeck, Lam, & Peng, 2011).

Trust in occupational safety. Safety was an important organizational topic that was impacted by workers' trust level to effectively communicate workplace safety concerns (Conchie, Taylor, & Donald, 2012). Transformational leadership had been a positive component in discussions surrounded by safety in the workplace by evidence of the decreased number of reported occupational injuries in the workplace (Mullen & Kelloway, 2009). Research showed leaders who were transformational made their employees feel safe in the workplace and their level of trust either increased or completely obliterated based on the transformational leader's behaviors (J. Liu et al., 2010).

The transformational leadership behaviors of a leader impacted how workers responded to safety in the workplace. Inness et al. (2010) demonstrated this point in a study on workers who maintained dual employment. The researchers sought out to test transformational leaders' effect on their employees' safety performance. The participants were gathered from entry-level to mid-management positions in clerical, professional, and semi-professional settings. Of the 180 respondents, 150 participants were selected based on the research criteria which yielded an 88.3% response rate. Researchers used

items from the MLQ and five items from a Likert-type scale that measured transformational safety compliance and safety participation. The participants held full-time and part-time employment simultaneously. The sample group was divided into two divisions where their safety behaviors were measured against the behaviors of their transformational leaders. The study found transformational leadership influenced the safety behaviors of workers (Inness et al., 2010).

Inness et al. (2010) found that employees with one manager per position only demonstrated safety behaviors in the job function associated with the manager that displayed transformational leadership skills. Therefore, in contrast transformational leadership safety-related behaviors were not displayed at all times by the employee, but only in instances where the employee was in the job function governed by the transformational leader. The research showed safety behaviors were demonstrated by employees who had a higher LMX experience with their transformational leader. Therefore, transformational leadership should be expressed in every job to encourage safety behaviors (Inness et al., 2010).

Conchie et al. (2012) showed the importance of transformational leadership and trust on vocalized safety in the workplace environment. They conducted a quantitative research study on United Kingdom oil refinery workers. The researchers examined promotion of trust's effect on transformational leadership safety behaviors in organizations. The sample size consisted of 150 employees and 29 supervisors. Participants were given self-administered questionnaires. They were also asked to rate

their supervisors in workplace safety and themselves on a willingness to share safety-related information and their trust level of their supervisor.

Conchie et al. (2012) measured workers' general trust with six items from McAllister's scale. Conchie and Donald's scale were used to measure workers' trust in supervisors, and Hofmann, Morgeson, and Gerras' scale were used to measure safety citizenship behaviors in workers (Conchie et al., 2012). The research findings suggested transformational leadership's impact on trust influenced outcomes to safety behaviors (Conchie et al., 2012). Mullen and Kelloway's (2009) study on transformational leadership safety behavior training also supported the literature. The researchers gave out questionnaires to 172 East Canadian nurses with 60 participants who satisfied the research requirements, which yielded a response rate of 48.8%. Participants were trained on transformational leadership safety behaviors, then took a pre-test and post-test. The researchers found nurses who went through the transformational leadership training viewed safety more positively, had higher demonstrations of safety behaviors and were more likely to exert safety behaviors in the workplace (Mullen & Kelloway, 2009).

Trust in psychological safety. Transformational leadership's influence on trust shaped work teams' interpersonal relationships and level of trust between group members (Mach, Dolan, & Tzafirir, 2010). When work groups experienced fluctuation in group – level efficacy mistrust led to unproductivity (J. B. Wu et al., 2010). Schaubroeck et al. (2011) insisted transformational leadership builds trust in relationships that created psychological safety in work teams that alluded to overall positive performance outcomes for the group. This conception was exemplified in Roussin and Webber's (2012) study on

a mock business simulation with managers from a global technology and manufacturing company. The researchers sent surveys to over 300 participants with 155 usable surveys which yielded a response rate of over 50%. Participants were asked to engage in an onboarding simulation that involved a new team member. Roussin and Webber measured workers' disposition of trust with six items from Mayer and Davis' scale. Psychological safety was evaluated with Edmondson and Wooley's (2003) manager-focused psychological safety scale, organizational identification was assessed with Ashforth and Mael's scale, and initially perceived trustworthiness were judged with six items from Mayer and Davis' scale (Rouissin & Webber, 2012). General demographical variables such as gender, ethnicity, and the duration with the company were controlled. The researchers found psychological safety and trust varied among team members. Subsequently, the findings suggested team members took on the perceptions of their superiors and the psychological safety of the team member was affected by their level of trust (Rouissin & Webber, 2012).

Further research showed when individualized or generalized trust levels were high among team members stress levels and disagreement about task related job duties were low. This was evident in Colquitt, LePine, Zapata, and Wild's (2011) study of 126 firefighters from a Southeastern city in the United States. The firefighters reported divergent levels of trust toward team members depended on the type of task work to be completed. Work tasks that required higher levels of responsibility were entrusted to team members that were perceived to have integrity. In so much, team members who apply effective integration, a byproduct of group contentment, within work teams

engaged in teamwork to get task work completed (Anupama & Steele-Johnson, 2012; Colquitt et al., 2011; Cronin, Bezrukova, Weingart, & Tinsley, 2011; Kyoosang & Bongsoon, 2011; Olson & Olson, 2012; Stajkovic, Lee, & Nyberg, 2009).

A study undertaken by Mach et al. (2010) supported the literature statements on trust. The researchers asked 778 seasonal sports players from 59 Spanish sports clubs to complete questionnaires, 690 players returned usable questionnaires that were included in the study that yielded a response rate of 89%. Participants were players of high contact sports. Mach et al. measured trust with nine items from McAllister's Trust Questionnaire and found that when trust is established between team members, it sets the stage for trust among the team. Transformational leaderships' influence on trust also had a relationship with work teams' value congruence (Mach et al., 2010).

Group Level Value Congruence

When trust, mood, shared leadership, and advice networks were founded work teams expressed shared values that closely aligned with organizational values or principals. Once value congruence was formed in work teams, workers benefited from increased communication and understood commonalities (Edwards & Cable, 2009). In so much, value congruence at the person-organization level was often credited as influenced by transformational leadership. Despite, the studies that were carried out on work teams or transformational leaderships' effects on value congruence there was very little empirical studies dedicated to group-level value congruence (Gundersen, Hellesay, & Raeder, 2012; Mihail, Links, & Sofoklis, 2013).

One study conducted by Hoffman et al. (2011) found group – level value congruence among MBA students. The researchers pooled 140 participants enrolled in MBA programs from various work industries in the Southeastern region of the United States. The participants completed a semi version of Bass and Avolio’s MLQ accompanied by items from Cable and DeRue’s scale that measured value congruence. Hoffman et al. (2011) also used a Multilevel Structural Equation Modeling (ML-SEM), which examined the impact of transformational leadership on follower value congruence to individual and group level value congruence. The researchers found transformational leadership to group level effectiveness was associated with group-level person – organization value congruence and gained knowledge of group level value congruence, organizational effectiveness was imminent.

Value congruence. The literature showed transformational leadership was paramount for team creativity in think tanks that required a level of courtesy and collective participation from team members (Rank, Nelson, Allen, & Xu, 2009; Shin & Choi, 2010; Tsai et al., 2012). Mood, shared leadership, and advice networks in work teams were applicable to transformational leadership’s influence on value congruence because these topics established scenarios where work teams were able to build value in a group setting.

Mood. Research showed transformational leadership mediated team performance and team disposition. N. W. Chi’s (2011) study conducted by insurance firms in Taiwan sought out to examine how transformational leadership effected team performance and mood. From the number of insurance firms solicited, the researcher selected 85 sales

teams of which 49 sales team members returned usable data which yielded a response rate of over 68%. The researcher used the MLQ and a Structured Equation Modeling analysis which tested the hypotheses. Separate questionnaires were given out in weekly meetings. The study showed transformational leadership was a positive indicator for increased performance and positive moods among work teams.

Shared leadership. A study found transformational leadership was an indicator for shared leadership in work teams. Hoch's (2013) study surveyed forty-three work teams from two product development companies with 184 participants. The sample group were asked to rate team members on transformational leadership, empowered leadership, and integrity of their work teams. All variables that were measured used items from Hoch's et al. short scales and Chan's direct consensus model (Hoch, 2013). Hoch (2013) concluded transformational leadership was a positive mediator between shared leadership and integrity.

Advice networks. When work teams experienced shared social networks within their work groups, then higher levels of group commitment was experienced (Daspit, Tillman, Boyd, & McKee, 2013). Information sharing took place at a higher propensity in larger work teams, as well. Zhang and Peterson (2011) completed a study on a large industrial company in the United States. The researchers surveyed 82 business units of which 79 teams returned usable surveys. The sample included 373 participants that yielded a response rate of over 95%. The teams were asked to report on their leader's transformational leadership capabilities. Participants' performance were assessed from the previous year's annual performance review. Zhang and Peterson (2011) measured

team performance intermediately after the initial survey. Transformational leadership was measured by the MLQ with responses gauged by a five-point Likert scale. Team advice network density was measured with a questionnaire. The study found transformational leadership persuaded team performance through advice networks.

Organizational Effectiveness

According to Hargis et al. (2011), transformational leadership was important to group-level efficiencies, persuasion, and camaraderie. Yet, in some instances, it remained to be a challenge for workers to expand their social capital within work teams. Through positive feelings expressed by transformational leaders group-level value congruence, stemmed from a mutual sense of efficacy and trust, togetherness could be achieved for organizational effectiveness (H.-K. Chi et al., 2012; Gupta et al., 2011).

H.-K. Chi et al.'s (2012) study on Mongolian Academy of Sciences (MAS) members highlighted how transformational leadership influenced organizational effectiveness and knowledge management. The researchers issued 552 surveys to research and development workers who were active in over twenty-one research organizations affiliated with MAS. Out of the returned surveys, only 524 were usable which yielded a response rate of 70%. The researchers found when transformational leadership was reported at a high consistency it had an effect on organizational effectiveness. They concluded transformational leadership was most beneficial to managing work teams in the country.

A. C. Wang, Hsieh, Tsai, and Cheng (2012) found group level value congruence to be interconnected to transformational leadership among Taiwanese bankers. The

researchers sought out to examine transformational leadership's sway on value congruence and how it impacted cooperative voice in organizations. The researchers contacted 208 Taiwanese bankers through a mail-based survey submission. Out of the 208 surveys, 193 were usable which yielded over a 90% response rate. Researchers used a Chinese semi version of the MLQ to measure group-focused transformational leadership. Cheng, Chou, Wu, Huang, and Farh's scale was used by A. C. Wang et al. (2012) to measure value congruence. The researchers found transformational leadership positively impacted cooperative voice and silence based on group level value congruence. The researchers attested team members who experienced group level value congruence spoke out or remained quiet based on transformational leadership. Hence, transformational leadership's linkage to group-level value congruence aroused work team proactive behaviors.

Proactive behaviors. Transformational leaders encouraged work teams to demonstrate proactive behaviors through creatively conveyed ideas of organizational commitment linked to the holistic benefits of the organization's vision. Team members inspired to act proactively were also more likely to offer helpful solutions (Strauss, Griffin, & Rafferty, 2009). The proactive behaviors of team members allowed for greater collaboration in organizational strategic planning, problem-solving, and implementation of innovative ideas (Beng & Ployhart, 2004; Grant, 2012) Den Hartog and Belschack (2011) found support for this notion in their study of two participant groups in the Netherlands. The researchers found transformational leadership and efficacy to positively affect prosocial behaviors.

Grant and Sumanth's (2009) study on telesales professionals in a fundraiser campaign emphasized the importance of an employee's demonstrated prosocial behaviors in work teams. Grant and Sumanth (2009) conducted a study on 57 telesales professionals from a small company responsible for fundraising for a public university in the United States. Each participant was instructed to complete a confidential survey. The participants' supervisor was asked to rate each participant's performance and informal interviews were administered to predict future performance. Although the study did not mention value congruence directly the researcher established that trust, previously discussed as an element influenced by transformational leadership, led to proactive behaviors in work teams.

The research alluded to proactive behavior tied into self-efficacy. Fuller, Marler, and Hester (2012) directed a study on 116 workers in a Southeastern utility company in the United States. Participants were given self-administered surveys. The employees' supervisors were asked to rate their employees' job performance and level of charisma. The researchers used a 5-point Likert scale for measurement. In-role performance was measured by seven items from Williams and Anderson's scale; taking charge behaviors were assessed with six items from Morrison and Phelp's scale; role breadth self-efficacy was measured with seven items from Parkers' original scale; and felt responsibility for constructive change was monitored with five items from Morrison and Phelp's scale (Fuller et al., 2012). Both supervisors and employees responded to a 10-item proactive personality measurement implemented with seven items from Seibert, Crant, and Kraimer's scale (Fuller et al., 2012). Fuller et al. (2012) found proactive behaviors of

workers were associated with their level of self-efficacy. Individual perception led to proactivity.

Time management. Transformational leadership's affiliation with work-life balance was an important subject to explore because most people cared about their interactions at home and work (Sim, 2012; Warner & Hausdorf, 2009). Transformational leadership influenced work-life balance greatly through the corporate inception of work-life balance policies that ranged from flexible work schedules, work-family enrichment programs, to right out autonomy (Baral & Bhargava, 2010; Carlson, Grzywacz, & Kacmar, 2010; Md-Sidin, Sambasivan, & Ismail, 2010). Yet, time still remained an issue that most workers did not seem to get enough of in order to meet work or family demands (Payne, Cook, & Diaz, 2012; Sim, 2012).

Research showed transformational leadership was a go-between for time and work-life balance. Syrek, Apostel, and Conny (2013) surveyed seven German based IT companies that illustrated this point. The sample group consisted of 347 employees that yielded a response rate of 76%. Each participant took an online questionnaire. The researchers used a 5-point item scale from the Instrument for Stress Oriented Task Analysis which measured time constraint and eighteen items which measured transformational leadership. Work-life balance was measured using Syrek's scale on a 5-point Likert scale (Syrek et al., 2013). The study found transformational leadership was a positive element in worker's time management and work-life balance. The study also concluded transformational leadership helped workers mentally rephrase problematic

occurrences in the workplace to find better alternatives for a solution, which reduced the aggravation from the source of stress.

Work-Life Balance

A concept that was most notable in Western societies, work-life balance gained general attention and notoriety for its role in aided increase of organizations' profitability and effectiveness (Baral & Bhargava, 2010; Deery, 2008; Kinnunen, Feldt, Mauno, & Rantanen, 2010; Small et al., 2013). On the contrary, companies that did not offer work-life balance support for workers experienced demise in productivity and customer satisfaction (Deery & Jago, 2009; Warner & Hausdorf, 2009).

For some, fortunate workers operated at home businesses, worked in virtual work teams, or telecommuted had a higher receptivity to work-life balance (Yu-Chin, 2010). This notion was supported when Morganson, Major, Oborn, Verive, and Heelan (2010) issued questionnaires to 578 virtual workers in non-profit, engineering, and technology sectors to gauge their work-life balance perceptions as virtual workers. The researchers found virtual employees reported higher levels of work-life balance. However, this was not the reality for most workers. As employees in traditional work settings felt under-supported by organizations to fulfill work and life obligations their wellbeing became challenged. Parmer (2010) posited as outsourced positions became more popular in Western cultures work-life balance had more of an issue than in recent years in Eastern societies. Parmer (2010) reported a study undertaken in India suggested over 35% of workers reported work-life balance stress on interpersonal relationships and 10% of

workers reported questionable divorce. This type of strife was known as work-life conflict.

The literature showed transformational leadership strengthens the relationship between team members within work groups and it was essential to group level efficacy, trust, and value congruence. However, there was a need for more studies to be conducted in the leadership and organizational psychology literature that explored how transformational leadership affected other matters (Warrick, 2011). One area where transformational leadership had not gained a lot of attention for empirical research was on work-life balance. The research suggested there had not been nearly enough studies performed on transformational leadership's presence on other characteristics (Johnson et al., 2012) nor had transformational leadership been directly observed in its application to work-life balance which was dire to organizational effectiveness (Baral & Bhargava, 2010). In addition to leadership and organizational psychology, studies were reviewed from the hospitality literature.

Reflection on Work-Life Conflict

It was clearly understood how transformational leadership influenced work-life balance and the clarification showed to be important in order to distinguish it from work-life conflict. Work-life conflict happened when ambivalence or precedence of work responsibilities or life responsibilities peaked with both faltered roles which left psychological, physical strain on the worker. This was quite a dilemma for employees because they had sincere loyalty to both roles (Kinnunen et al., 2010; Mitchelson, 2009; Payne et al., 2012). For example, Cohen (2009) conducted a study on high-tech

organizations in Israel. The sample included 850 participants of which 122 usable questionnaires were returned which yielded a response rate of 40%. The researcher used five items from Netemeyer et al.' scale to measure work-family and family-work conflict. Participants' values were measured with a portrait value questionnaire. The study found workers' independent value system would be the barometer to their work-life balance scenario.

The value the worker assesses to work and life roles determined where the majority of their time was allotted. With further demonstrated support for the literature, McNall and Michel's (2011) embarked on a study that included 314 students from a mid-sized Northeastern college in the United States. Participants were asked to rate work-life and personality factors using a 5-item Likert scale. The following listed items were measured in the study by McNall and Michel: Core self-evaluations used 12 items from Judge et al.'s scale; proactive personality used ten items from Bateman and Crant's Proactive Personality scale; work-school conflict five items from Markel and Frone's scale; work-school enrichment with nine items from Carlson et al.'s work-family enrichment scale; job satisfaction used three items from Spector et al.'s scale. McNall and Michel (2011) found that students who were more emotionally balanced and had flexibility in their schedules experienced lower levels of work-life conflict.

The work-life conflict for individuals can be effective at the group level. Van Emmerick and Peeters (2009) found this to be the case in a study on Dutch government workers. The researchers surveyed 1737 employees and received 428 usable surveys that yielded a response rate of 36%. Work interfered with family conflict and family

interfered with work conflict were measured with the Work-Home Interference Nijmegen survey. The study concluded WIF and FIW experienced at the individual level were also experienced at the group level. An industry where work-life conflict could be minimized, and work-life balance further explored was hospitality.

Work-Life Balance in the Hospitality Industry

Work-life balance had been a problem for the hospitality industry. Over 25% of hospitality employees had a tough time with managed work and personal life responsibilities (Magnini, 2009) compared to frontline managers who worked in other industries such as finance, personnel, or architecture (Charu, 2012; Johanson et al., 2010). Johanson et al.'s (2010) study supported this notion. The researchers found this to be evident among 211 hospitality workers in the United States which surveyed these managers with 43 items from the Social Readjustment Rating Scale (SRRS). The research concluded over 50% of hospitality managers experienced higher levels of stress due to work-life balance related stressors (Johanson et al., 2010).

Research showed the hospitality sector is an extremely labor intensive field which requires a fair amount of execution from management staff to pull off day-to-day operations. Due to the long hours, staff shortages, and high expectations of work teams it came as no surprise that a steady use of transformational leadership in work teams was a challenge (Gill, Fitzgerald, Bhutani, Mand, & Sharma, 2010; Hsieh & Eggers, 2010). The literature stated the unpredictability of work design in the field made it difficult for major hotel chains to attract and retain new graduates who entered into the workforce. Zahari, Hanafish, Othman, Jamaluddin, and Zulkify (2010) conducted a study on Mongolian

hospitality students' perceptions of the industry. The findings concluded students' initial excitement of a career in hospitality dissipated as their tenure grew in the program.

Maxwell et al. (2010) study on Scottish hospitality students supported Zahari et al.'s (2010) findings. Maxwell et al. (2010) surveyed 122 hospitality students from two Scottish universities. The researchers examined students' pre-graduation employment intentions juxtaposed to self-preservation tendencies that were stereotypical Generation Y employment characteristics. Participants were asked to complete self-administered questionnaires and to participate in focus groups. Each questionnaire was composed of questions that pertained to 75 different variables. For measurement of personal value statements, a 5-item Likert Scale was used. The research found over 40% of participants stated they would not be interested in the pursuit of a career in hospitality at the completion of their hospitality degree. The researchers hypothesized this was due to negative industry connotations or work experiences. This was an important research study because it examined future hospitality workers' preconceptions of careers in the hospitality field. It also made the hospitality industry aware of Generation Y employees' career outlook of whom would soon make up the majority of the workforce in the coming decades.

A recent study on generational expectations for Baby Boomers, Generation X, and Generation Y found the latter generation to be the most liberal of all. Researchers found Generation Y had the lowest levels of psychological attachment, organizational commitment, and the highest level of turnover intentions which were key indicators of a changed workforce (Lub, Marije, Bal, Blomme, & Schalk, 2012; Richardson, 2010),

which imposed a major problem to the hospitality industry that struggled to attract new hires (Deery, 2008). These findings mimicked workplace experiences demonstrated by generational groups in the United States.

A household name brand hotel chain, the Marriott, experienced obstacles in their recruitment efforts. It was speculated this was due in part to the hospitality industry's reputation for high levels of stress and burnout which led to lower levels of performance, poor work related moods, and lack of overall commitment (Hsieh & Eggers, 2010). This was consistent with research conducted by law enforcement. According to Amendala, Weisburd, Hamilton, Jones, and Slipka (2011) law enforcement officers who work longer shifts which exceeded eleven hours reported being more tired than officers who worked eight-hour shifts. Similar findings were shown in the hospitality research. Statistics showed 1 out of every 7 hospitality employees felt burned out because of sleep deprivation. Demerouti, Bakker, Sonnentag, and Fullagar's (2012) study on pre and post energy levels and workflow of employees supported the statistics. The researchers solicited participants from over 13 various agencies. They gathered 83 usable surveys, which yielded a response rate of over 65%. Participants were asked to keep a daily diary with two entries made per day in regard to their energy flow at work and once they got off work. Participants' general level of exhaustion was measured with five items from a subscale of Maslach Burnout Inventory General Survey scale, gauged with a 7 – point rating scale. The general level of vigor was measured with three items from the Utrecht Work Engagement Scale. Flow at work was assessed with three items from Bakker's instrument (Demerouti et al., 2012). Recovery after breaks were examined with three

items Demerouti et al. (2012) created and psychological detachment was analyzed with Sonnentag and Fritiz's scale. Demerouti et al. (2012) found energy levels and workflow at work impacted workers time before and after work. This study was necessary because it brought up a good point that is much overlooked in the hospitality field—the lack of flexibility.

There were other reasons that contributed to burnout such as overload of job functions or complicated work schedules (Charu, 2012). Eversole et al. (2007) suggested work in the hospitality industry could be hard, especially if CEOs' and other executive level management were not on board with work-life balance programs for workers, in particular, those in frontline management. Since the hospitality industry accounted for over 8% of the United States workforce it was somewhat disheartened to know the field invests thousands of dollars into its' onboarding processes and organizational development pieces, but still had over 50% turnover (Magnini, 2009; Maier, 2009).

One criticism of the work-life balance conflict was the lack of flexibility in the industry (Deery & Jago, 2009; Farrell, 2012). This was examined in Lewis and Gruyere's (2010) study on work-life balance and flexibility for Swiss hospitality workers. The researchers selected 60 employees from a hotel in Geneva, Switzerland. Of the participants, 30 returned usable questionnaires which yielded a response rate of 50%. Lewis and Gruyere formulated and measured questions based off of Sekaran's and Likert scales. Lewis and Gruyere (2010) found participants with greater flexibility experienced better work-life balance scenarios. More importantly, the study found participants with lower work-life balance by way of flexibility had lower levels of commitment. Farrell

(2012) posited time and flexibility were main issues in hospitality, because of the nature of the business. Farrell insisted in this industry there was no such thing as traditional hours. The researcher conducted a study on Irish hospitality management groups to examine their practice of implemented transformational leadership techniques to support their workers. The study showed over 70% of the management team agreed transformational leadership was important to work-life balance, but over 85% of the management team thought workers' priority should be with the company.

Similar findings were suggested in Sosik, Chun, Blair, and Fitzgerald's (2013) study which surveyed 184 Christian faith community leaders' transformational abilities juxtaposed to their positive and negative role identities. The researchers measured transformational leadership with a five-point frequency scale and 20 items from the MLQ. The study showed participants who demonstrated higher transformational leadership abilities wanted to see themselves as leaders in their life roles, but they also shared an impartial desire to be a part of a group. This study suggested there was a connection between transformational leadership and life domains that needed to be explored further. Consequently, there was quite a bit of quantitative empirical data found in the tourism literature which suggested the need to address work-life balance issues in hospitality, but there were little to no quantitative studies conducted to understand the influence transformational leadership had on life roles that affected the work-life balance problem in this industry.

Summary and Transition

The peer-reviewed, scholarly articles showed that transformational leadership was a mediator or moderator between three major themes: efficacy, trust, and value congruence (Conchie et al., 2012; Hoffman et al., 2011; Nielson, 2009). The research also showed one life occurrence area that transformational leadership had permeated difficulty, but if successful would pose clarification to the relationship –work-life balance (Gill et al., 2010; Warner & Hausdorf, 2009). Although the leadership and organizational psychology research presented studies on transformational leadership’s impact on these three themes and the tourism literature insinuated the need for more studies on transformational leadership in the field of hospitality, thorough analyses, and synthesis of the findings suggested no studies that had directly sought to understand how transformational leadership influenced the three major themes or life occurrence.

The literature showed very few studies conducted on transformational leadership in the field of organizational psychology (Warrick, 2011) and there were little to no found studies conducted on transformational leadership’s impact on commitment to work-life balance roles in hospitality. The leadership and organizational psychology literature stated there remained to be opportunities for further research on transformational leadership in particular at the group level. This research added to the organizational psychology literature because it provided a study that scrutinized the usefulness of transformational leadership on other variables (work- life balance) in an under-represented social context (hospitality; Johnson et al., 2012).

Chapter 3 provides a detailed account of the study that took place to fill the gap in the leadership and organizational psychology literature as well as addressed the social problem in the hospitality industry. The findings from this study helped develop future organizational psychology techniques that addressed the work-life balance debate. In this chapter, the researcher summarized information which regarded the quantitative research method the researcher used. In addition, the researcher clearly identified the research design, instruments and procedures, data collection, hypotheses, and data analysis portions used in this study. Chapter 4 summarizes the study results. A linear regression, an ordinal regression, a Pearson (r) correlation, and a confirmatory factor analysis were most appropriate for the assessment of the data set. The results are presented in table and graph format. The research questions and its respective hypotheses are stated and addressed. Chapter 5 summarizes the overall interpretations of the findings from the study, limitations of the study, and future recommendations for social change are made.

Chapter 3: Research Method

Introduction

Transformational leadership has positively influenced efficacy, trust, and value congruence in most industries in Western and Eastern societies (Conchie et al., 2012; Hoffman et al., 2011; Nielson, 2009). However, researchers have called for additional research to explore the impact of how transformational leadership influenced other components (Johnson et al., 2012) at the group level for long-term purposes in other social contexts (DeJong & Elfing, 2010; Kovjanic et al., 2012). Until this research, little to no quantitative survey studies have been conducted on how transformational leadership has affected commitment to work-life balance roles for hoteliers, which remains to be a major problem for this industry.

In this study, I determined the causal relationship between transformational leadership and commitment to work-life balance roles among degreed frontline hotel managers who were a part of work teams. In particular, I assessed the findings from a randomly stratified sample group of degreed frontline managers who were salaried and who actively functioned in life roles aside from performance in a team environment in their workplace. In this chapter, I discuss the research design, the population of study, data collection method along with analysis measures, and ethical inquiries posed by the participants.

Research Design and Rationale

There have been several quantitative, empirical research studies conducted on transformational leadership's influence on efficacy (Nielson, 2009), trust (Conchie et al.,

2012), and value congruence (Hoffman et al., 2011). However, these pieces of research highlighted transformational leadership's challenged attempt to obtain a more active role in work-life balance scenarios in hospitality (Gill et al., 2010; Hsieh & Eggers, 2010). In this study, I employed a quantitative survey design using an online administered questionnaire to understand the effect of transformational leadership influences on a commitment to work-life balance roles for degreed hoteliers who were a part of a work teams. Specifically, I used a survey design that directly examined the causal relationship between the independent and dependent ordinal categorical variables. The independent ordinal categorical variable of the study was transformational leadership, and the dependent ordinal categorical variable was commitment to work-life balance roles for degreed frontline hotel managers who are a part of a workgroup. The study addressed a gap in the literature and provided additional empirical research that expands the body of knowledge within the field of organizational psychology.

Methodology

Population

I used stratified random sampling applied to over 70 hotel properties located in Greenville, South Carolina in order to achieve the desired number of participants for the study. According to Tipton (2013), stratified random sampling occurs when all strata groups and variants within it have the same opportunity of selection for the variants neither positively nor negatively affecting the outcome of the selection. Stratified random sampling is a popular method used to calculate the sample size due to its high level of validity when it pertains to hypothesized broad participants (Tipton, 2013). It is highly

avored due to its validity as researchers have found the process useful in large and small experiments (Tipton, 2013).

I selected 14 out of 70 hotels through stratified random sampling, of which 13 hotel properties participated in the study. The hotels were randomly selected from various chains in the Greenville area including JHM hotels, Embassy Suites, Druid Inn, Pinn Hospitality, Holiday Inn and Express, Hyatt, and the Marriott. I based the stratified random selection process off of the 4 star rating the hotels received the year before.

Sampling Procedures

I selected participants for this study based off of a stratified random sampling approach applied to over 70 hotel properties located in Greenville County, South Carolina. I chose 14 properties based off of their 4 star rating. Out of the 14 hotel properties that were chosen, one hotel property declined to participate, which left 13 participating properties. I estimated approximately 20 email addresses were identified by the individual hotel contacts from each of the 13 hotel properties.

The study participants were emailed a 50-item questionnaire received from their hotel contact person that I sent. Email reminders were sent periodically to the hotel contact person over the course of roughly 8 weeks to remind potential participants of the anonymous, confidential research study being conducted on the hospitality industry. Interested participants clicked on a link that directed them to a platform in the Zip Survey data collection tool where they began the survey. To curtail the amount of the case-wise deletion, each question was marked with a response filter. Participants could not move onto another section unless every question in the previous section was answered.

At the end of the survey, participants had the option to provide more feedback with regard to their hotel chain, hotel brand, and/or management-company. This information was not assessed in the data analysis, as there were not enough survey responses for it to make an impression on the data findings. Data responses were collected through the Zip Survey tool and were entered into the SPSS statistical software for analysis.

I used Survey Monkey's (2015) free online sample size calculator to compute the sample size and used the population (P) = 120, a confidence level of .95, and a margin of error at .05. The results showed the sample size needed for this study was 92. I used the formula $P = 1/N$ for the initial selection where P represented the general population and N represented the sample size.

For every other selection after the initial selection, I used the formula $P = 1/(N-1)$; (Robinson, 2014). The expanded formula was $120 = 1/92$ and $120 = 1/(92-1)$. Bradley and Brand's (2013) statistical value table suggested that a sample size of roughly over 89 participants at a 90% confidence level would yield a standard effect size of .08 at an alpha confidence level of .014. I found the standard effect size for this study ($p < 0.05$) to be slightly higher for most of the hypotheses, but the alpha confidence level remained consistent with a range of 0.05.

Procedure for Participant Recruitment

In order for participants to be selected for the study, they were required to live in Greenville, South Carolina. Participants were selected for the study based on the following demographic criteria: They (a) had to be a part of a frontline work team in front

desk management, sales, or housekeeping services; (b) had to have a family and social life they were involved in inclusive of relationships inside and outside of work; (c) had to work at least 40 hours a week (salaried); (d) had to be tenured in their position for 1 year; and (e) had to be at least 18 years of age. Participants who wished to be a part of the study but had not met the demographic criteria were not allowed to participate. I obtained consent from each hotel property prior to the commencement of the study through the hotel contact person. I emailed each hotel contact person with the scripted email segment that was sent out to each participant identified by the hotel contact. In addition to zero contact with the participants, I did not collect any demographic information that would have identified the participants or their respected hotel in any way. This study was completely anonymous. The hotel contact person was the sole point of contact for me. I only maintained contact with the hotels' contact person who had direct access to the participants' email addresses. Through the email sent by the hotel contact person, the participants were informed that the study was conducted purely for the sake of research. It was made evident that their participation in the study was completely voluntary and at any time termination of their involvement was permitted.

In the initial email, I reassured the participants that their identities and personal information would be kept confidential. The informed consent page described the study, reason for the study, confidentiality of participants, anonymity statement, methods of data collection, usage of data, and record keeping. I provided key terms and definitions for clarification purposes before participants interfaced with these terms through the duration of the research study. Although some of the participants were well versed in

transformational leadership and other key terms, I eliminated any confusion or uncertainty about the questions in the survey by providing definitions of key terms so the participants could answer the questions truthfully and to the best of their ability. Such terms included transformational leadership, commitment, and work-life balance. A copy of the survey questions is included in the Appendix A.

I made the informed consent letter the first page on the survey. All participants had to read and check a box at the end of the page to give their voluntary consent to participate in the study before they were able to move on to the questions in the survey. The informed consent page was administered along with the survey through the Zip Survey platform. The informed consent page was placed at the start of the survey, which saved me time and ensured accountability in the data collection phase. Since the informed consent forms were made a part of the survey, I knew that all surveys received were accompanied by a voluntary consent from each individual participant immediately before the participants chose to participate in the study.

Data Collection

I collected the data for this study through a self-administered questionnaire in Zip Survey that was sent via email to all study participants from their respected hotel contacts. I chose to use Zip Survey because the process was highly affordable and convenient for me and was user friendly for the participants. In addition, the time constraints placed on hoteliers made an online questionnaire option faster and more efficiently adequate for the collection of data versus the traditional pencil and paper method. The study did not call for any survey debrief sessions or follow-up with me.

Survey results of the study were made available to each hotel property's contact person at the conclusion of the study.

Constructs Operationalization and Instrumentation

The instruments used to gauge transformational leadership was the TEAM Multifactor Leadership Questionnaire (TMLQ; Salem, 2015). It was a variation of the MLQ and was used to determine the overall perceptions of transformational leadership within work groups (D. Wang, Waldman, & Zhang, 2014). The TMLQ was also noted as a widely used instrument to determine levels of transformational leadership (Stadelmann, 2010). The researcher selected the TMLQ because it was frequently used in empirical research (Bogler, Caspi, & Roccas, 2013) around the world (Nubold, 2015). It was well used in a variety of industry sectors such as business, education, and government due to its consistent levels of reliability and validity (Bogler et al., 2013). The TMLQ used a 5-point Likert scale which ranged from strongly disagree to strongly agree to assess the participants' perceptions of transformational leadership at the work team level. Hetland, Skogstad, Heland, and Mikkelsen (2011) conducted a study on Norwegian federal postal employees to evaluate the relationship between transformational leadership and learning environments. The researchers used 20 TMLQ items to gauge transformational leadership which yielded a reliability coefficient over .60 and validity coefficient range over .77. According to Keller and Weibler (2015), the MLQ offered questions that were designed for the assessment of an individual's transformational leadership ability or the leadership abilities of others.

Rusbult and Farrell's (1983) Investment Model Scale Commitment Inventory (IMSCI) proved to be a valuable instrument in empirical research. For instance, 900 Amazon employees participated in a research study that used the IMSCI to analyze participants' satisfaction in interpersonal relationships, which yielded a reliability coefficient of .95. The validity of IMSCI is .82, which was the Cronbach's alpha (Impett, Beals, & Peplau, 2002). In this study, the researcher used four items from this instrument to assess participants' level of commitment to work-life balance roles at the work team level. The researcher measured the responses by a 5 point- Likert scale ranged from strongly disagree to strongly agree to assess participants' commitment to work-life balance roles while a part of a workgroup. The researcher used the IMSCI due to its acceptable levels of reliability and validity found in research (Rodrigues & Lopes, 2013; Tokunaga, 2015). Both the TMLQ and IMSCI not only demonstrated acceptable levels of reliability co-efficient within the psychological literature (Branch, Wilson, & Agnew, 2013; Stadelmann, 2010), but also demonstrated their ability to provide reliable and valid questions that aided in the data analysis process.

Data Analysis

The researcher reviewed all questionnaire responses uploaded into the Zip Survey database. There was a thorough review of the responses from the questionnaire and the data was computed in SPSS software. The researcher ran a linear and ordinal regression analysis to assess the data set. The linear regression was appropriate for this study because the results from it showed empirical evidence that supported the research hypotheses of the study (Wiedermann & von Eye, 2015) by way of a presented

relationship among the independent ordinal categorical variable transformational leadership and the dependent ordinal categorical variables commitment to job roles, family roles, friendship roles, and social roles. Ordinal linear regression showed the relationship between the ordinal categorical variables and level of significance (Lee, Lei, & Brody, 2015).

The researcher used the Pearson correlation (r) analysis, goodness of fit for ordinal categorical variables, to compute the quantitative data. This type of statistical test was chosen because it showed to be consistent with validity and reliability when linear (parametric) data was assessed versus the Spearman correlation analysis which was most useful in nonlinear (nonparametric) data assessment (Bishara & Hittner, 2012; Lane, Anderson, & Kellam, 1985). The Pearson Correlation (r) analysis also showed the direction, whether it was positive or negative, of the relationship (Smits, Luyckz, Smits, Stinckens, & Claes, 2015).

In addition to the Pearson correlation (r), the researcher performed a confirmatory factor analysis which assessed the validity of the factor structure of the hypothesized ordinal categorical variables: Transformational leadership measured by the TMLQ and commitment to work-life balance roles measured by the IMSCI. The confirmatory factor analysis showed the strength of the statistical relationship between the variables and constructs of the hypotheses.

The following research questions and hypotheses guided the study:

Research Question 1: Does the transformational leadership level measured by the TMLQ predict commitment to work-life balance roles as measured by the IMSCI, among degreed hotel managers in frontline work teams?

H₀₁: The transformational leadership level measured by the TMLQ does not predict commitment to work – life balance roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

H_{A1}: The transformational leadership level measured by the TMLQ does predict commitment to work-life balance roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

Research Question 2: Does the transformational leadership level measured by the TMLQ predict commitment to job roles as measured by the IMSCI, among degree hotel managers in frontline work teams?

H₀₂: The transformational leadership level measured by the TMLQ does not predict commitment to job roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

H_{A2}: The transformational leadership level measured by the TMLQ does predict commitment to job roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

Research Question 3: Does the transformational leadership level measured by the TMLQ predict commitment to family roles as measured by IMSCI, among degreed hotel managers in frontline work teams?

H₀₃: The transformational leadership level as measured by the TMLQ does not predict commitment to family roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

H_{A3}: The transformational leadership level as measured by the TMLQ does predict commitment to family roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

Research Question 4: Does the transformational leadership level measured by the TMLQ predict commitment to friendship roles as measured by IMSCI, among degreed hotel managers in frontline work teams?

H₀₄: The transformational leadership level measured by the TMLQ does not predict commitment to friendship roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

H_{A4}: The transformational leadership level measured by the TMLQ does predict commitment to friendship roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

Research Questions 5: Does the transformational leadership level measured by the TMLQ predict commitment to social roles as measured by the IMSCI, among degreed hotel managers in frontline work teams?

H₀₅: The transformational leadership level measured by the TMLQ does not predict commitment to social roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

H_{A5}: The transformational leadership level measured by the TMLQ does predict commitment to social roles as measured by the IMSCI, among degreed hotel managers in frontline work teams.

Threats to Validity

The researcher believed one external threat to validity was the participants' clear interpretation of transformational leadership. Although the participants were provided definitions of specific terms in the study and the participants were degreed hoteliers suffice it to say individuals function on different cognitive levels. There was a possibility some of the participants may not have understood the concept of transformational leadership in its application to a commitment to work-life balance roles at the group level. However, the researcher was never contacted by any of the hotel contacts in regard to any concerns about the survey questions. The researcher did not uncover any internal threats to validity during the study.

Ethical Procedures

The role of the researcher was to simply facilitate the research, analyze the data, and report the findings accurately and with integrity in regards to study 11-01-16-0123142. The researcher had no access to the study participants to ensure there were no biases expressed during the research process. The researcher took all necessary steps to ensure the privacy of the participants was protected by not collecting any identifiable information from the informed consent forms or survey questions. Survey submissions were electronically stored in the Zip Survey platform and was only accessible by the

researcher. The researcher provided the study findings to the hotel contacts through a pdf.doc file via email.

The researcher did not have a professional background or personal interest in hospitality, but understood the need to address the gap in the literature and the social problem in hospitality. All data remained kept in a secluded office in a locked cabinet. The researcher planned for all materials to remain there five years after the researcher's deliberations.

Summary and Transitions

Chapter 3 discussed the research and analysis processes of this study, which sought to understand the correlation between transformational leadership measured by the TMLQ and commitment to work- life balance roles measured by the IMSCI among degreed hotel managers in frontline work teams. The researcher's null hypotheses stated: Transformational leadership level measured by the TMLQ does not predict commitment to work-life balance roles, job roles, family roles, friendship roles, or social roles as measured by the IMSCI, among degreed hotel managers in frontline work teams. The researcher's alternative hypotheses stated: Transformational leadership level measured by the TMLQ does predict commitment to work-life balance roles, job roles, family roles, friendship roles, and social roles as measured by the IMSCI, among degreed hotel managers in frontline work teams. The researcher created an online survey composed of 50 questions created from twenty items from the TMLQ and four items from the IMSCI. The online survey was accessible through an email sent to 120 degreed frontline hotel managers who were selected by a stratified random selection process.

Chapter 4 provides the data synthesis consistent of a simple linear regression analysis and an ordinal regression analysis. These analyses were performed and showed the relationship between the ordinal categorical variables. A Pearson Correlation (r) analysis was chosen for its validity and reliability in computation of parametric data and goodness of fit for ordinal categorical variables. It showed the direction of the relationship. A confirmatory factor analysis was performed to assess the construct validity of the factor structure of the hypothesized variables which showed the strength of the relationship between the ordinal categorical variables. Chapter 5 discusses one external threat to the validity of the study which was anticipated –participants’ lack of knowledge of transformational leadership. Research findings were reported accurately and with integrity. At the conclusion of the study, research findings were made available via a pdf file by way of email to hotel contacts.

Chapter 4: Results

Introduction

The purpose of this study was to show how transformational leadership affects work-life balance roles for hoteliers. In particular, I investigated how transformational leadership influences commitment to four work-life balance areas: job roles, family roles, friendship roles, and social roles. The following research questions and hypotheses were used to guide this study:

Research Question 1: Does the transformational leadership level predict commitment to work-life balance roles among degreed hotel managers in frontline work teams?

H₀₁: The transformational leadership level does not predict commitment to work-life balance roles among degreed hotel managers in frontline work teams.

H_{A1}: The transformational leadership level does predict commitment to work-life balance roles among degreed hotel managers in frontline work teams.

Research Question 2: Does the transformational leadership level predict commitment to job roles among degreed hotel managers in frontline work teams?

H₀₂: The transformational leadership level does not predict commitment to job roles among degreed hotel managers in frontline work teams.

H_{A2}: The transformational leadership level does predict commitment to job roles among degreed hotel managers in frontline work teams.

Research Question 3: Does the transformational leadership level predict commitment to

family roles among degreed hotel managers in frontline work teams?

H₀₃: The transformational leadership level does not predict commitment to family roles among degreed hotel managers in frontline work teams.

H_{A3}: The transformational leadership level does predict commitment to family roles among degreed hotel managers in frontline work teams.

Research Question 4: Does the transformational leadership level predict commitment to friendship roles among degreed hotel managers in frontline work teams?

H₀₄: The transformational leadership level does not predict commitment to friendship roles among degreed hotel managers in frontline work teams.

H_{A4}: The transformational leadership level does predict commitment to friendship roles among degreed hotel managers in frontline work teams.

Research Question 5: Does the transformational leadership level predict commitment to social roles among degreed hotel managers in frontline work teams?

H₀₅: The transformational leadership level does not predict commitment to social roles among degreed hotel managers in frontline work teams.

H_{A5}: The transformational leadership level does predict commitment to social roles among degreed hotel managers in frontline work teams.

In this chapter, I discuss how the data were collected. I employed a survey research design method. I offered a quantitative 50-question survey using 20 questions from the TMLQ and four items from the IMSCI. The independent variable was

transformational leadership as measured by the TMLQ. The dependent variable was a commitment to work-life balance roles as measured by the IMSCI.

Survey participants were degreed frontline hotel managers who answered questions about their commitment to work-life balance roles. The survey was cross sectional, with one point of data collection that occurred through a virtual questionnaire administered by email. I sent one email to all hotel contacts who gave written consent for their employees to participate in the study prior to the dissemination of the initial email, which included a link to the survey found in Zip Survey. The hotel contacts disseminated the email with the link to the survey to participants who agreed to participate in the study.

The email administration of the questionnaire was a good method for both me and the participants because it was an efficient, hassle-free way to collect the completed questionnaires. This process was also cost effective. A brief report of the deferential and inferential statistics will be provided. Then, an evaluation of statistical assumptions will be explained while statistical findings from the Pearson (r) correlation, linear regression, ordinal regression, and confirmatory factor analysis will be reported. Finally, a summary of statistical findings will be juxtaposed to the research questions.

Population and Sample Differential Statistics

Out of the 130 hoteliers who were surveyed, I received 103 responses out of the required 92 responses needed for the study. The 103 responses was a normal response rate for a moderate study of this size. After careful review of the 103 responses, I used 100 survey responses in the data analysis. Three survey responses could not be used in the final sample because the participants indicated they worked in a geographical work

location outside of the region the survey was conducted in. Therefore, the completed sample for the study was 100. The effective response rate for this study was 76.92% (100/120). The sample majority classified as all frontline hotel managers ($N = 100$, 100%). Hoteliers who participated in the study reported the following demographics: They were a part of a management team, held a degree or certification, were employed with their respective employer for over 1 year, worked a minimum of 40 hours a week, and were at least 18 years of age. Extensive demographical data including the number of years each participant worked along with the type of degree or certification that was obtained was not notated for this study.

Descriptive Statistics

Minimal demographics were collected for this study. Demographics that alluded to race, ethnicity, or gender were omitted from any survey questions. However, before the commencement of the survey, each participant agreed that they met the following study benchmarks: they were at least 18 years of age, they lived in the Upstate area of South Carolina, in particular Greenville County, they were tenured in their position for at least 1 year (salaried), they were degreed or received certification that made them credentialed to performed their job functions, and they had family, friendships, and social relationships that were inclusive and outside of their work group. Out of the factors surveyed among the 100 usable responses, 100% of the participants indicated that they met the survey demographic benchmark.

Mean and Standard Deviation

This study consisted of 100 frontline hotel managers who considered themselves a part of a work team at their respected hotel property and who actively engaged in home or social responsibilities outside of their workplace environments. The survey consisted of 50 questions that addressed transformational leadership, transactional leadership, and commitment to work-life balance: job roles, family roles, friendship roles, and social roles. Table 1 and Table 2 show the mean and standard deviation for the ordinal variables for transformational leadership, transactional leadership, and commitment to job, family, friendship, and social roles.

Standard Deviations and Means for Continuous Variables

In Table 1, the majority of the mean average scores for transformational leadership are slightly higher than the transactional leadership scores. This shows that a larger number of participant responses ranked more favorably on the 5-point Likert scale for transformational leadership than for transactional leadership. Twenty items were used from the TMLQ to create four continuous variables for transformational leadership, and four items from the IMSCI were used to create 42 continuous variables for commitment to various work-life balance roles (see Table 1). The range of the scores for transformational leadership were 3.00 to 4.00, with $M = 3.57$ and $SD = 2.22$.

The average response rate for transactional leadership showed that most participants displayed transformational leadership characteristics a fair amount of the time. For transactional leadership, participants scores ranged from 2.7 to 3.2, $M = 3.04$ and $SD = 1.351$. This shows that participants agreed with transactional leadership

characteristics slightly less often than transactional characteristics but still had a tendency to display transactional leadership character traits a fair amount of the time (see Table 1).

Table 1.

Descriptive Statistics for Transformational/Transactional Leadership

Questions	<i>N</i>	Variable	Min	Max	<i>M</i>	<i>SD</i>
Members of my work team talk about trust	100	TL	3.3	4.0	3.48	1.193
Members of my team envision new possibilities	100	TL	3.3	4.0	3.35	1.242
Members of my team experience similar belief systems	100	TL	3.3	4.0	3.48	1.193
Members of my work team discuss group expectations	100	TL	3.3	4.0	3.4	1.356
Members of my team closely monitor each other's performance	100	TL	3.3	4.0	3.16	1.253
Members of my team direct attention toward failure to meet group standards	100	TL	3.3	4.0	3.34	1.281
Members of my team avoid addressing problems	100	TL	3.3	4.0	2.94	1.523
Members of my work team wait until things go wrong before taking action	100	TL	3.3	4.0	2.73	1.347

In Table 2, the mean average scores showed the response rate for the ordinal variable commitment to job roles displayed a moderate ranking on the Likert scale continuum. Participants' commitment to job roles score ranged from 3.10 to 3.84, with $M = 3.55$ and $SD = 1.09$. This means that participants agreed frequently with survey responses that gauged commitment to job roles (see Table 2).

Table 2.

Descriptive Statistics for Commitment to Job Roles

Questions	<i>N</i>	Variable	Min	Max	<i>M</i>	<i>SD</i>
I want me employment relationship to last for a long time	100	CJR	3.1	3.8	3.78	1.121
I am committed to maintaining my employment relationship	100	CJR	3.1	3.8	3.78	1.194
I would not feel very upset if my employment were to end in the near future	100	CJR	3.1	3.8	3.18	1.438
I am focused on the long term future of my employment relationship	100	CJR	3.1	3.8	3.52	1.267
I want relationships with my co-workers to last for a long time	100	CJR	3.1	3.8	3.62	1.118
I am committed to maintaining relationships with my co-workers	100	CJR	3.1	3.8	3.59	1.207
I would not feel very upset if relationships with my co-workers were to end in the near future	100	CJR	3.1	3.8	3.10	1.352
I am focused on the long term future relationships with my co-workers	100	CJR	3.1	3.8	3.78	1.031

In Table 3, the overall findings showed most survey responses expressed agreeableness on average with statements concerning commitment to family roles. The mean average scores showed the response rate for the ordinal variable commitment to family roles displayed a moderate ranking on the Likert scale continuum. Participants' commitment to family roles score ranged from 2.8 to 3.84, with $M = 3.51$ and $SD = 1.218$. Although the average response rate showed participants frequently agreed with

responses that gauged commitment to family roles, the results showed a commitment to these roles occurred slightly less often compared to commitment to job roles as seen in Table 1 (see Table 3).

Table 3.

Descriptive Statistics for Commitment to Family Roles

Questions	<i>N</i>	Variable	Min	Max	<i>M</i>	<i>SD</i>
I want my family relationships to last for a very long time	100	CFaR	2.8	3.8	3.84	1.212
I am committed to maintaining my employment relationship with my spouse or significant other	100	CFaR	2.8	3.8	3.75	1.351
I am committed to long term relations w/spouse	100	CFaR	2.8	3.8	3.65	1.298
I would not feel very upset if my relationship with my loved ones were to end in the near future	100	CFaR	2.8	3.8	2.94	1.510
I would not feel very upset if my relationship with other ended soon	100	CFaR	2.8	3.8	2.85	1.458
I am focused on the long term future of the relationship I have with my spouse or significant other	100	CFaR	2.8	3.8	3.87	1.134
I am focused on the long term future relationships I have with my loved ones	100	CFaR	2.8	3.8	3.67	1.264

Similarly, in Table 4 the mean average scores showed the response rate for the ordinal variable commitment to friendship roles had a moderate ranking on the Likert scale continuum. Participants commitment to friendship roles ranked from 3.0 to 3.7, $M = 3.4$ and $SD = 1.3$. The average response rate showed participants fairly agreed with

responses that gauged commitment to friendship roles. Yet, the results were lower compared to ordinal variables commitment to job roles and commitment to family roles as seen in Tables 2 and 3 (see Table 4).

Table 4.

Descriptive Statistics for Friendship Roles

Questions	<i>N</i>	Variable	Min	Max	<i>M</i>	<i>SD</i>
I want my relationships with friends to last for a long time	100	CFrR	2.9	3.6	3.64	1.177
I am committed to maintaining my relationships with my friends	100	CFrR	2.9	3.6	3.62	1.196
I would not feel very upset if y relationship with my friends ended	100	CFrR	2.9	3.6	3.08	1.361
I am focused on the long term future of my relationship with my friends	100	CFrR	2.9	3.6	2.99	1.360
I want my relationships with my closest friends to last for a long time	100	CFrR	2.9	3.6	3.69	1.116
I am committed to maintaining my relationships with my closest friends	100	CFrR	2.9	3.6	3.68	1.1197
I would not feel very upset if my friendships with my closest friends were to end in the near future	100	CFrR	2.9	3.6	3.64	1.255
I am focused on the long term future of my relationships with my closest friends	100	CFrR	2.9	3.6	3.05	1.395
I am committed to maintaining my relationship with my best friend	100	CFrR	2.9	3.6	3.53	1.306
I would not feel very upset if my best friend relations were to end	100	CFrR	2.9	3.6	3.29	1.659

In Table 5, the mean average scores showed the response rate for the ordinal variable commitment to social roles to be the most conservative ranking on the Likert scale continuum. Participants' commitment to social roles ranged from 3.0 to 3.5, $M = 3.36$ and $SD = 1.248$. The average response rate showed participants fairly agreed with responses that gauged commitment to social roles, but the results were considerably lower than the scores for commitment to job roles, family roles, and friendship roles as notated in Tables 1-4 (see Table 4 & 5).

As shown in Table 6 among the two independent continuous variables, transformational and transactional leadership, the mean survey responses showed transformational leadership to rank higher than transactional leadership by 0.02 percent. This suggested that participants had more transformational leadership skill sets than transactional leadership skill sets. Out of the four dependent continuous variables, commitment to work-life balance roles, survey responses showed a higher mean average toward commitment to job roles compared to the continuous variables that remained: family, friendship, and social roles. In short, these descriptive statistics showed the mean responses to be more favorable toward transformational leadership and commitment to job roles (see Table 6 and Figure 1).

Table 5.

Descriptive Statistics for Commitment to Social Roles

Questions	<i>N</i>	Variable	Min	Max	<i>M</i>	<i>SD</i>
I am committed to relationships within my social circles	100	CSR	3.0	3.4	3.46	1.182
I would not feel very upset if my social relations were to end in the near future	100	CSR	3.0	3.4	3.05	1.201
I am focused on the long term future of my social relations	100	CSR	3.0	3.4	3.15	1.321
I want relationships in my religious/civic groups to last for a long time	100	CSR	3.0	3.4	3.44	1.214
I am committed to maintain my relations within religious or civic groups	100	CSR	3.0	3.4	3.24	1.334
I would not feel very upset if y religious relations were to end in the near future	100	CSR	3.0	3.4	3.42	1.202
I am focused on the long term future of my religious/civic relations	100	CSR	3.0	3.4	3.28	1.256
I want relationships in my sports groups	100	CSR	3.0	3.4	3.44	1.209
I am committed to maintaining relationships with sports groups	100	CSR	3.0	3.4	3.41	1.288
I am committed to relations with teammates	100	CSR	3.0	3.4	3.32	1.278
I would not feel very upset if my relations with my sport groups were to end in the future	100	CSR	3.0	3.4	3.35	1.234

(table continues)

Questions	<i>N</i>	Variable	Min	Max	<i>M</i>	<i>SD</i>
I am focused on the long term future of my sports team	100	CSR	3.0	3.4	3.01	1.352
I want my club relations to last for a long time	100	CSR	3.0	3.4	3.19	1.152
I am committed to maintaining club relations	100	CSR	3.0	3.4	3.13	1.228
I would not feel very upset if my club relations were to end in the near future	100	CSR	3.0	3.4	3.303	1.218
I am focused on the long term future of the relationship I have within my club	100	CSR	3.0	3.4	3.24	1.311

Table 6.

Descriptive Statistics for Leadership and Commitment WLB Roles

Variable	Min	Max	M	SD
Transformational leadership	3.3	4.0	3.6	2.2
Commitment to job roles	3.1	3.8	3.6	1.2
Commitment to family roles	2.8	3.8	3.5	1.3
Commitment to friendship roles	2.9	3.6	3.4	1.3
Commitment to social roles	3.0	3.4	3.2	1.2

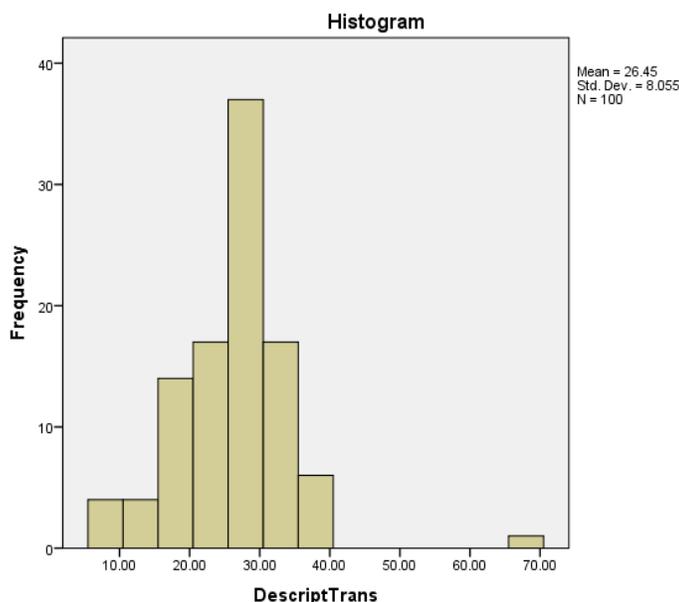


Figure 1. Bar graph of transformational leadership correlation to work life balance.

Reliability Analysis

Cronbach's alpha was a popular statistical method used to measure the reliability coefficients between variables in subscales of a Likert scale (K. Wang et al., 2016). Most widely used in behavioral and social sciences, Cronbach's alpha showed the mean correlation between variables, with a minimum rating of a > 0.7 to a high rating of a > 0.9 , shows sufficient reliability (Brace, Kemp, & Snelgar, 2012). The reliability coefficient for both transformational leadership and commitment to work-life balance roles was over a > 0.7 which was an acceptable reliability coefficient. This showed that roughly 77% of the score represented a true score variance or an internal consistency reliability variance (see Table 7).

Table 7.

Reliability Scores

Variable	<i>N</i>	<i>a</i>
Transformational Leadership	8	.774
Commitment to WLB roles	42	.772

Assumption Tests for Linear Regression

The researcher conducted five assumption tests on the independent variable of transformational leadership and the dependent variable of commitment to work-life balance roles: A test for a Linear relationship, a test for presence of multicollinearity, a test for presence of auto correction, a test for homoscedasticity, and a test for multivariate normality was performed (Sullivan, Shadkish, & Steiner, 2015).

To quantitatively examine the research questions, the researcher conducted a Linear regression to gauge the predictive relationship between transformational leadership and commitment to work-life balance roles (Weidermann & von Eye, 2015). A linear regression was a type of statistical test that showed if an independent variable predicted dependent variables outcomes. With no more than one independent variable, a linear regression pointed out the predictor variable, versus the outcome variable, which fell closer to the linear line of distribution (Weidermann & Von Eye, 2015). A linear regression was performed which utilized assumption checks through the SPSS software.

First, the researcher tested for a basic linear relationship of the variables which used a simple scatter plot through the SPSS software. The linear assumption of

independence of observation, $\text{var}(E_{i=1}^n X_i) = E_{i=1}^n \text{var}(X_i)$, was met and the study was checked for at least 20 categorical, ordinal variable responses per independent variable of which the study had 100 (Hagenaars, 2015). The second linear assumption that was checked was multicollinearity. Multicollinearity occurred within data when independent variables, that have a close relatable relationship, were justifiably predictive of the outcome variables defined as $X_0 + X_1 + X_2 + X_i = 0$ (Marsh, Dawson, Pietsch, & Walker, 2004).

An indication of multicollinearity was notated by a tolerance limit of 0.1, 10 or variance inflation factor limit of 0.2 and 5 of which the strength of the predictor variable, transformational leadership's effect, on any one dependent variable would be diminished because of similarity in variance (Troquete et al., 2015). In this study, multicollinearity was not present among the variables. The researcher checked for a third linear assumption – heteroscedasticity which was not present among the variables either. All variable groups showed a positive linear relationship with minimal outliers (see Figure 2-7).

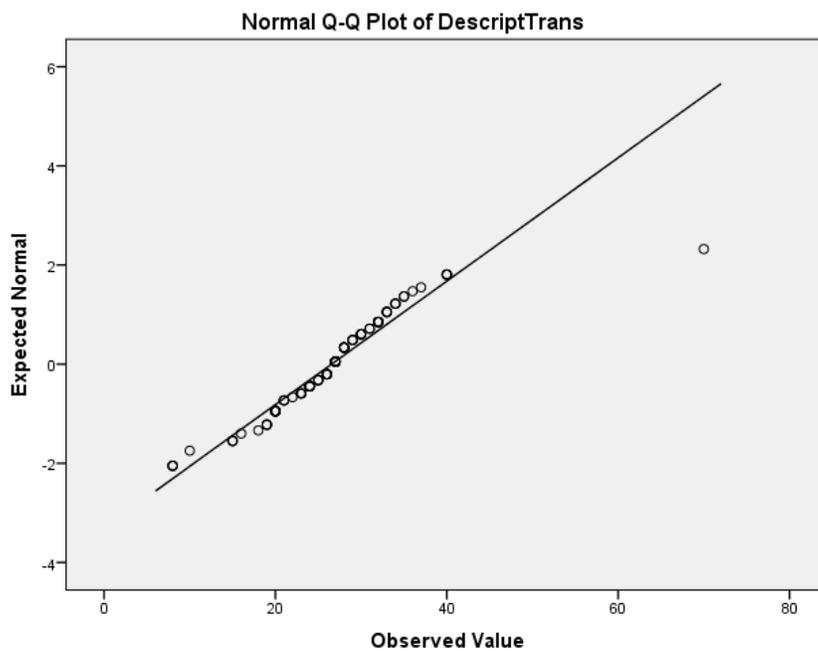


Figure 2. Normal P plot of linear regression with work-life balance roles.

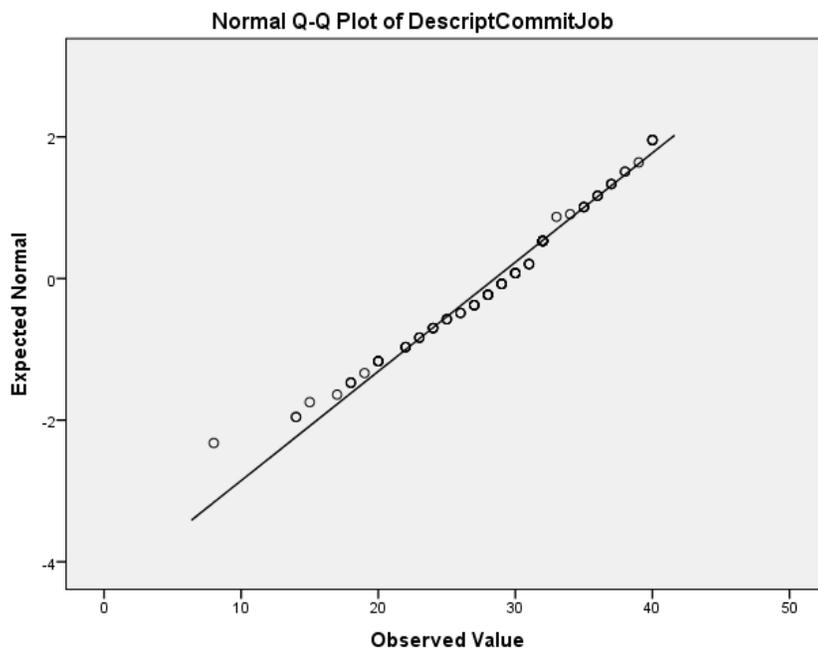


Figure 3. Normal P plot with linear regression with commitment to job roles.

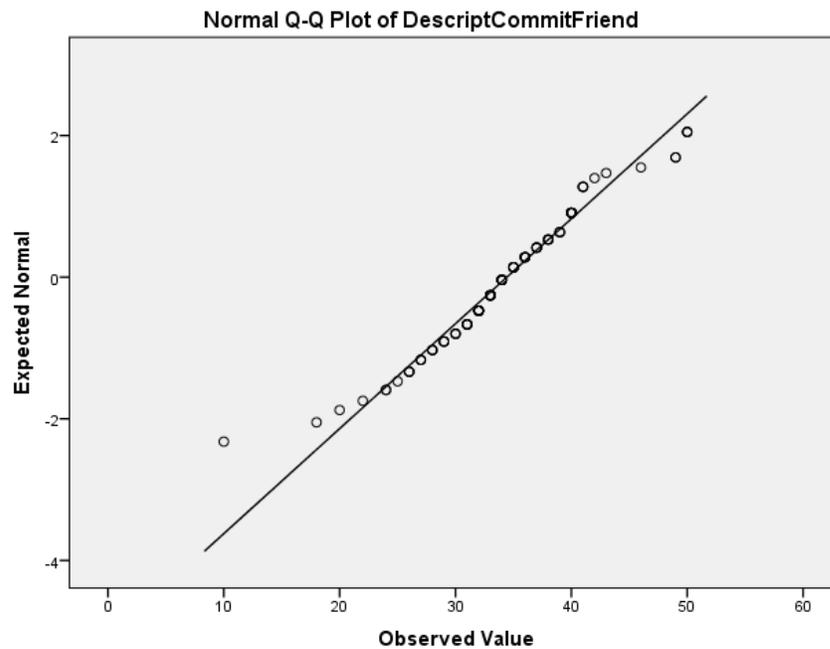


Figure 4. Normal P plot of linear regression with commitment to friendship roles.

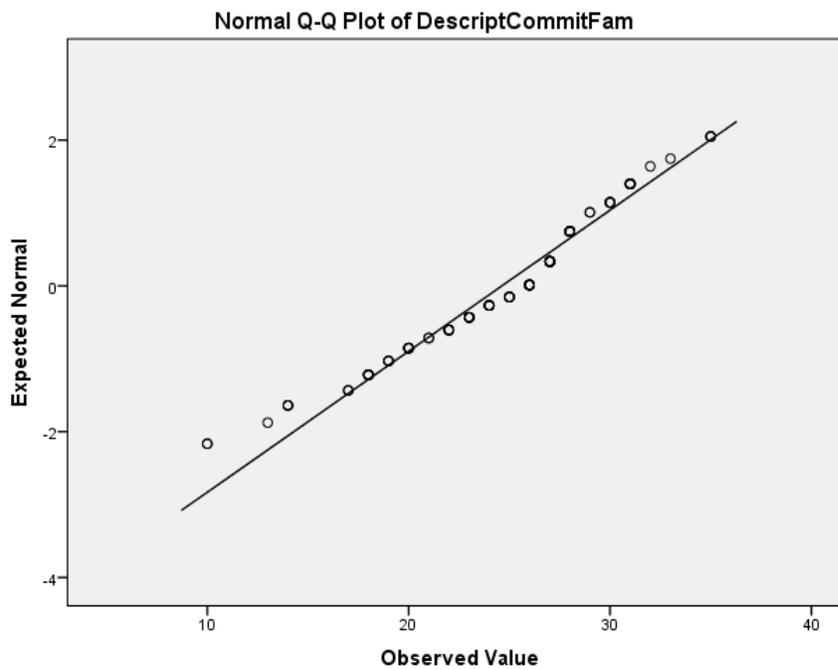


Figure 5. Normal P plot of linear regression with commitment to family roles.

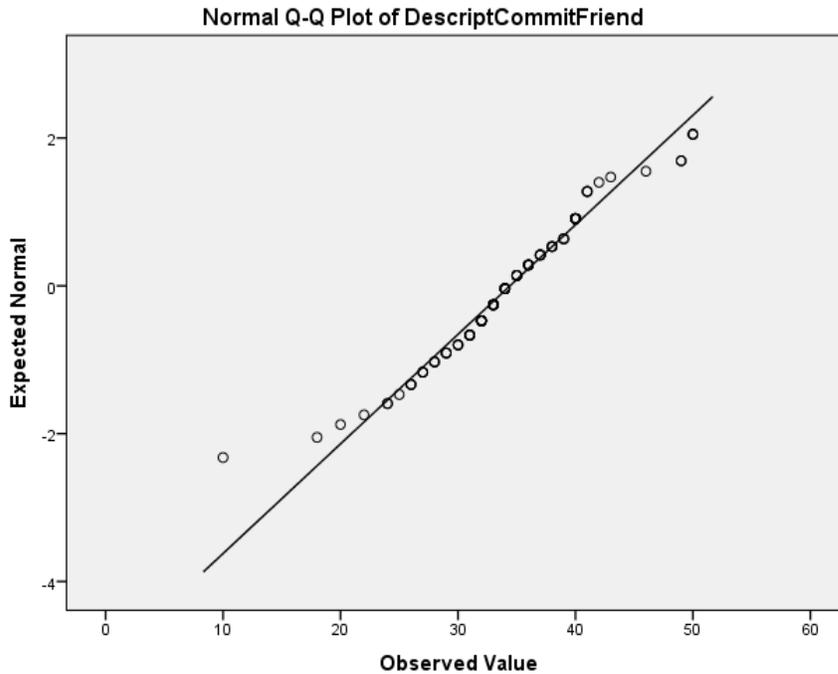


Figure 6. Normal P plot of linear regression with commitment to friendship roles.

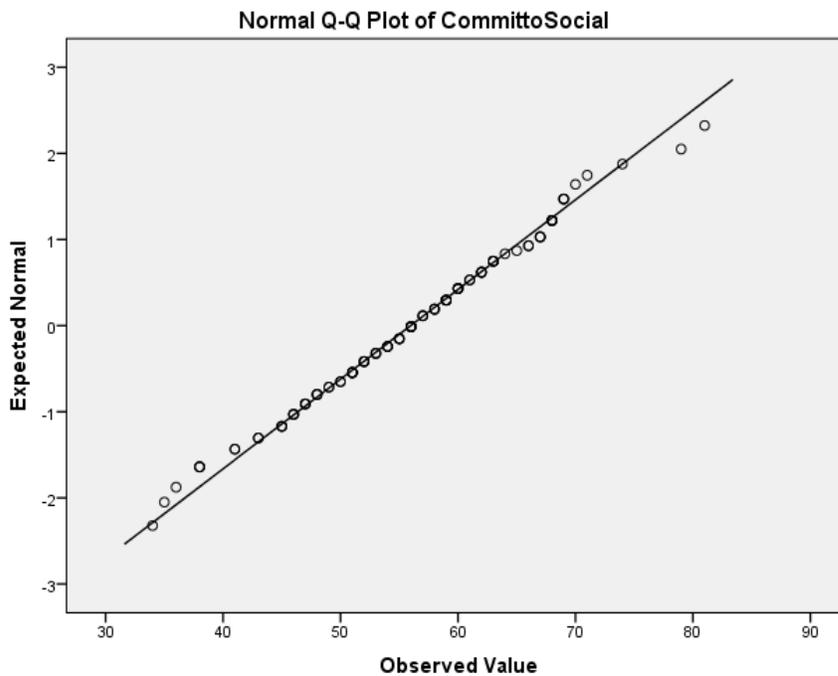


Figure 7. Normal P plot of linear regression with commitment to social roles.

However, one assumption of Linear regression was mildly violated—the assumption of multivariate. Despite nonlinear factors' ability to influence data, the assumption of multivariate for linear regression presented the presumption that data followed a linear progression would be normally distributed (Miller, Lubke, McArtor, & Bergeman, 2016). The researcher discovered that 4 out of 5 variables were found to have non-multivariate conditions based on the Shapiro Wilkes test, $W = \frac{\sum_{i=1}^n (E_i - \bar{X})^2}{E_i^n} = 1 - \frac{\sum_{i=1}^n (X_i - \bar{X})^2}{E_i^n}$, which showed statistically significant alpha levels to be less than 0.05. Therefore, 4 out of 5 variables were not significantly statically different than the normal distribution. In addition, all five variables had some measure of positive skewedness.

Test of Normality

The Shapiro Wilkes Test often showed an alpha level of less than .05 with sample sizes with a number of participants ranged from $45 < N < 250$ in medium to large data samples. It was not uncommon for there to be some slight deviation from the normal range of distribution due to the larger sample size (West, Finch, & Curran, 1995). Secondly, the skewedness was within the acceptable range of ± 2 which indicated normality among the distribution (Gravetter & Wallnau, 2014). In this study there was a 50% or 1:1 probability that the null hypotheses would be either statistically significant or nonsignificant which left the degree of freedom of variance to be 2 (Dunlap & Myers, 1997). The degree of freedom of variance for the Linear Regression for this study was $df = N - 2$ (accounted for the slope and y intercept or two points of variance within the Linear Regression). This formula was computed in the SPSS software and is displayed

under the degrees of freedom column in Table 8 and Table 9. Based on this information, the researcher decided it was appropriate to use the parametric test, linear regression, to analyze the data as the sample fell closer to the normal range of distribution versus outside of the parameters (see Table 8 & 9).

Table 8.

Test of Normality: Skewness, Kurtosis, and Standard Error

Descriptive	Skewness	Kurtosis	Std. Error
Transformational Lead Roles	1.296	8.174	.244/.483
Commitment to Job Roles	-.540	.222	.244/.483
Commitment to Family Roles	-.614	.411	.244/.483
Commitment to Friends Roles	-.279	1.537	.244/.483
Commitment to Social Roles	-.040	-.099	.244/.483

Table 9.

Test of Normality: Kolmogorov Smirnov and Shapiro Wilk Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Transformational Lead Roles	.102	98	.014	.889	98	.000
Commitment to Job Roles	.103	98	.012	.968	98	.019
Commitment to Family	.145	98	.000	.959	98	.004
Commitment to Friendship	.092	98	.039	.967	98	.015
Commitment to Social Roles	.042	98	.200*	.992	98	.802

Note. *. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Research Questions and Testing of Hypotheses

Research Question 1: Does transformational leadership level predict commitment to work-life balance roles among degreed hotel managers in frontline work teams? The null hypothesis stated transformational leadership level does not predict commitment to work-life balance roles among degreed hotel managers in frontline work teams.

The study showed transformational leadership to be statistically significant and most strongly correlated to only one ordinal categorical variable: Commitment to job roles, with $r = .211$, $p = <.05$. Transformational leadership's relationship with commitment to other work-life balance roles (family roles, friendship roles, and social roles) was positive with correlational values ranged from $r = .034$ to $.134$, but were statistically insignificant with values of $p = >.05$. Since, only 1 out of 4 ordinal categorical variables showed statistical significance while demonstration of minimal support for the first research question was presented the null hypothesis was accepted (see Table 10).

Table 10.

Correlation Analysis of TL on Work-Life Balance Roles

Variable	Beta	P value
Transformational Lead Roles	1.00	-
Commitment to Job Roles	.211	.018
Commitment to Family Roles	.034	.371
Commitment to Friendship Roles	.134	.095
Commitment to Social Roles	.118	.124

Research Question 2: Does transformational leadership level predict commitment to job roles among degreed hotel managers in frontline work teams? The null hypothesis stated transformational leadership does not predict commitment to job roles among degree hotel managers in frontline work teams. The findings showed transformational leadership to have a positive relationship and to be statistically significant with ordinal categorical variable commitment to job roles with $r = .211$, $p = >.018$. Consequently, the findings showed statistical support for the research question. Therefore, the null hypothesis was rejected (see Table 11).

Table 11.

Correlation Analysis of TL on Commitment to Job Roles

Variable	Beta	P value
Transformational Lead Roles	1.00	-
Commitment to Job Roles	.211	.018

Research Question 3: Does transformational leadership level predict commitment to family roles among degreed hotel managers in frontline work teams? The null hypothesis stated transformational leadership does not predict commitment to family roles among degreed hotel managers in frontline work teams. The findings showed transformational leadership to have a positive relationship to the ordinal categorical variable commitment to family roles with $r = .034$, but showed not to have statistical significance with $p = >.371$. As the findings did not show statistical support for the research question, the null hypothesis was accepted (see Table 12).

Table 12.

Correlation Analysis of TL on Commitment to Family Roles

Variable	Beta	P value
Transformational Lead Roles	1.00	-
Commitment to Family Roles	.034	.371

Research Question 4: Does transformational leadership level predict commitment to friendship roles among degreed hotel managers in frontline work teams? The null hypothesis stated transformational leadership does not predict commitment to friendship roles among degreed hotel managers in frontline work teams. The findings showed transformational leadership to have a positive relationship to the ordinal categorical variable commitment to friendship roles with $r = .134$, but showed not to have statistical significance with $p = >.095$. As the findings from the study did not show significant statistical support for the research question, the null hypothesis was accepted (see Table 13).

Table 13.

Correlation Analysis of TL on Friendship Roles

Variable	Beta	P value
Transformational Lead Roles	1.00	-
Commitment to Friendship Roles	.134	.095

Research Question 5: Does transformational leadership level predict commitment to social roles among degreed hotel managers in frontline work teams? The null hypothesis stated transformational leadership does not predict commitment to social roles

among degreed hotel managers in frontline work teams. The findings showed transformational leadership to have a positive relationship to the ordinal categorical variable commitment to social roles with $r = .118$, but showed not to have statistical causality with $p = >.124$. As the findings did not show statistical support for the research question, the null hypothesis was accepted (see Table 14)

Table 14.

Correlation Analysis of TL on Social Roles

Variable	Beta	P value
Transformational Lead Roles	1.00	-
Commitment to Social Roles	.118	.124

Linear Regression

A linear regression, a statistical tool used to assess predicted linear relationships, was performed to determine the predictive relationship between transformational leadership and commitment to work-life balance roles for hoteliers (de Winter, Gosling, & Potter, 2016). A Linear Regression was appropriate to use because it showed how well the predictive variable, transformational leadership determined the outcome variables: Commitment to job roles, commitment to family roles, commitment to friendship roles, and commitment to social roles (de Winter et al., 2016). Subsequently, the results showed that overall there was a predictive relationship between transformational leadership and commitment to work-life balance roles (see Figure 8).

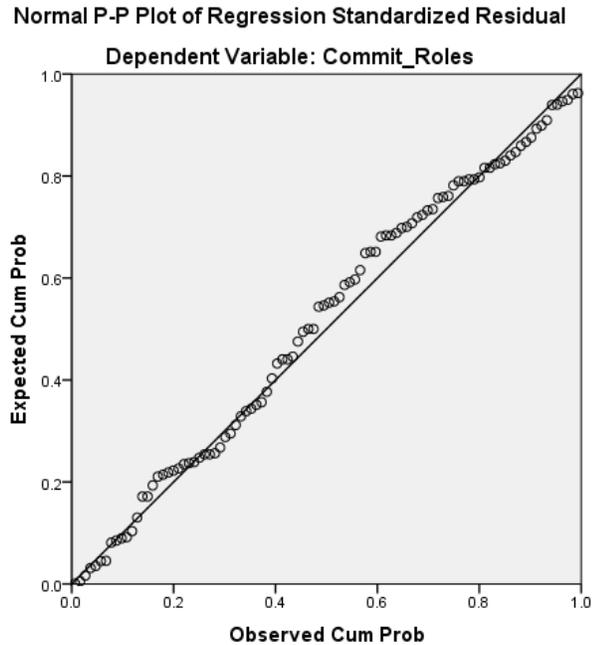


Figure 8. Normal P plot of standardized residual commitment to WLB roles.

Ordinal Logistic Regression

An ordinal logistic regression, a statistical test used to determine the predictability of ordinal categorical dependent variables to at least one independent ordinal categorical variable, was used through the SPSS software (Lee et al., 2015). The data showed a statistically significant value for the goodness of fit model for the data with $p > .05$, $p = 0.871$ and $p = 1.0$ (see Table 15).

Table 15.

Ordinal Regression Goodness of Fit of TL to Work-Life Balance Roles

Variable	P value	P > .05
Transformational Leadership to WLBR	P = 0.871	P = 1.0

Pearson (*r*) Correlation

A Pearson (*r*) Correlation, showed the strength and the direction of the relationship between variables, was computed through the SPSS software. The Pearson (*r*) correlation showed the ordinal categorical variables to be positively correlated with $r = .216$ along with a tolerance interval coefficient and variance inflation factor (VIF) of 1.00 (see Table 16).

Table 16.

*Pearson (*r*) Correlation of TL to Commitment to WLB Roles*

Variable	<i>r</i>	VIF
Transformational Leadership to C-WLBR	.216	1.00

Confirmatory Factor Analysis

A confirmatory factor analysis was run to capture the degree of variability among the predictive (transformational leadership) and outcome variables (commitment to job, family, friendship, and social roles) with a factor analysis determinant of 0.597. The confirmatory factor analysis only showed one statistical causality between transformational leadership and commitment to job roles with $p = <0.05$ (see Table 17).

Table 17.

Confirmatory Factor Analysis of TL to Commitment to WLB Roles

Variable	Factor Analysis Determinant	P value
Transformational Leadership to CJR	0.597	$P = < 0.05$

Summary and Transition

The purpose of this study was to determine if transformational leadership level predicted commitment to work-life balance roles in the areas of job roles, family roles, friendship roles, and social roles for hoteliers. This chapter provided the findings from the study. The researcher ran descriptive statistics on the sample. Then, confirmed the reliability coefficients of the scales used which was over a > 0.7 of acceptance. The researcher provided an evaluation of assumptions for the statistical test before running a linear regression, an ordinal regression, a Pearson (r) correlation, and a confirmatory factor analysis.

The linear and ordinal regressions were performed to evaluate the predictive relationship between the predictive variable, transformational leadership, and the outcome variables: Commitment to job roles, family roles, friendship roles, and social roles. The findings from both linear and ordinal regressions showed a positive predictive relationship from the predictive variable to the outcome variables. Results from the Pearson (r) correlation showed the strength and direction of the relationship between the predictive variables to be positive.

The confirmatory factor analysis showed no evidence of multicollinearity and provided statistical evidence that showed transformational leadership was positive, but relatively weak in validity. Yet, weak validity from the confirmatory factor analysis did not violate assumptions of the test (Y. Liu et al., 2016), so the findings were suitable to positively support the researcher's decision to accept 4 out of 5 null hypotheses. In addition, the ordinal logistic regression showed a goodness of fit model with a $p = >.05$

which further added support to the determination. Chapter 5 summarizes the overall interpretations of the findings from the study, limitations of the study, and future recommendations for social change were made.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

In the United States, the hospitality industry has faced a major challenge in the continual attraction of qualified workers throughout the year (Terry, 2011). The most valid concern for workers in this industry remained to be balancing work- life priorities (Lauzun et al., 2010). Because the hospitality industry presents a major impact on nearly every consumer worldwide, research on positive mitigating factors to the work-life balance dilemma within the hospitality industry is essential (Deery & Jago, 2009; Hsieh & Eggers, 2010; Pizam & Shani, 2009; William-Myers & Kwansa, 2010).

My intention in this quantitative research study was to determine if the transformational leadership level predicted commitment to work-life balance with regards to job roles, family roles, friendship roles, and social roles for hotel managers in frontline work teams. The research findings were significant to the leadership and organizational literature because little to no studies have addressed transformational leadership's influence among other components such as work-life balance within different social contexts, in particular, the hospitality field (Vidyarathi et al., 2011). In this chapter, I provide an interpretation of the findings from the study, limitations of the study, recommendations for future research, study implications, and the conclusion.

Interpretations of the Findings

In this study, I assessed five research questions to examine the causal relationship between a predictive independent variable (transformational leadership) and outcome variables (work-life balance roles). The first research question addressed transformational

leadership's predictive influence on commitment to work-life balance roles. The second research question addressed transformational leadership's predictive influence on commitment to job roles. The third research question addressed transformational leadership's predictive influence on commitment to family roles. The fourth research question addressed transformational leadership's predictive influence on commitment to friendship roles. The fifth research question addressed transformational leadership's predictive influence on commitment to social roles. With the support of the Pearson (r) correlation factor analysis determinant of 0.597, it showed to be statistically significant with $p > .0001$. However, the findings suggested that the sole predictive variable, transformational leadership, had a causal relationship to only one work-life balance role, which was commitment to job roles as it related to the ordinal outcome variables.

Research Question 1

Participants who identified as degreed frontline hoteliers also confirmed that they were a part of a frontline work team, worked at least 40 hours a week, held their position for at least 1 year, were at least 18 years of age, engaged in a family life, engaged in friendships independent and inclusive of team mates, and engaged in a social life independent and inclusive of team mates. These participants showed to not have had statistically significant scores in transformational leadership's influence on commitment to work-life balance roles in general.

For the first research question, the hypothesis was accepted. The findings marginally coincided with the minimal studies on transformational leadership's influence on work-life balance in the literature. Farrell's (2012) research on degreed Irish hoteliers

showed that over 70% of the frontline managers have agreed that transformational leadership has had a direct effect and benefit to work-life balance. The findings from this study provided support to the literature showing that transformational leadership did predict commitment to work-life balance roles among degreed hoteliers in frontline work teams, but only to a limited extent. The findings from this study showed transformational leadership to have a causal relationship to commitment to job roles over commitment to family, friendship, and social roles.

Research Question 2

For the second research question, the null hypothesis was rejected. The findings suggested the transformational leadership level did predict commitment to job roles among degreed frontline hoteliers. Transformational leadership's predictive level to commitment to job roles showed to be the most significant out of the remaining ordinal categorical variables of family roles, friendship roles, social roles.

The findings from this research question are consistent with the limited research on transformational leadership that was presented in the literature review. The findings from this study suggested that transformational leadership was a fundamental building block for trust among degreed frontline hoteliers who were a part of a work team (see Goodwin et al., 2011) as well as efficacy on the individual and group level (see J. B. Wu et al., 2010), which was consistent with the literature.

Research Question 3

For the third research question, the null hypothesis was accepted. The findings showed that the transformational leadership level did not predict commitment to family

roles among degreed frontline hoteliers. Transformational leadership was least influential on family roles out of all the other ordinal categorical variables. The findings were inconsistent with the limited studies that addressed this issue in the literature.

I found very few studies conducted on transformational leadership's effectiveness on work-life balance scenarios for hoteliers, a most important concern, to family matters (see Baral & Bhargava, 2010), especially for those who were new to the hospitality industry where work-life balance remained to be a problem (see Charu, 2012; Johanson et al., 2010). Subsequently, limited studies showed a link between transformational leadership and life domains, but extensive research on how the two variables correlated needed to be explored (Sosik et al., 2013). In this research, I did not find empirical evidence that showed the transformational leadership level predicted commitment to family roles among degreed frontline hoteliers who were a part of a work team. However, the lack of substantial empirical evidence from my findings did support the literature's warrant for further understanding of the weakly answered question of how transformational leadership influences other areas of life derived from the previous studies found in the literature.

Research Question 4

For the fourth research question, the null hypothesis was accepted. The findings showed that the transformational leadership level did not predict commitment to friendship roles among front line hoteliers. The findings from this research question were inconsistent with the minimal studies conducted on transformational leadership's influence on group level value congruence in the literature. Researchers have reported

transformational leadership to be a mediator between shared leadership responsibilities and integrity (Hoch, 2013), which promoted the possible establishment of a collective value system among likeminded individuals who worked closely together in a team member environment (N. W. Chi, 2011; Daspit et al., 2013; Hoch, 2013). The findings from this research question showed that transformational leadership did not predict commitment to friendship roles established within work teams among degreed frontline hoteliers who are a part of a work team.

Research Question 5

For the fifth research question, the null hypothesis was accepted. The findings showed that the transformational leadership level did not predict commitment to social roles among degreed frontline hoteliers. The findings from this research question were inconsistent with the limited studies found in the literature. Previous researchers posited that team members found it to be a challenge to expand their social circles within their work groups. Through positive feelings expressed by transformational leaders, group level value congruence stemmed from a mutual sense of efficacy and trust, togetherness could be achieved for organizational effectiveness (H.-K. Chi et al., 2012; Gupta et al., 2011). In addition, when team members participated in shared social networks within work groups, higher levels of group commitment were experienced (Daspit et al., 2013). The findings from this research question did not show support for the literature. The transformational leadership level did not predict commitment to social roles for frontline hoteliers who were a part of a work group.

Overall, a small number of the findings from the research study showed to be consistent with the leadership and organizational psychology literature. This study was useful because I presented a research segue for additional studies to be conducted on transformational leadership's influence within the field of hospitality and in particular to other life domains. This study demonstrated support for the notion that LMX affects transformational leadership through high quality reciprocal relations between leaders and followers (see Power, 2013), most notably in commitment to job roles, which paralleled most of the studies found in the literature review.

Although my findings showed very little empirical evidence for transformational leadership's predictive quality on commitment to family, friendship, and social roles, it would be remised to not point out that little to no research studies have been conducted on how transformational leadership has impacted life domains outside of the workplace, in particular within the field of hospitality. The literature presented examples of how transformational leadership has influenced leaders and followers, both in dialogical pairs and work teams, in the workplace. In this study, I showed further research is needed to understand how transformational leadership predicts commitment to work-life balance roles reflective of life domains with the utilization of a larger sample size and wider demographical area.

Subsequently, the findings from this study progress the understanding of how transformational leadership is predictive to commitment to work-life balance roles. I showed that the transformational leadership level predicts commitment to job roles for degreed managers in frontline work teams in hospitality. This finding was consistent with

the organizational and leadership literature. Thus, this research addressed the gap in the organizational and leadership literature by the presentation of empirical evidence that showed transformational leadership has a definitive causal relationship to commitment to job roles in the field of hospitality, a relatively unexplored social context for the application of transformational leadership. Up until this study, no researcher had thoroughly examined this causal relationship within this industry.

Limitations of the Study

The few limitations introduced in chapter 1 were frontline hotel managers with conferred degrees, tenured on the job for 1 year, held job titles of management level positions or considered to be management level, and identification of being a part of a work team. Conferred degrees of participants were unlikely an issue for this study as hotel contacts were given the participant criteria before the commencement of the study by the researcher. Job titles that indicated management level employees were unlikely to be a problem as hotel contacts were instructed that participants needed to be considered managerial to some capacity before engaging in the study. Being a part of a work group was unlikely a dilemma as the hotel contacts were aware that each participant had to be classified as a management level team member that worked in a group. However, there were some limitations of the study such as sample size and geographical location that effected the study's findings.

The sample size for this study was considered to be in medium range. Out of 130 responses collected 100 were usable yielding a response rate of 76.92%. The overall response rate was relatively fair. The reasoning for this is uncertain, but the survey was

conducted during the holiday season (Nov 2016 – Jan 2017). The sample size was feasible for the statistical testing, Pearson (r) Correlation and regressions, showing positive correlations with statistical significance. However, if a larger sample size had been chosen it would have been more representative of the population.

In so much, the geographical location of the study was a hindrance. The study was conducted in a centralized county in one state in the southeast— Greenville, South Carolina. If the study had surveyed hoteliers throughout the state, within the southeast region, or within another region in the United States, then the findings would have been more conclusive to the population. For future research, replicate this study with a larger sample size in a larger U.S. geographical area as well as in other industries would provide study findings more representative of the population.

Recommendations

Strong recommendations to replicate a similar study on transformational leadership's level to predict commitment to work-life balance roles in multiple counties in South Carolina would be appropriate to test the reliability of the findings from this study. Emulation of the study with a new population would allow for further exploration of how transformational leadership could mitigate other organizational psychology issues such as workplace diversity or stress induced lateral violence in high control workplace environments.

According to Perminiene, Kern, and Perminas (2016), lateral violence was the most dire workplace traumatic stressor an employee can encounter. To further corroborate this point, I. C. Wu, Lyons, and Leong (2015) conducted a study on 174

minority Midwestern university students on their unique experiences with lateral violence in the workplace. The study found that select minorities who faced lateral violence in the workplace, due to their perceived race or ethnicity, were more likely to develop cautiousness when faced with a potential stressor that heightened the chances of lateral violence (I. C. Wu et al., 2015). The absence of leadership styles, in particular transformational leadership, in both studies alluded to the fact that additional research on how transformational leadership could positively impact the inequality parity was warranted.

Implications

Transformational leaders who made the commitment (Breevaart, Bakker, Pernerouti, Sleebos, & Maduro, 2014), with a sense of purpose and drive, to persevere in times of organizational irresolute or transformation (C. Wu & Wang, 2015) created positive social change through work teams within their organizations (Lanaj, Johnson, & Lee, 2016). Consequently, transformational leadership paradigms had an effect on group level trust, efficacy, and value congruence (H.-K. Chi et al., 2012; Gupta et al., 2011).

The implication for positive social change was for individuals who demonstrated high levels of transformational leadership skill sets also had a greater ability to designate shared commitment levels to various work-life balance priorities in the areas of job roles, family roles, friendship roles, and social roles. It was believed that the ability to appropriate a consorted effort to multiple life domains could have alleviated unnecessary stress and burnout within and outside of the workplace.

Thus, the findings from this study delivered a perplexed review. Transformational leadership did not have a causal relationship to commitment to family, friendship, or social roles. However, transformational leadership did have a causal relationship to commitment to job roles for degreed hotel managers in frontline work teams. The findings from this study further corroborates what the leadership and organizational psychology literature posited. Therefore, an organization's considered investment in transformational leadership training programs would benefit, be worth the financial investment to companies interested in the establishment of a healthy human capital equipped to commit to a balanced work approach in areas that corporately counted.

Conclusion

This study sought to examine the causal relationship between transformational leadership level and commitment to work-life balance roles for degreed frontline hoteliers who were a part of a work team. This study was consistent with previous research that showed transformational leadership had a statistically significant, causal relationship to commitment to job roles. Subsequently, this research shows that organization's interested in creating healthy workplace environments should invest in transformational leadership training for its employees to further strengthen their internal workforce. Training in transformational leadership skill sets would help team members learn how to effectively balance work priorities; of which, will allow team members to invest time in trust, efficacy, and value congruence at the group level which leads to overall organizational effectiveness.

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Appendix A: 50 Item Questionnaire

Eight items from the TMLQ will be used to measure transformational/transactional leadership. All responses will use a 5pt. response scale from the TMLQ: 0) not at all, 2) once in a while, 3) fairly often 4) frequently

Questions

Transformational/ Transactional Leadership

1. Members of my work team talk about how trusting each other can help overcome their difficulties
2. Members of my work team envision new possibilities
3. Members of my work team emphasize the importance of being committed to our beliefs
4. Members of my work team “work out” agreements about what’s expected from each other
5. Members of my work team closely monitor each other’s performance for errors
6. Members of my work team direct attention toward failure to meet standards
7. Members of my work team avoid addressing problems
8. Members of my work team wait until things have gone wrong before taking action

Four items will be used from the IMSCI to measure commitment to: Job roles, family roles, friendship roles, and social roles. A 5pt. Likert scale will be used: 1) strongly disagree, 2) disagree, 3) neutral, 4) agree, 5) strongly agree.

Job roles

9. I want my employment relationship to last for a long time
10. I am committed to maintaining my employment relationship
11. I would not feel very upset if my employment relationship were to end in the near future
12. I am focused on the long term future of my employment relationship
13. I want relationships with my co-workers to last for a long time
14. I am committed to maintaining relationships with my co-workers
15. I would not feel very upset if relationships with my co-workers were to end in the near future
16. I am focused on the long term future relationships with my co-workers

Family roles

17. I want my family relationships to last for a very long time
18. I am committed to maintaining my relationship with my spouse or significant other
19. I am committed to maintaining my relationship with my loved ones (children, siblings, parents, etc.)
20. I would not feel very upset if my relationship with my spouse or significant other were to end in the near future
21. I would not feel very upset if my relationship with my loved ones were to end in the near future
22. I am focused on the long term future of the relationship I have with my spouse or significant other
23. I am focused on the long term future of the relationships I have with my loved ones

Friendship roles

24. I want my relationships with friends to last for a very long time
25. I am committed to maintaining my relationships with my friends, inclusive of work team members
26. I would not feel very upset if my relationships with my friends were to end in the near future
27. I am focused on the long term future of my relationships with my friends, inclusive of work team members
28. I want my relationships with my closest friends to last for a very long time, inclusive of work team members
29. I am committed to maintaining my relationships with my closest friends, inclusive of work team
30. I would not feel very upset if my relationships with my closest friends were to end in the near future
31. I am focused on the long term future of my relationships with my closest friends
32. I am committed to maintaining my relationship with my best friend
33. I would not feel very upset if my relationship with my best friend were to end in the near future

Social roles

34. I want relationships, inclusive of work team members, in my social circle to last for a long time
35. I am committed to maintaining my relationships, inclusive of work team members, within my social circles

36. I would not feel very upset if my social relationships, inclusive of work team, were to end in the near future
37. I am focused on the long term future of my social relationships, inclusive of work team members
38. I want relationships in my religious or civic groups to last for a long time
39. I am committed to maintaining my relationships within my religious or civic groups
40. I would not feel very upset if my religious or civic group relationships were to end in the near future
41. I am focused on the long term future of my religious or civic group relationships
42. I want relationships in my sports (soccer, baseball, volleyball, etc.) groups to last for a long time
43. I am committed to maintaining my relationships within my sport groups
44. I am committed to maintaining relationships with my teammates within the sports group
45. I would not feel very upset if my relationship with my sport groups were to end in the near future
46. I am focused on the long term future of my sport groups' relationships
47. I want my club (tailgating/card playing club/bowling league, etc.) relationships to last for a very long time
48. I am committed to maintaining my club relationships
49. I would not feel very upset if my club relationships were to end in the near future
50. I am focused on the long term future of the relationship I have within my club