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# Contributions to research on Full-Range Leadership theory: The positive effects of Transformational Style in Multicultural and Multigenerational Teams

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Marc Valldeneu Rosell - 2022



## DOCTORAL THESIS

Supervised by:

**Dr. Elisenda Tarrats and Dr. Xavier Ferràs**


Degree of Doctor of Philosophy in: Law, Economics and Business.

University of Vic





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## **DOCTORAL THESIS**

# **Contributions to research on Full-Range Leadership theory: The positive effects of Transformational Style in Multicultural and Multigenerational Teams**

**Marc Valdeneu Rosell**

Supervised by: Dr. Elisenda Tarrats and Dr. Xavier Ferràs

A thesis submitted in fulfilment of the requirements for the degree of Doctor of  
Philosophy in Law, Economics and Business.

Economy and Business Faculty

University of Vic

2022



*I wish to dedicate this work to my beloved grandfather, Miquel Rosell Guillamon. A reference throughout my childhood and adolescence, as a leader, as a head of family, as a business founder and as a person, always a friend to everyone. There is no day I do not miss you.*

*I love you.*

# ABSTRACT

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**Background.** Leading a team effectively has been a major concern for organizational changing environment currently. Leaders need to guide, inspire and motivate multigenerational and multicultural teams in order to achieve the corporate objectives and goals. On top of that, leaders need to establish a secure environment if they want to avoid unwanted attrition, turn-over or team's uncertainty due to global circumstances, such as social, health, political and economic developments. All these mentioned challenges are creating a stronger complexity in order to lead teams compared to previous decades.

**Aims.** The research was conducted to investigate and understand the relationship between leadership styles and their behaviors with organizational outcomes, job engagement and the generational differences of the studied sample. Three specific studies were assessed for the research; the first study aimed to identify which leadership style (transformational, transactional and passive-avoidance) had a significant positive correlation and consequently encouraged a positive increase on organizational outcomes (effectiveness, satisfaction and extra effort), the second and third studies aimed to understand whether transformational attributes had a better positive impact on work engagement and on millennial job satisfaction compared to transactional and passive-avoidance styles and behaviors respectively. The ultimate goal was to identify and validate which leadership style and behavior a leader should apply to improve the skills to guide successfully their teams.

**Methods.** The overall research used the Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (2004) in order to assess leadership styles and organizational outcomes perceptions and Utrecht Work Engagement Scale (UWES-17) to determinate work engagement perception. The sample of the study consisted of 167 respondents. The millennial generation



was established between 1980 and 2000 with a total of 125 respondents. The data collected were transferred to SPSS (Statistical Package for Social Sciences) software in order to run the analyses. Mean Calculation, bivariate correlation and multiple regressions analysis were assessed to understand the perception and relationship between the variables mentioned before. Cronbach's alpha was used to evaluate the scale reliability and consistency.

**Results.** The first study showed that transformational leadership had strong and positive correlations and encouraged a significantly positive increase on organizational outcomes compared to transactional and passive-avoidance styles. The second study demonstrated that there was a remarkable positive relationship between transformational style (MLQ 5x-Short) and employee engagement (UWES-17). The correlational analysis revealed that idealized behavior was the most related on work engagement. Finally, the third study correlation exhibited that all transformational behaviors (5Is) had a strong and positive correlation with job satisfaction among generations and multiple regression analysis indicated that idealized attributes and intellectual stimulation encouraged a significantly positive increase in millennial satisfaction compared to non-millennials.

**Strengths and limitations.** Thesis findings provided important and original contributions to validate and expand the benefits of transformational style and behaviors when leading multicultural and multigenerational teams in order to be successful. The study also entails some limitations and suggestions for future research. The scope of the research was limited at 167 employees from 7 different multinational companies and from 31 different nationalities. The data in the study were obtained in 2019. Even though the results obtained are valid nowadays, in a future study it would be interesting to administer again the questionnaire to the same sample at different time points. Finally, another point should be mentioned due to the fact that the data was obtained before the COVID-19 impact. For future studies, it would be important to collect data once COVID-19 impact is stabilized for all the communities and then validate if the impact has led to a possible change in the leadership's trend.

**Conclusions.** The thesis concluded that transformational leadership style had a significant positive influence and was a positive predictor on organizational outcomes, work

engagement and millennial's satisfaction. Transformational leaders are committed, accountable, have an open mindset and highly valued behaviors, like self-control, optimism and self-efficiency. They stand up for the team and inspire in a natural way by providing visions of what the team could achieve. They love to nurture teams' intelligence and encourage the curiosity and bold moves of the employees. Leaders or managers could potentially benefit by moving towards a more transformational leadership style. Each leader, first line manager, supervisor or team leader who wishes to manage teams successfully may benefit from analyzing their inner style and implement transformational behavioral approaches towards their teams.

## RESUM (CATALAN VERSION) ---

**Introducció.** Liderar un equip amb eficàcia és una repte molt important per a qualsevol organització actualment. Els líders han de guiar, inspirar i motivar equips multigeneracionals i multiculturals per tal d'assolir els objectius i metes corporatius. A més, els líders han d'establir un entorn segur si volen evitar el desgast d'equips, la seva rotació o la incertesa de l'empleat a causa de circumstàncies globals d'àmbit social, sanitari, polític i econòmic. Tots aquests reptes estan creant una nova complexitat a l'hora de liderar equips en comparació amb dècades anteriors.

**Objectius.** La recerca de la tesi es va dur a terme per tal d'investigar i entendre la relació entre els estils de lideratge i els comportaments que els caracteritzen amb els resultats organitzatius, el compromís de l'empleat i les diferències generacionals de la mostra estudiada. Es van avaluar tres estudis específics per a la investigació; el primer estudi va tenir com a objectiu identificar quin estil de lideratge (transformacional, transaccional i d'evitació passiva) tenia una correlació positiva significativa i, en conseqüència, fomentava un augment positiu dels resultats organitzatius (efectivitat, satisfacció i esforç addicional), el segon i el tercer estudi van tenir com a objectiu entendre si els atributs transformacionals tenien un impacte positiu en el compromís laboral i en la satisfacció laboral dels millennials en comparació amb els estils i comportaments transaccionals i d'evitació passiva, respectivament. L'objectiu final era identificar i validar quin estil i comportament de lideratge hauria d'aplicar avui dia un líder per millorar les habilitats per guiar amb èxit els seus equips.

**Metodologia.** Per a la investigació global es va utilitzar el qüestionari de lideratge multifactor (MLQ) de Bass i Avolio (2004) per tal d'avaluar els estils de lideratge i les percepcions dels resultats organitzatius i l'escala d'implicació laboral d'Utrecht (UWES-17) per determinar la percepció del compromís laboral. La mostra de l'estudi estava formada per 167 enquestats. La generació millennial es va establir entre 1980 i 2000 amb un total de 125 enquestats. Les dades recollides es van transferir al programari SPSS (Statistical Package for Social Sciences) per tal d'executar les anàlisis. Es va avaluar el càlcul de la mitjana, la correlació

bivariada i l'anàlisi de regressions múltiples per entendre la percepció i la relació entre les variables esmentades anteriorment. L'alfa de Cronbach es va utilitzar per avaluar la fiabilitat i la coherència de l'escala.

**Resultats.** El primer estudi va demostrar que el lideratge transformacional tenia correlacions fortes i positives i afavoria un augment significativament positiu dels resultats organitzatius en comparació amb els estils transaccionals i d'evitació passiva. El segon estudi va demostrar que hi havia una relació positiva notable entre l'estil transformacional (MLQ 5x-Short) i la implicació dels empleats (UWES-17). L'anàlisi correlacional va revelar que el comportament idealitzat era el més relacionat amb el compromís laboral. Finalment, la correlació del tercer estudi mostrava que tots els comportaments transformacionals (5Is) tenien una correlació forta i positiva amb la satisfacció laboral entre generacions i l'anàlisi de regressió múltiple va indicar que els atributs idealitzats i l'estimulació intel·lectual fomentaven un augment significativament positiu de la satisfacció dels empleats millennials en comparació amb els no millennials.

**Fortaleses i limitacions.** Els resultats de la tesi van aportar contribucions importants i originals per validar i ampliar les evidències dels beneficis de l'estil i els comportaments transformacionals a l'hora de liderar equips multiculturals i multigeneracionals per tenir èxit. L'estudi també comporta algunes limitacions i suggeriments per a futures investigacions. L'abast de la investigació es va limitar a 167 empleats de 7 empreses multinacionals diferents i de 31 nacionalitats diferents. Les dades de l'estudi es van obtenir l'any 2019. Tot i que els resultats obtinguts son vigents en l'actualitat, en un futur estudi seria interessant tornar a administrar el qüestionari a la mateixa mostra en diferents moments. Finalment, cal esmentar que les dades es van obtenir abans de l'impacte de la COVID-19. Per a estudis futurs, seria interessant recollir dades un cop estabilitzat l'impacte de la COVID-19 per a totes les comunitats i després validar si l'impacte ha provocat un possible canvi en la tendència del lideratge.

**Conclusions.** La tesi conclou que l'estil de lideratge transformacional és el que té més influència positiva de forma significativa i que és un indicador positiu sobre els resultats organitzatius, el compromís laboral i la satisfacció dels empleats millennials. Els líders

transformacionals son compromesos, responsables, tenen una mentalitat oberta i comportaments molt valorats com l'autocontrol, l'optimisme i l'autoeficiència. Defensen l'equip i inspiren d'una manera natural proporcionant visions del que l'equip podria aconseguir. Els encanta nodrir la intel·ligència dels equips i fomentar la curiositat i els moviments atrevits dels empleats. Els líders o els directius es podrien beneficiar potencialment avançant cap a un estil de lideratge més transformador. Cada líder, director de primera línia, supervisor o líder d'equip que vulgui gestionar equips amb èxit es pot beneficiar d'analitzar el seu estil interior i implementar enfocaments de comportament transformacional cap als seus equips.

## KEYWORDS

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Leadership, Transformational Leadership, Idealized Attributes, Intellectual Stimulation, Management, Organizational Development, Effectiveness, Satisfaction, Extra effort, Work Engagement, Millennials.

## JEL CLASSIFICATION

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M10, M12, M54, D23, J28

## PUBLICATIONS DURING THE PHD DEGREE

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# LIST OF ABBREVIATIONS

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5Is	The 5 transformational behaviors
ANOVA	Analysis of variance
COVID	Coronavirus disease
CR	Contingent Reward
EQ	Emotional quotient
LF	Laissez-Faire
MBE-A	Manage by exception active
MBE-P	Manage by exception passive
MLQ	Multifactor Leadership Questionnaire
NGO	Non-governmental organization
UWES	Utrecht Work Engagement Scale
VIF	Variation inflation factors
VUCA	Volatile, uncertain, complex and ambiguous

# INTRODUCTION

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Leadership has always been present in the history of humankind, in every environment selected individuals are being appointed to have different roles with leadership responsibilities. Nowadays, leadership is embedded in all the verticals and segments of the global market; from education, healthcare and public administration to manufacturing, telecommunications, finance and private enterprises (global and local), at all levels and in every walk of life.

In fact, leadership has become a very important aspect for all organizations in order to accomplish their set objectives and goals. It is a key factor for improving the performance of each team and employee and it can determine their success or failure. Leaders play an essential role in the accomplishment of goals and they can boost employee's performance by keeping them satisfied with their jobs (Paracha et al, 2012). Although the literature on leadership and team's influence is studied on different countries and industries, the evidence of the effects are consistent. However, more evidence is needed from the research community since, for example, little is known about the leadership impact on the new generations, such as millennials. These elements were fundamental to motivate the doctoral student to contribute in the expansion of the leadership research.

The aims of the research are divided in three studies that are published in peer reviewed, international journals. The first study of the research seeks to identify which leadership style impacts positively on organizational outcomes, such as effectiveness, satisfaction and extra effort. The second study analyses whether the transformational style has a stronger influence versus transactional or passive-avoidance style regarding work engagement, and it also identifies which transformational behavior is the most correlated. Finally, the third study seeks to understand the impact of the transformational behaviors on the millennial generation.

In terms of content structure, the thesis consists of six chapters. Chapter 1 is the literature review and describes key areas, definitions and theories concerning leadership, the full-range of leadership model, and also defines the organizational outcomes, work engagement and the millennial generation. Chapter 2 develops the thesis objectives and chapters 3, 4 and 5 are the

three published studies respectively. Finally, Chapter 6 summarizes the conclusions from the three thesis studies.

The research also includes a number of appendices describing a range of materials, outputs and research skills developed across the PhD candidature. A final consideration of the presented research is that the data was obtained before the COVID-19 impact. The impact of the COVID-19 could bring a possible change of the leadership trend, however, in order to be analyzed correctly, a future study should be conducted once the pandemic situation is normalized.

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# CHAPTER 1

## *Literature review*

## **1.1. Introduction**

This chapter presents basic definitions and general concepts of leadership, the various leadership theories, methodologies and instruments and, finally, a deep-dive of the concepts of organizational outcomes, work engagement, millennial generation and the demographic profile.

## **1.2. Defining Leadership and leader**

Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2006). Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2019). A leader is an individual who accompanies people on a journey, guiding them to their destination, and by implication holds them together as a group while steering them in the right direction (McCaffery, 2004). A leader is an individual who rules, guides or inspires others and fully understands how to deploy their strengths and compensate their weaknesses to ultimately achieve a common goal.

Defining leadership as a process means that it is a transactional event that happens between leaders and their employees. Leadership is a bidirectional process, an interactive event between leaders and employees rather than a linear, one-way event in which the leader only affects the followers. Leadership is about influence, without influence it will be impossible to be a real leader.

## **1.3. General leadership theories**

Leadership theory is a dynamic phenomenon and continues to change over time (Benmira & Agboola, 2021). It has been studied extensively over the years and it has taken on a greater importance than ever before in today's fast-paced and increasingly globalized world. The present chapter traces the historical evolution of the main leadership theories (see Appendix I).



### **1.3.1. Great men theory**

The history of leadership theories began with the Great men theory. The theory was pioneered by a historian; Thomas Carlyle in 1840 (Spector, 2015). The theory states that not everyone can be a leader or even aspire to be a leader as leadership is divine and comes as a gift from God (Spector, 2015). The Great Man Theory centers on two main assumptions:

- Great leaders are born possessing certain traits that enable them to rise and lead.
- Great leaders can arise when the need for them is great.

Examples were often drawn from popular historical figures such as Julius Caesar, Mahatma Gandhi, Abraham Lincoln and Napoleon Bonaparte. It was believed that these individuals were natural born leaders with innate characteristics of leadership, which enabled them to lead individuals while they shaped the pages of history (Benmira & Agboola, 2021).

### **1.3.2. Trait theories**

From the limitations of the great men theory birthed the Trait theory of leadership in the 20th century (Kirkpatrick & Locke, 1991). Trait theories ignored the assumptions about whether leadership traits were genetic or acquired and identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as a fundamental component of leadership (Ekvall & Arvonen, 1991). Trait theory was criticized by Stodgill (1974) on the basis that having these characteristics isn't a guarantor that one would be a leader or an effective leader.

### **1.3.3. Behavioral theories**

The limitations of the Great Man Theory and the Trait Theory gave rise to the Behavioral Theory of leadership (1940's). According to behavioral theories, leaders are not born. What

makes a leader can be identified and learned, and for a leader to be effective, he or she must be trained. Yukl (1989) introduced three different leadership styles: democratic, autocratic and laissez faire leaders. The employees working with democratic leaders displayed a high degree of satisfaction, creativity, and motivation; they worked with great enthusiasm and energy irrespective of the presence or absence of the leader; they also maintained better connections with the leader in terms of productivity, whereas autocratic leaders mainly focused on greater quantity of output. Laissez faire leadership was only considered relevant while leading a team of highly skilled and motivated people who excelled track-record in the past.

The success of leaders stems not from themselves (as in trait and great man theory) but from the success of their group members and the leaders behavior and relationship with the group. Whatever brings success to the group brings success to the leader. This makes it possible for these attributes to be identified, learned and acquired by others (Amanchukwu et al., 2015).

#### **1.3.4. Contingency Theories**

The theories of contingency recommends that no leadership style is presented as a stand-alone style, as it is reliant upon a variety of factors such as the quality and situation of the followers or a number of other variables. Overall assumptions of the contingency theories are that there is no standard leadership style. That different situations demand different leadership approaches. The theories of contingency are a category of behavioral theories that challenges the idea that there is no one finest way of leading or organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977).

A three well-known contingency theories examples are the Fiedler contingency model (1967), the Hersey and Blanchard's situational theory (1969) and the path-goal theory of Robert House (1971).

- Fiedler's contingency model of leader effectiveness aimed to incorporate situational variables when looking at leader effectiveness. The model predicts that leaders who are task oriented will be more successful in situations in which

leaders have either high or low control, whereas leaders who are relationship orientated will be more effective in situations which offer them moderate levels of control (Ayman et al., 1995).

- The situational approach proposed that effective leaders must understand their followers and apply the correct balance between directive and supportive leadership, depending on the situation (Blanchard et al., 1993).
- The path-goal approach has been used to help explain how leaders influence their followers' motivation and behavior towards achieving desired outcomes (House & Mitchell, 1975). The role of the leader in path-goal theory is to increase follower goal attainment by making the pathway to the goal more attainable (by clarifying the goal and the pathway), by increasing the attractiveness of the goal, by reducing roadblocks and by increasing the opportunities for satisfaction along the way (House, 1996).

### **1.3.5. Process Theories**

Process leadership theories suggest that the work of leaders is to contribute to the well-being of others with a focus on some form of social responsibility. Leadership theories with a process focus include servant leadership, principal centered leadership and charismatic leadership. One of the most studied models is the servant leadership theory which focuses on the needs of the followers and helps them to become more autonomous, freer and knowledgeable (Greenleaf, 1996).

Servant leadership became popular recently by emphasizing the importance of followers. Servant leaders seek to support their team members and are most concerned with serving people first (Eliot, 2020).

### **1.3.6. Relational Theories**

The predominant approach within the relational theories is the leader-member exchange (LMX) theory (Graen et al., 1982), which looks at how the quality of the relationship between a leader and follower affects a number of outcomes. Meta-analytic research has shown that high quality relationships are associated with positive work-related outcomes, such as follower satisfaction, commitment, performance (Gerstner & Day, 1997), and organizational citizenship behavior (Ilies et al., 2007). The nature of LMX theory means that a separation between in-groups and out-groups can occur, in which a leader forms stronger relationships with the in-group, demands more from that group and rewards them more than the out-group, which can be counter-productive (Baker, 2013).

### **1.3.7. Transactional Theory**

The leadership theories, by the late 1970s and early 1980s, started to diverge from the specific perspectives of the leader, leadership context and the follower and moved toward practices that concentrated further on the exchanges between the followers and the leaders. The transactional theory was described as that in which leader-follower associations were grounded upon a series of agreements between followers and leaders (Shamir et al., 1993). Bass and Avolio (1994) observed transactional leadership as a type of contingent-reward leadership that had active and positive exchanges between leaders and followers whereby followers were rewarded or recognized for accomplishing agreed upon objectives.

Examples of transactional leaders include managers who tend to focus on supervision, processes and follower performance (Benmira & Agboola, 2021).

### **1.3.8. Transformational Theory**

Transformational theory distinguishes itself from the rest of the previous and contemporary theories. The transformational theory increases the motivation and morality of both the follower and the leader (Shamir et al., 1993). The leader engages in interactions with

followers based on common values, beliefs and goals. Followers and leaders set aside personal interests for the benefit of the group. The leader is then asked to focus on the followers' needs and input in order to transform everyone into a leader by empowering and motivating them (House & Aditya, 1997). The transformational leaders have the capability to identify the need for change, gain the agreement and commitment of others, create a vision that guides and embeds change (McGregor, 2003).

These types of leaders treat subordinates individually and pursue to develop their consciousness, morals and skills by providing significance to their work and challenge. These leaders produce an appearance of convincing and encouraging vision of the future. They are visionary leaders who seek to appeal to their followers' better nature and move them toward higher and more universal purposes (McGregor, 2003).

Transformational style is vital to today's fast-paced technological industry where innovation and agility can make or break an organization. Examples of transformational leaders include Jeff Bezos, Steve Jobs and Bill Gates (Benmira & Agboola, 2021).

### **1.3.9. Future rising theories**

The continued shift in leadership concepts led to the development of shared and collaborative leadership practices. Success in an organization is more dependent on coordinative leadership practices distributed throughout the organization rather than the actions of a few individuals at the top (Kukenberger & D'Innocenzo, 2020).

More recently, the inclusive leadership theory also emerged, a person-centered approach based on the dynamic processes that occur between leaders and followers and which focuses on empowering followers to becoming leaders (Thompson & Maktin, 2020).

Rising leadership theories also include the complexity leadership, which emerged as a means to deal with the complexity of our modern world. This theory takes a whole-system view, considering contextual interactions that occur across an entire social system (Rosenhead et al., 2019).

Finally, the evolutionary leadership theory, defines leadership as an adaptive behavior that has been evolving in the human psyche (Kenney, 2012). Leadership is fluid, exchangeable, and task oriented (Ronay & Vugt, 2014). Evolutionary leadership is an ever-changing flux of interconnections that seek to intentionally find better perspectives. Everyone follows and everyone leads (Laszlo, 2013).

#### **1.4. Introduction of the full-range leadership model**

The earlier leadership theories and approaches reviewed above, even the initial ones still have relevance in research today. All contributed to the understanding of leadership. An important factor is that most of the leadership theories only include a limited set of behaviors, attributes and values and subsequently orient the approach toward the leader, follower or organization (Randolph, 2021). However, the Full Range Leadership model offers a holistic evaluation and incorporation of leadership characteristics, attributes, behaviors, and values in a systematic presentation with multiple orientations spanning the full spectrum of leadership (Sosik & Jung, 2018).

Such a theory or model provides a better chance of understanding effective leadership (Randolph, 2021). Many researchers rely upon the full-range leadership model in order to define effective leadership (Alloubani et al., 2019; Awino, 2015; Barnes et al., 2013; Frooman et al., 2012; Tigchelaar & Bekhet, 2015; Kueenzi, 2019; Miranda, 2019; Purvi et al., 2019; Shrestha, 2012; Yahaya & Ebrahim, 2015). For the reasons mentioned above, the current research will embrace the full-range leadership model theory as a fundamental core to establish the different cases or studies.

##### **1.4.1. The full-range leadership model**

Burns (1978) wrote a book on leadership and his work was utilized by Bass and Avolio to introduce a full-range leadership theory. According to Bass and Avolio (1994), leaders use a range of behaviors from transformational leadership style to transactional leadership style and

there is also a low level of leader interaction with followers and organizational matters.

Initial leadership theories, such as the Great Man and Traits theories, purported that leadership was an innate, genetically predisposed characteristic that a person either possessed or not. These theories lacked the sophistication to build a more significant contingency of leaders due to the inability to explain leadership's derivation (Timothy et al., 2003).

Research based theories such as servant leadership, transformational leadership, laissez-faire and transactional leadership provide empirical data that leadership behaviors are teachable and, thus, learned by followers (Antonakis & House, 2014). Full range leadership model builds upon the research-based theories. It proposes leaders should possess a repertoire of varied leadership styles that entail the spectrum of leadership behaviors to create more innovative and ethical organizations (Mittal & Dar, 2015; Zhu et al., 2019). The full-range leadership model engages leadership beyond the scope of a leader's behavior or disposition (Randolph, 2021).

Full-range leadership theory (Bass & Avolio, 1994) states that successful leaders utilize three styles of leadership in conjunction with each other (Antonakis et al., 2003). The three styles of leadership encompassed in full-range leadership theory are transformational, transactional, and passive-avoidance:

Firstly, the transformational style based on Bass and Avolio (1994), is the most active and effective behavior. Transformational leaders show high levels of trust with their employees, are good communicators, optimistic, visionaries and are able to transmit a sense of purpose. They are able to motivate, promote intelligence and they have an individual touch for each employee. Based on these characteristics, Baker (2013) explained that transformational leaders are able to establish strong relationships with followers and use these relationships to inspire followers to go beyond what they believe they can accomplish. The transformational leader is able to communicate a mutually desirable and inspirational vision of the future and create a sense of commitment and loyalty towards the goals of the organization (Baker, 2013; Bass, 1985).

Secondly, the transactional style is a task-oriented style in which the leader focuses primarily on task completion and rewards those who are compliant and achieve the direct-

ed goals. It also involves the use of corrective criticism, negative feedback and negative reinforcement for non-compliance or lack of achievement (Northouse, 2019). Transactional leader behaviors do not address employees' needs, motivations or development, and workaholic patterns may be modeled and rewarded (Graham, 1995).

Thirdly, the passive-avoidance style is characterized by leaders who avoid decision-making, the provision of rewards, and the provision of positive or negative feedback to their employees, with the leader clearly abdicating responsibility to others (Bass & Avolio, 1997; Mester et al., 2003). Passive leaders avoid identifying and clarifying potential problem areas, avoid getting involved, setting standards and monitoring for results. Most of the time, this leadership style has a negative effect on leadership results.

All in all, the full-range leadership analyzes the characteristics of the three mentioned styles which are subdivided by nine factors. The transformational style is divided in five factors: idealized influence (attributed and behavior), inspirational motivation, intellectual stimulation, and individualized consideration (Avolio et al., 1999). Secondly, the transactional style is divided in two factors: management by exception active and contingent reward (Geier, 2016). Finally, the passive-avoidance style is divided in two factors: management by exception passive and hands-off leadership or laissez-faire (Antonakis et al., 2003; Antonakis & House, 2014). The full-range leadership model is representative of leaders who utilize a variation of the nine factors to lead their employees (see Appendix III).

### **1.5. The meaning of work engagement**

Work engagement is defined as a positive, fulfilling, affective-motivational state of work-related well-being (Bakker et al., 2008). It is characterized by vigor – higher levels of energy, mental resilience and investment of effort; dedication – involvement in work and the sense of meaningfulness and enthusiasm, and absorption – full concentration and engrossment in work (Schaufeli et al., 2002; Bakker, 2017). In a nutshell, work engagement is about giving hands, head and heart at work (Ashforth & Humphrey, 1995). Individuals who are engaged in their work have high levels of energy, are enthusiastic about and completely immersed in their work



activities. The majority of studies have adopted a between-person approach, showing that there are mean level differences in work engagement between individuals as a function of working conditions, personal characteristics, and behavioral strategies (Bakker et al., 2014). However, research over the past decade has shown that work engagement may also fluctuate within people – across time and situations. For example, research has shown that workers are most engaged during a challenging two-hour work episode (Reina-Tamayo et al., 2018), during workdays preceded by evenings when workers have recovered well (Sonnetag, 2003) and during workdays when they have access to a variety of resources (Bakker, 2014).

### **1.6. Millennial influence on work environment**

There is a generational shift in today's workforce where Millennials (Generation Y) have become the majority of the workforce. According to Winograd and Hais (2014), Millennials will constitute 75% of the workforce by 2025. Although there is no agreement to define the exact date range of Millennials, most literature refers to Millennials as individuals who were born between 1980 and 2000 (Rudolph et al., 2018).

Due to the unique technological timeframe into which Millennials were born, they have acquired specific and unique work skills and preferences. They are more tech-savvy, good at multi-tasking and they have the tendency to question rules and challenge workplace norms (Gursoy et al., 2008). Millennials are idealist, highly optimistic and confident. They also expect rapid promotion and development (Chen & Choi, 2008).

Millennials like to keep their career options open. If there is any better career opportunity, they are willing to leave their job position and current employer. What keeps them committed to their organization is mostly their own performance and the organization retention program. The life-work balance is ranked by Millennials as the most important work value. A flexible working schedule is considered as a stepping stone to success (Gursoy et al., 2008). Having flexible working schedule means that the work is not measured by the time they spend on it. What the most is whether the work is completed and the required goals are achieved. Weeks and Schaffert (2019) found that financial rewards are less important

than meaningful work. Work is perceived to be meaningful by Millennials if it serves others, improves lives and brings personal happiness. Millennials think of an ideal job as a position which includes interaction with others and is relaxing (Weeks & Schaffert, 2019). All these factors mentioned above can be used by organizations to develop leadership strategies which maximize Millennials' satisfaction, organizational outcomes and engagement.

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# CHAPTER 2

## *Aims and methodology of the thesis*

## 2.1. Summary of research

The previous review of literature in Chapter 1 identified the main leadership and leaders theories and their importance through history. It also reviewed different concepts such as organizational outcomes, job engagement and the millennial generation, all of which are strong elements with an influence on leadership. Based on this, a leadership methodology and two survey instruments were selected to conduct the present study. The full-range leadership theory, the MLQ and the UWES are principal pillars of this research and were used in order to carry out the study (see Annex II, III).

## 2.2. Thesis aims

The research aims to underpin the overarching aim of the thesis, which is to:

*“Investigate, identify and understand the connection between leadership styles and their behaviors with organizational outcomes, job engagement, and the generational differences of the millennials in order to help leaders guide their teams successfully”*

This aim was subdivided in three studies or phases which resulted in three interconnected international publications. The specific studies or phases are as follows:

- First study: It seeks to identify which leadership style impacts positively on organizational outcomes, such as effectiveness, satisfaction and extra effort. The study was published on March 2021 in the 39<sup>th</sup> volume, 1<sup>st</sup> issue of Organizational Development Journal.
- Second study: It seeks to validate whether the transformational style and its 5 behaviors have a stronger influence compared to transactional or passive-avoidance style regarding work engagement. The study was published on July 2021 in the 19<sup>th</sup> volume, 2<sup>nd</sup> issue of Problems and Perspectives in Management.
- Third study: It seeks to understand the impact of the transformational behaviors on the millennial generation satisfaction. The study was published on September 2021 in the 19<sup>th</sup> volume, 3<sup>rd</sup> issue of Problems and Perspectives in Management.

## **2.3. Methodology**

### **2.3.1. Introduction**

The overall research uses three questionnaires, the first questionnaire aims to gather general information of the employees, such as education, age and time in the company. The questionnaire was created by the researcher and it had seven questions. The second one is the Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (2004) and it aims to assess the leadership style and the organizational outcomes. This MLQ has forty-five questions. The third questionnaire is the Utrecht Work Engagement Scale (UWES-17). It has seventeen questions and it aims to determine the engagement perception of the employees. The three surveys were administrated altogether by email and using Microsoft forms. A total of sixty-nine questions were sent to employees of diverse nationalities who were working at different companies (see Appendix II).

### **2.3.2. Demographic profile**

The demographic theory (Korac-Kakabadse et al., 1998) suggests that attributes such as age, tenure, occupation, gender and level of experience are characteristics that influence interpersonal and group dynamics. These demographic variables such as gender, age, tenure, and educational level have been used to predict many of the leader's behaviors or work performance outcomes such as effectiveness (Eagly et al. 1995; Thompson, 2000).

The research was carried out worldwide but mainly in enterprise-corporate hubs located in Barcelona. A data set of 167 observations were used in the analysis. From the demographic profile only the age was used to determine whether the respondent was a millennial or not. Gender, education, job department, number of companies employees had worked for, years within the current company and location of the company were data collected but not used during the three studies (see Appendix V). The sample of the research is rather balanced in gender and is relatively young; 75% of the respondents were born between 1980 and 2000. This workforce also has a high level of education; 35.3% have a bachelor's degree, 56.3% have

a master's degree and 1.2% have a doctorate. Also, workers from the study have a certain level of previous working experience with different companies as well as stability in their present company; 67% of the respondents have worked in at least more than 3 companies. The country with more respondents is Spain (52).

### **2.3.3. Multifactor Leadership Questionnaire**

The leadership style in group management has been assessed by the Multifactor Leadership Questionnaire (Bass & Avolio, 1997), an instrument based on the full-range leadership model. Initially, the instrument (MLQ) consisted of 70 items grouped into seven factors: four regarding the transformational leadership (charisma, inspiration, intellectual stimulation, and individualized consideration), two regarding the transactional leadership (contingent reward and management by exception), and a factor denoting the absence of leadership or a passive leadership style (*laissez-faire*). This first instrument was modified and reduced after various criticisms (Hunt, 1991; Yukl, 2006) and subsequent theoretical inputs (House et al., 1991). Thus, the initial instrument evolved to the resulting Multifactor Leadership Questionnaire -short form (Bass & Avolio, 2004) used in the present research. The full-range leadership model from Bass and Avolio (2004) proposes that leadership behavior varies along a continuum from passive-avoidance leadership to transactional leadership to transformational leadership (see Appendix III).

#### **2.3.3.1. Full-range leadership model and MLQ**

The Multifactor Leadership Questionnaire (MLQ-5X) is the standard instrument for assessing the full-range leadership model or theory (Bass & Avolio, 2000; Avolio & Bass, 2004). It has been translated into many languages and used successfully by both researchers and practitioners around the world. The MLQ-5X and its various translations are available from Mind Garden, Inc (see Appendix III). This instrument consists of 45 items, 36 of which are related to leadership, grouped into nine factors: five of transformational leadership

(idealized influence behavior, attributed idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), two of transactional leadership (contingent reward and active exception management), and two factors denoting the absence of leadership or passive leadership (passive exception management and laissez-faire).

### **2.3.3.2. Organizational outcomes based on MLQ**

The remaining nine items measure organizational outcomes such as the extra effort that followers are willing to put out, the leader's effectiveness and the team individuals' satisfaction with the leader.

The extra effort is defined as the wish from followers to strive for superior performance by deploying supplementary efforts, positively exceeding legitimate behavioral expectations of their leaders, their group or their organization. The effectiveness represents leaders who are able to be efficient. They are efficient in meeting organizational objectives and generally generate a higher efficiency in all the structures they are involved with. The satisfaction identifies leaders who are able to generate well-being and fulfillment in their followers.

### **2.3.4. Utrecht Work Engagement Scale**

The Utrecht Work Engagement Scale (UWES) developed by Arnold Bakker and Wilmar Schaufeli is the tool most frequently used to measure work engagement (Bakker & Demerouti, 2017). Systematic literature reviews show the UWES was almost exclusively applied as a valid basis for developing work engagement interventions (Knight et al., 2017). The UWES is a self-report scale, with 17-item and 9-item versions widely used in independent national research studies all over the world (see Appendix V). There is also an emerging three-item version that was applied in the 6th European Working Conditions Survey (Schaufeli, 2018). However, additional studies of the UWES-3 are needed to ensure the continuity of its use and cross-cultural interpretation of its measurement validity (Soto et al., 2022). Both long and short versions of the UWES cover all three theoretically postulated dimensions: vigor, dedication

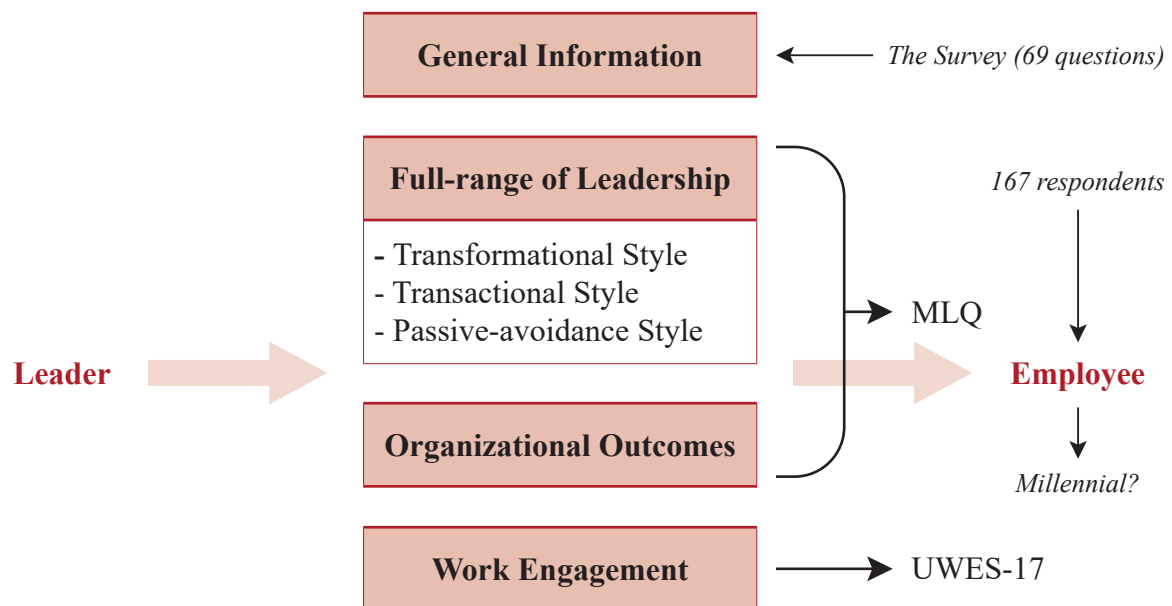
and absorption (Soto et al., 2022). In the 9-item version of the UWES each dimension is covered by three items, while in the 17-item version vigor is covered with six items, dedication with five items and absorption with six items (Schaufeli et al., 2002).

### 2.3.5. The General framework

Based on these previous findings, theories and questionnaires, a conceptual framework was created by the researcher to serve as a guideline during the three studies.

**Figure 1**

*The General Framework*




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**First Study:**

1) Full-range of Leadership (All) and Organizational Outcomes.

**Second Study:**

2) Full-range of Leadership (Transformational focus) and Work Engagement.

**Third Study:**

3) Full-range of Leadership (Transformational focus) and millennial's satisfaction.

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### **2.3.6. Statistical tools used to analyze the data**

All the data gathered within the survey was transferred to the statistical package SPSS (Statistical Package for Social Sciences) in order to run the model analysis. The scale reliability was evaluated using Cronbach's alpha. Mean Calculation, bivariate correlation and multiple regressions analysis were assessed during the three studies to understand the perception and relation of the leadership behaviors, work engagement, organizational outcomes and millennials.

### **2.4. Justification of the investigation**

Leadership has been repeatedly analyzed and investigated through history and, most recently, multinational companies are emphasizing the importance of every leader to drive success. In 2016, the researcher after more than 5 years working in a multinational company understood the increasing stress and global challenges multinational organizations are putting on leader's shoulders to bring and keep success to their teams.

The researcher decided to embark on a journey of evaluating leadership styles and theories, personality traits of successful leaders and methodologies, and how business organizations can benefit from it. While reviewing related literature, the researcher also realized that most of the studies were done in the educational/healthcare sector, with very few studies in the field of business and multinational companies. The researcher, therefore, felt the need to move one step ahead and develop an approach for that environment.

The research seeks to bring light to and help multinational companies and business organizations in this field. It encourages leaders to have a better understanding of their own styles in order for them to excel and successfully inspire their teams and, ultimately, achieve organizational goals, particularly when facing difficult times.



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# CHAPTER 3

## *First study*

*Leadership styles and organizational outcomes:  
A study across international hubs*

Published in Organization Development Journal, 39(1), 13-22.

2021

## **Abstract**

Leadership matters; it is crucial for the success of organizations and concerns building and maintaining effective teams. In every organization, the leader needs to motivate, improve efficiency, achieve growth and create a good atmosphere, clearly not an easy task in today's world. Leaders are constantly seeking to find which leadership style is the most effective to improve organizational outcomes and consequently achieve their goals. The purpose of the present article is to investigate the relationship between leadership styles and the organizational outcomes (considering effectiveness, job satisfaction, and extra effort). A multifactor leadership questionnaire, MLQ-5x Rater Form, was completed by a sample of 167 employees from different multinational companies.

Based on the study, leaders need to adopt a more transformational leadership approach and avoid passive-avoidance attributes in order to increase positive organizational outcomes as well as company success and recognition. The scope of the research is limited to corporate sales hubs from 7 different companies and employees from 31 different nationalities.

## **Introduction**

There is not an organization today, whether large or small, local or global, profit or non-profit, governmental agency or non-governmental organization (NGO), immune to change (Kotter, 1998). The leaders are responsible for making sure people have the capacity to follow through those challenging times or changes (Stoltz, 1997). Yukl (2006) defined leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Northouse (2019) defined leadership as a process whereby an individual influences a group of individuals to achieve a common goal.

A wide range of leadership theories and styles are described in the literature. One of the most validated theories is "The Full-range Model of Leadership" (Bass & Avolio, 1994) and Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (2004). In fact, many actual

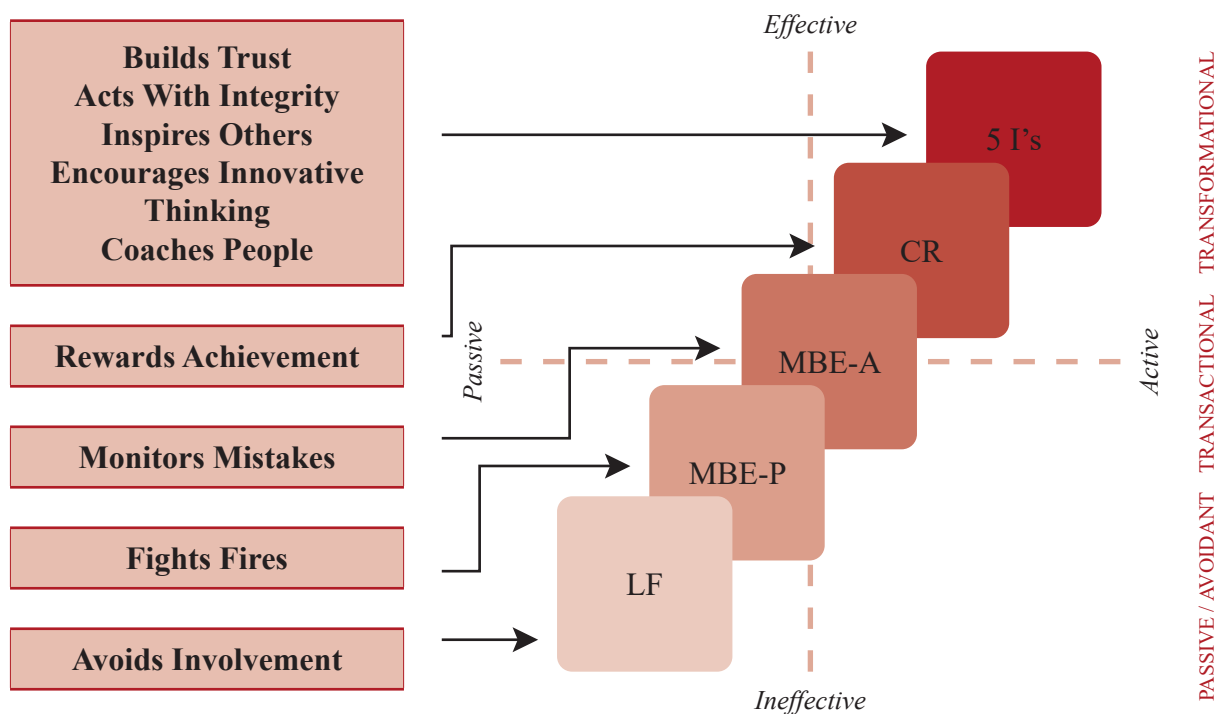
researchers rely upon it in order to characterize better leadership styles trends (Alloubani et al., 2019; Awino, 2015; Barnes et al., 2013; Frooman et al., 2012; Tigchelaar & Bekhet, 2015; Kueenzi, 2019; Miranda, 2019; Purvi et al., 2019; Shrestha, 2012; Yahaya & Ebrahim, 2015).

## Literature Review

Bass and Avolio's (2004) full-range leadership development identified nine leadership factors and the development of transformational and transactional styles. Figure 2 describes the extent to which each of the nine leadership behaviors are active, passive, effective and ineffective and the frequency with which these behaviors are practiced within an organization. Nine factors are grouped as either a transformational, transactional, or passive-avoidance style (Bass & Avolio, 2004).

**Figure 2**

*The Full-Range Leadership model visualizing different types of leadership*



*Note.* Extracted from Multifactor Leadership Questionnaire (MLQ, 2004)

The transformational style based on Bass and Avolio (1994), is the most active and effective behavior and exhibits five main characteristics:

- Idealized attributes (having a high level of trust in employees).
- Idealized behavior (having the ability to communicate a sense of purpose).
- Inspirational motivation (having the ability to communicate important purposes in simple ways, arouses team spirit with enthusiasm and optimism).
- Intellectual stimulation (having the ability to promote intelligence, stimulation and problem solving).
- Individualized consideration (having the ability to recognize and promote individuality among employees).

Based on these characteristics, Baker (2013) explained that transformational leaders are able to establish strong relationships with followers and use these relationships to inspire followers to go beyond what they believe they can accomplish. The transformational leader is able to communicate a mutually desirable and inspirational vision of the future and create a sense of commitment and loyalty towards the goals of the organization (Baker, 2013; Bass, 1985).

The transactional style is a task-oriented style in which the leader focusses primarily on task completion and rewards those who are compliant and achieve the directed goals. It also involves the use of corrective criticism, negative feedback and negative reinforcement for non-compliance or lack of achievement (Northouse, 2001). Transactional leader behaviors do not address employees' needs, motivations or development, and workaholic patterns may be modelled and rewarded (Graham, 1995).

Based on Bass (1990), Bass and Avolio (1997), and Mester et al., (2003) transactional factors include two factors:

- Contingent reward (involves an interaction between the leader and the follower

in which the leader uses rewards, promises and praise to motivate followers to achieve performance levels contracted by both parties).

- Management by exception: Active (occurs when the leader monitors followers' performance for deviations from rules and standards, taking corrective action in anticipation of irregularities).

The passive-avoidance style is characterized by leaders who avoid decision-making, the provision of rewards, and the provision of positive or negative feedback to their employees, with the leader clearly abdicating responsibility to others (Bass & Avolio, 1997; Mester et al., 2003). Passive leaders avoid identifying and clarifying potential problem areas, avoid getting involved, setting standards and monitoring for results. This leadership style has most of the time a negative effect on leadership results. Bass and Avolio (2004) further defined the passive-avoidance style by establishing two dimensions: Management by Exception: Passive (MBE-P) and Laissez-Faire Leadership (LF).

- Management by exception: Passive (occurs when the leader waits passively for mistakes to occur, intervening only if standards are not met).
- Laissez-Faire (identifies leaders who tend to avoid involvement. This leadership style could be easily defined as "non-leadership").

The MLQ survey measures the survey respondent's perceptions about the leader's contributions to organizational outcomes: Effectiveness, job satisfaction and extra effort (Avolio et al., 2004):

- Effectiveness (The leader is effective in meeting employees' job-related needs, in representing them to higher authority and in meeting organizational requirements).
- Job satisfaction (The leader uses methods of leadership that are mutually satisfying).
- Extra effort (The leader gets employees to do more than they expected to do, heightens their desire to succeed, and increases their willingness to try harder).

Leadership styles were first researched in the 1920s with studies using surveys reporting that favorable attitudes toward supervision helped achieve employees' job satisfaction (Bass, 1990). Several studies conducted during the 1950s and 1960s investigating how managers could use their leadership behaviors to increase employees' level of job satisfaction (Northouse, 2001). These studies confirmed the significance of leadership in making differences in employee's job satisfaction (Bass, 1990). Furthermore, Yousef (2000) showed that leadership behavior was positively related to job satisfaction and therefore managers needed to adopt appropriate leadership behaviors in order to improve it. Leadership styles affect a range of factors such as job satisfaction, performance, turnover intention, and stress (Chen & Silverthorne, 2005) and so they contribute to organizational success (Rad & Yarmohammadian, 2006). Yousef (2000) argued that theories developed and tested in Western organizations were still valid for non-Western countries. Limsila and Ogunlana (2008) indicated that transformational leadership style had a positive impact on work performance and organizational commitment of subordinates.

## **Methods**

The study uses the MLQ from Bass and Avolio (2004). Web-based MLQ surveys (Microsoft forms – 45 Questions) were administered to multinational hubs targeting different employees' nationalities and companies. Employees' answers referred to their first line manager or local leader. To answer the research questions in the study, respondents selected discrete Likert-type scale choices (scale of 5), thus providing quantifiable data to measure the degree of their perceptions among the variables. The participation was voluntary and anonymous. The study described the relationship between employees' perception of their immediate leader's full-range leadership theory (Antonakis & House, 2002; Bass, 1985; Bass & Avolio, 2004) to the employees' perception of their own organizational outcomes: effectiveness, job satisfaction and extra effort. In detail, transformational scale had 20 questions, transactional scale and passive-avoidance scale had 8 questions and finally organizational outcomes had 9 questions. The data gathered were transferred to the statistical package SPSS (Statistical Package for Social



Sciences) in order to run the model analysis. The scale reliability was evaluated using Cronbach's alpha.

The purpose of the quantitative study was to examine the degree to which leadership styles are associated with employees' perception of their leader's influence on organizational outcomes (effectiveness, job satisfaction and extra effort) and to understand which leadership style (Transformational, Transactional or Passive-Avoidance) has a significant correlation and encourages a positive increase on organizational outcomes in order to help and advice the future managers and leaders. The present study aims to identify which leadership style has a significant positive correlation and consequently encourages a positive increase on organizational outcomes. A framework model was designed with three hypotheses, one for each style. Transformational and transactional hypothesis (H1, H2) were considered with significant correlation and with positive organizational outcomes and passive-avoidance (H3) with significant correlation and with negative organizational outcomes.

**Figure 3**

*Conceptual Leadership Styles and organizational outcomes framework Overview of the researcher*



*Note.* Independent Variables: Transformational, transactional and passive-avoidance styles. Dependent Variables: Organizational outcomes (Effectiveness, job satisfaction and extra effort).

## Results

The sample of the study, which includes 167 respondents, is rather balanced in gender and is relatively young; 75% of the respondents were born between 1980 and 2000. This workforce also has a high level of education; 35.3% have a bachelor's degree, 56.3% have a master's degree and 1.2% have a doctorate. Also, workers from the study have a certain level of previous working experience with different companies as well as stability in their present company; 67% of the respondents have worked in at least more than 3 companies. The country with more respondents is Spain (52).

Table 1 displays the mean calculation of the perceived leadership styles in the companies and the perceived organizational outcomes by the employees. Three main types of leadership were assessed: the transformational, the transactional and the passive-avoidance leadership style. The results in Table 1 show that the Transformational Style has the highest mean of 3.67 and a standard deviation of .81, followed by the Transactional Style with a mean of 3.30 and a standard deviation of .64. The least perceived style is the Passive-Avoidance, with a mean of 1.99 and a standard deviation of .80.

Cronbach's alpha was conducted to assess the reliability and internal consistency for each of the surveys' scales. George and Mallery (2003) suggested that for alphas below 70% the results could be questionable. The higher the Cronbach's alpha calculation, the better the scale is at representing what it purports to represent. The lower the Cronbach's alpha calculation, the less reliable it is to draw associations with the data. In the present study, the transformational leadership construct or scale, under the MLQ, has a Cronbach's alpha of .95 or 95%. Organizational outcomes has a Cronbach's alpha of 93% and passive-avoidance style has an alpha of 83%. Finally, the transactional style has an alpha of 71%.

**Table 1**

*Mean and SD Analysis Transformational, Transactional, Passive-Avoidance and Organizational outcomes*

<b>Leadership Style</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
Transformational	167	3.6719	.81262
Transactional	167	3.3024	.64841
Passive-Avoidance	167	1.9910	.80363
Organizational Outcomes	167	3.8137	.95099

*Note.* Field data, 2019

The respondents perceived a prevalent use of transformational style by their leaders in front of adversities and organizational challenges. However, transactional style is well present too, meaning that inside these organizational environments there is a high culture of rewarding for specific goals. On the other hand, the Passive-Avoidance has the lowest mean. From the results, one can also infer that leaders may exhibit varying degrees of different styles, since the styles are not mutually exclusive.

Table 2 presents the results of bivariate correlation based on Pearson's correlation statistics. Transformational and transactional leadership styles are strongly and positively correlated with overall organizational outcomes ( $p < .01$ ). On the other hand, passive-avoidance leadership is strongly and negatively correlated with overall organizational outcomes ( $p < .01$ ).

**Table 2**

*Bivariate Correlation Analysis Transformational, Transactional and Passive-Avoidance to Organizational outcomes effects (Pearson)*

		<b>Transformational</b>	<b>Transactional</b>	<b>Passive-Avoidance</b>
Organizational Outcomes	Pearson	.885**	.570**	-.484**
	Sig. (bilateral)	.000	.133	.000
	N	167	167	167

*Note.* Field data, 2019. \*\*. Correlation is significant at the .01 level (2-tailed), \*. Correlation is significant at the .05 level (2-tailed).

The multiple regression analysis was carried out to estimate the prediction of leadership styles (independent variables) on organizational outcomes (dependent variable). Table 3 presents a summary of the model in which the item of interest is adjusted R<sup>2</sup> statistics, which is .80.

**Table 3**

*Regression Analysis, R<sup>2</sup> Statistics*

<b>Model</b>	<b>R</b>	<b>R. Square</b>	<b>Adjusted R. Square</b>	<b>Std. Error of Estimate</b>
1	.897 <sup>a</sup>	.805	.801	.4201

*Note.* Field data, 2019

Table 4 presents the analysis of ANOVA results, also known as model fit. It is important to highlight that the results show that F-statistics is  $p < .01$ , meaning the model has power to predict organizational outcomes from leadership style scores.

**Table 4**

*Model Fit Results, ANOVA<sup>a</sup>*

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.826	3	40.275	224.022	.000 <sup>b</sup>
	Residual	29.304	163	.180		
	Total	150.130	166			
a. Predictors: (Constant), Passive-Avoidance, Transactional, Transformational						
b. Dependent variable: Organizational Outcomes						

*Note.* Field data, 2019

Table 5 presents the results of the coefficients of the regression model. Firstly, these results show that the transformational leadership significantly encourages a positive increase on organizational outcomes, standardized  $\beta = .81$ , ( $p < .01$ ). Secondly, the passive-avoidance style encourages a negative increase on organizational outcomes, standardized  $\beta = .17$  ( $p < .01$ ). Lastly, the transactional leadership style is not conclusive ( $p > .01$ ).

**Table 5***Regressions Coefficients*

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	Std. Error	Beta				VIF		
1	(Constant)	.787	.244		3.232	.001		
	Transformational	.950	.056	.812	16.869	.000	.517	1.936
	Transactional	-.021	.063	-.014	-.339	.735	.657	1.521
	Passive-Avoidance	-.198	.047	-.167	-4.168	.000	.746	1.341
a. Dependent variable: Organizational Outcomes								

*Note.* Field data, 2019

Multicollinearity statistics show tolerance figures ranging from .52 to .75, while variation inflation factors (VIF) ranged from 1.34 to 1.94. Figures suggest that multicollinearity is not suspected amongst the independent variable. (Tolerance > .1, VIF < 10.0).

## Discussions

All in all, the correlation analysis shows that transformational leadership has strong and positive correlations with organizational outcomes; that transactional leadership has a significant and positive correlation with organizational outcomes; and that passive-avoidance leadership has a negative significant correlation with organizational outcomes. These correlation results are aligned with the three hypothesis (H1, H2 and H3).

Multiple regression analysis indicates that transformational leadership encouraged a significantly positive increase on organizational outcomes. If leaders exhibited more characteristics of transformational leadership, the employees had higher effectiveness, job satisfaction and extra effort. Secondly, passive-avoidance style reports a significant decrease within the multiple regression. H1 and H3 were validated. Nonetheless, transactional leadership could not be validated and H2 was not confirmed by the present study. A suggestion for further analysis is to check each dimensions of the style (Contingent Reward, Management by Exception (Active)). This suggestion would also apply for transformational and passive-avoidance dimensions.

Finally organizational outcomes were composed of three subscales (Effectiveness, Job satisfaction, and Extra effort) but studied as a sole independent variable in order to have a broader perspective regarding the relationship of leadership and organization improvement. Further research could potential analyze the variance (and possible covariance) in all three sub-constructs between the diverse leadership styles.

## **Conclusions**

Based on these results, leadership trends on multinational environments can potentially benefit from moving towards a more transformational style. Each leader, first line manager, supervisor or team leader may improve organization outcomes by adopting transformational traits and behaviors while eliminating passive-avoidance attitudes. A change in leadership mind-set can be accomplished through training interventions and improved process procedures emphasizing transformational leadership attributes and behaviors.

Bearing in mind all these data, companies could improve organizational outcomes by promoting leaders who are able to build trust in their followers, who inspire power and pride and who become reference models for their followers. These leaders have positive and highly valued behaviors, like dominance, consciousness, self-control, a high moral judgment,

optimism and self-efficiency. They articulate, in simple ways, shared goals and mutual understanding of what is right and important, and provide visions of what is possible and how to attain it. They enhance meaning and promote positive expectations about what needs to be done. Finally, leaders who question their own beliefs, assumptions, and values when appropriate and are able to coach people and treat each individual uniquely.

Also companies may encourage the mind-set change of leaders who wait for problems to appear before taking corrective actions and have a reactive mentality, who tend to avoid involvement and responsibilities and isolate themselves in the cubiculum. By applying the mentioned recommendations, the leadership style in every company will evolve to a more transformational style, while the passive-avoidance style will be decreased at lower levels. Consequently, the organizational outcomes (Effectiveness, Job Satisfaction and Extra effort) will improve positively, something that every company is looking for.



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# CHAPTER 4

## *Second study*

*Transformational behaviors: Increasing work engagement in multinational environments*

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2021

## **Abstract**

The role of a leader is fundamental to increase organizational culture and facilitate employee engagement. However, organizations are not providing clear guidance on how to do it. The study aims to determine the relationship between leadership styles and employee engagement as well as to understand whether there is a correlation between an engaged employee and extra effort. The study uses a Multi-Leadership Questionnaire (MLQ-5x Rater Form) to measure employee perception of the leader styles and Utrecht Work Engagement Scale (UWES-17) to determine employee engagement. The scope of the study is limited to a sample of 167 employees from 7 different multinational companies and 31 different nationalities.

Results show that all the transformational behaviors and, concretely the idealized behavior, are significantly positively related to work engagement in multinational environments. Results also reveal a strong correlation between employee engagement and extra effort. The study concludes that leaders or managers should use transformational behaviors if they want to increase engagement and extra effort with their teams. They should increase transformational behaviors like being transparent, consistent, and having a strong sense of purpose to catalyze a collective engagement. These results expand previous studies of transformational leadership and work engagement in multinational environments.

## **Introduction**

Leaders and managers are responsible to drive teams towards set goals in order to achieve company growth and success. They could be defined as an influencer force which exercises power and gives others direction to execute the companies' goals. Leadership is a significant factor to drive an organization towards the path of success or to turn towards its failure (Rahbi et al., 2017).

Moreover, they also realize that productiveness does not come only from a pleased team. The most productive employee for a company is known as an engaged employee

(Rao et al., 2020), main reason why leaders are seeking to identify the keys to increase employees' engagement level. The current study intends to acknowledge the relationship between a leader and an engaged employee by detecting which leadership style or behavior creates higher engagement. Additionally, the study aims to understand the relationship between an engaged employee and extra effort. Studies have shown that one of the most critical factors to have a better work engagement is leadership (Rao et al., 2020). Findings could lead to a better understanding on how to improve leadership and company success. The current study seeks to find the keys to answer these questions and guide leaders and managers towards a better employee engagement.

## **Literature Review**

During history researches developed a wide range of leadership models. One of the most validated model is "The Full-range Model of Leadership" (Bass & Avolio, 1994). In fact, many actual researchers rely upon it (Alloubani et al., 2019; Budiati et al., 2017; Li et al., 2018; Mozammel et al., 2016, Purvi et al., 2019; Shah et al., 2016; Yahaya & Ebrahim, 2016).

Bass and Avolio's (2004) identified nine leadership factors and the development of transformational, transactional and passive-avoidance styles. The transformational style is based on Bass and Avolio's theory (1994) and exhibits five main behaviors (referred to as the 5I's; Bass & Avolio (2004)): Idealized Attributes (high level of trust), Idealized Behavior (Leading by example), Inspirational Motivation (ability to inspire others), Intellectual Stimulation (promote intelligence and problem solving) and finally Individualized Consideration (recognize individuality among employees). Secondly, the transactional style is a task-oriented style in which the leader focusses basically on completion of goals. Based on Bass and Avolio (2004) transactional style include two behaviors: Contingent reward (task-oriented) and Management by exception: Active (monitors and calibrates). Finally, the passive-avoidance style is characterized by leaders who avoid decision-making, Bass and Avolio (2004) further defined the passive -avoidance style by establishing two dimensions: Management by Exception: Passive (waits for mistakes) and Laissez-Faire Leadership (do nothing).

The transformational leadership has accumulated sizeable scholarly attention since its origination and it remains to be a utilized leadership framework (Day & Antonakis, 2012; Dinh et al., 2014; Northouse, 2019). The transformational leader is able to inspire and share a common future vision and create commitment towards the goals of the companies (Baker, 2013; Bass, 1985; Wilford, 2020). Transformational leadership is globally viewed to be the most approved and efficacious leadership behavior (Northouse, 2019; Zhu & Mu, 2016), receiving further consideration from managers and leaders.

Researchers have perceived a relation between transformational style to positive results, like fidelity, satisfaction, employee progression and performance (Miranda, 2019; Walumbwa & Lawler, 2003; Yahaya & Ebrahim, 2016; Zhu et al., 2009). Transformational leadership is a motivated and dynamic style which develops the bound between leader and employee, creating a positive effect on employees' work mindset and attitude (Avolio et al., 2004; Dai et al., 2013; Lian & Tui, 2012). A recent study showed that adopting a transformational leadership approach can increase positive organizational outcomes, company success and recognition (Valldeneu et al., 2021).

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002; Shah et al., 2016). Job engagement has gained awareness in the scholarly literature and in enterprises over the last years, having been associated to several organizational goals, (Buckingham & Coffman, 1999; Coffman & Gonzalez-Molina, 2002; Jennifer, 2011, Horváthová et al., 2019). The expression 'work engagement' represents an alignment between highest contribution and highest job satisfaction. Work engagement is a pillar to create bounds between employees and their superiors. Employee's work engagement has been demonstrated to positively predict their work performance and innovation (Mone & London, 2010; Park et al., 2014) and also has been linked to better execution (Schaufeli & Salanova, 2007). Companies must pay particular attention to employees' work engagement if they want to be competitive and avoid business disruption.

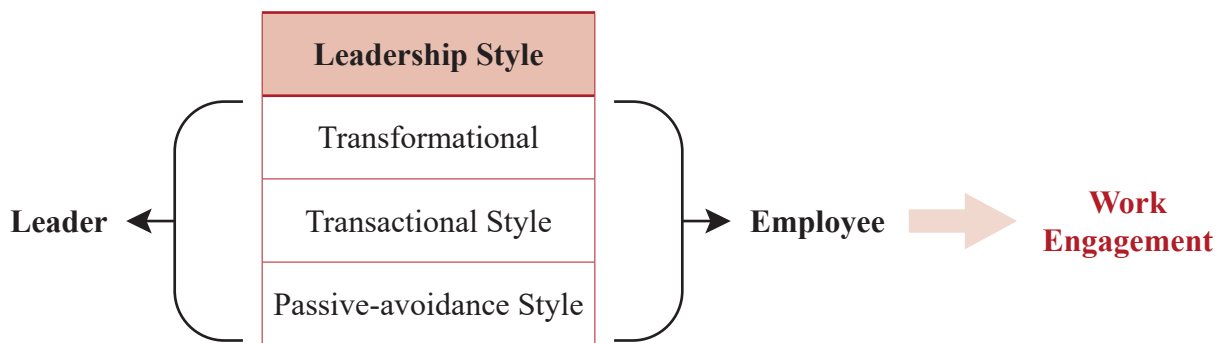
Walumbwa et al. (2007) argued that workers with enterprise pertinence react more

positively with transformational style because workers believe in the common goal. Multinational companies are using best practices and knowledge sharing in order to improve enterprise pertinence and employee development (Tsai et al., 2017). Several studies showed that engaged employees lead to better performance, efficiency and long-term enterprise advantage (Harter et al., 2009; Zhu et al., 2009). A totally engaged employee is bound with the organization, gives the extra mile for the job, feels passion and satisfaction about the company and lives organizations values.

Researchers have found that transformational style is positively related to work engagement and brings better business outcomes (Datche & Mukulu, 2015; Dumdum et al., 2002; Dvir et al., 2002; Kirkpatrick & Locke, 1996; Walumbwa & Lawler, 2003; Zhu et al., 2009). Based on these previous findings and theories, a conceptual framework was created by the researcher.

**Figure 4**

*Conceptual Framework overview of the researcher*

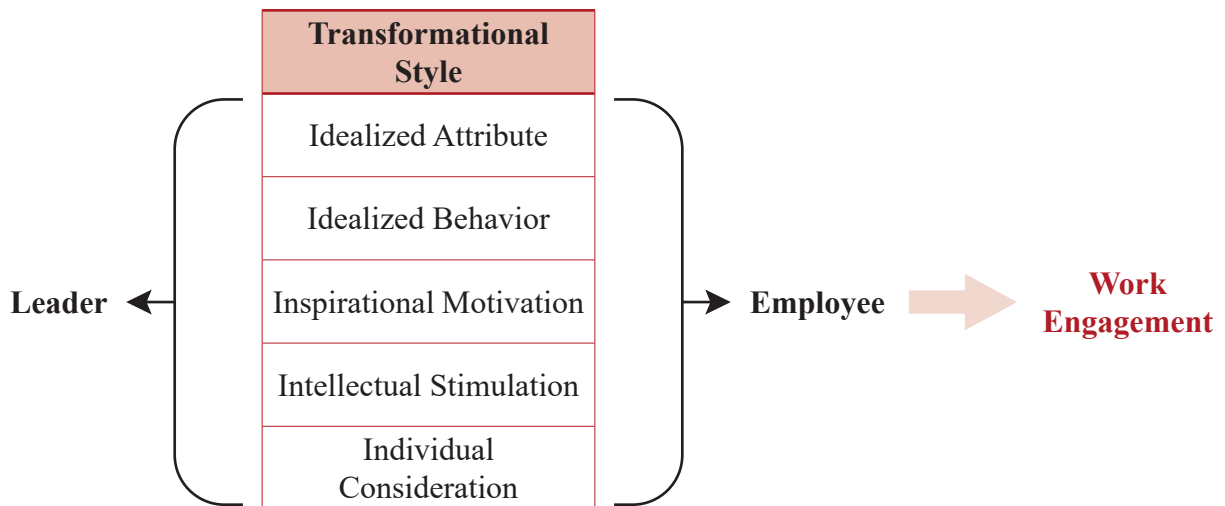


*Note.* Independent Variables: Transformational, Transactional and Passive-Avoidance Styles.  
Dependent Variables: Work Engagement.

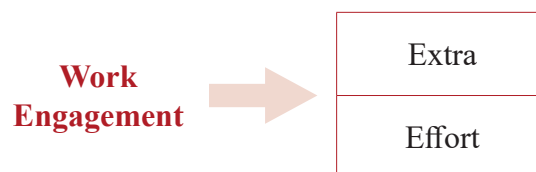
Secondly, an in-depth framework was created for all the transformational behaviors, work engagement and extra effort.

**Figure 5**

*Parallel Framework overview of the researcher*



*Note.* Independent Variables: Idealized Attribute, Idealized Behavior, Inspirational Motivation, Intellectual Stimulation and Individual Consideration. Dependent Variables: Work Engagement.



*Note.* Independent Variables: Work Engagement. Dependent Variables: Extra Effort

The current research aims to clarify whether transformational style has a better positive impact on job engagement versus transactional and passive-avoidance styles. In addition, the research aims to determinate which transformational behavior has a stronger significance relationship with work engagement and, finally, to which extent an engaged employee is related to extra effort. By addressing these three questions, the study seeks to identify the keys that could increase team engagement from a leader or manager stance.

## Methods

The overall study used the Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (2004) in order to assess leadership style and extra effort perceptions and Utrecht Work Engagement Scale (UWES-17) to determinate engagement perception. MLQ and UWES surveys (Microsoft forms – 56 Questions) were administered to employees of diverse nationalities at different companies. Twenty questions were assessed in order to evaluate the transformational 5I's behaviors (four questions for each behaviors), eight questions were assessed for transactional and eight more for passive-avoidance and, moreover three questions were defined to determinate extra effort. Finally UWES-17 survey was composed by seventeen questions.

The sample of the study, which includes 167 respondents, is rather balanced in gender (56% Male, 44% Female) and is relatively young; 75% of the respondents were born after 1980. This workforce also has a high level of education; 35.3% have a bachelor's degree, 56.3% have a master's degree and 1.2% have a doctorate. Also, workers from the study have a certain level of previous working experience with different companies as well as stability in their present company; 67% of the respondents have worked in at least more than 3 companies. The country with more respondents is Spain (52).

The data collected were transferred to SPSS (Statistical Package for Social Sciences) software in order to run the analyses. Mean Calculation, bivariate correlation and multiple regressions analysis were assessed to understand the perception and relation of the leadership behaviors on work engagement. Cronbach's alpha was used to evaluate the scale reliability and consistency. In the present study, all the variables were showing an alpha above 71%, meaning the model was reliable, the transformational leadership construct or scale has a Cronbach's alpha of .95 or 95%. Transactional has a Cronbach's alpha of 71%, passive-avoidance style has an alpha of 83% and extra effort 80%. Finally, work engagement had an alpha of 92%.

## Results

Table 6 displays the mean calculation of the perceived leadership styles in the companies, the work engagement and extra effort by the employees. Three main types of leadership were assessed: the transformational, the transactional and the passive-avoidance leadership style.

**Table 6**

*Mean and SD Analysis Transformational, Transactional, Passive-Avoidance, Work Engagement and Extra Effort.*

	<b>N</b>	<b>Mean</b>	<b>S.D.</b>
Transformational	167	3.67	.81
Transactional	167	3.30	.64
Passive-avoidance	167	1.99	.80
Work Engagement	167	5.39	.87
Extra Effort	167	3.64	1.0

*Note.* Field data, 2019

Table 7 presents the results of bivariate correlation based on Pearson's correlation statistics. Transformational, transactional and extra effort are strongly and positively correlated with work engagement ( $p < .01$ ). On the other hand, passive-avoidance leadership is strongly and negatively correlated with work engagement ( $p < .01$ ).



**Table 7**

*Bivariate Correlation Analysis: Leadership Styles, Extra Effort and Work Engagement  
(N = 167)*

Dimension	Work Engagement	
	Pearson	Sig. (bilateral)
Transformational	.467 <sup>a</sup>	.000
Transactional	.364 <sup>a</sup>	.000
Passive-avoidance	-.240 <sup>a</sup>	.002
Extra Effort	.456 <sup>a</sup>	.000

*Note.* Field data, 2019

<sup>a</sup>Correlation is significant at the .01 level (2-tailed).

Multiple regression was done to evaluate the prediction of leadership styles (independent variables) on work engagement (dependent variable). Table 8 presents a summary of the model in which the item of interest is adjusted R<sup>2</sup> statistics, which is .22.

**Table 8**

*Regression Analysis, R<sup>2</sup> Statistics (Leadership Styles and Work Engagement)*

Model	R	R. Square	Adjusted R.Square	Std. Error of Estimate
1	.483 <sup>a</sup>	.233	.219	.771

*Note.* Field data, 2019

Table 9 presents the analysis of ANOVA results, also known as model fit. It is important to highlight that the results show that F-statistics is  $p < .01$ , meaning the model has power to predict work engagement from leadership style scores.

**Table 9**

*Model Fit Results, ANOVA<sup>a</sup> (Leadership Styles and Work Engagement)*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.536	3	9.845	16.534	.000 <sup>b</sup>
	Residual	97.062	163	.595		
	Total	126.599	166			
a. Predictors: (Constant), Passive-Avoidance, Transactional, Transformational						
b. Dependent variable: Work Engagement						

*Note.* Field data, 2019

Table 10 presents the results of the coefficients of the regression model. Firstly, these results show that the transformational leadership significantly encourages a positive increase on work engagement, standardized  $\beta = .36$ , ( $p < .01$ ). Lastly, the transactional leadership style and the passive-avoidance style are not conclusive ( $p > .01$ ). Multicollinearity statistics show tolerance figures ranging from .51 to .74, while variation inflation factors (VIF) ranged from 1.34 to 1.93. Figures suggest that multicollinearity is not suspected amongst the independent variable. (Tolerance  $> .1$ , VIF  $< 10.0$ ).

**Table 10***Regressions Coefficients (Leadership Styles and Work Engagement)*

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig. Tolerance	Collinearity Statistics		
	Std. Error	Beta				VIF		
1	(Constant)	3.393	.443		7.654	.000		
	Transformational	.387	.103	.360	3.776	.000	.517	1.936
	Transactional	.204	.114	.152	1.792	.075	.657	1.521
	Passive-Avoidance	-.045	.086	-.042	-.525	.600	.746	1.341

a. Dependent variable: Work Engagement

*Note.* Field data, 2019

Table 11 presents the results of the coefficients of the regression model for Extra Effort and Work Engagement. Firstly, these results show that the work engagement significantly encourages a positive increase on extra effort, standardized  $\beta = .55$ , ( $p < .01$ ).

**Table 11***Regressions Coefficients (Extra Effort and Work Engagement)*

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig. Tolerance	Collinearity Statistics		
	Std. Error	Beta				VIF		
1	(Constant)	.679	.456		1.490	.138		
	Work Engagement	.549	.083	.456	6.590	.000	1.000	1.000

a. Dependent variable: Extra Effort

*Note.* Field data, 2019

Table 12 presents the results of bivariate correlation based on Pearson's correlation statistics. All transformational behaviors (5I's) are strongly and positively correlated with work engagement ( $p < .01$ ). The most correlated is the Idealized Behavior.

**Table 12**

*Bivariate Correlation Analysis: Transformational behaviors and Work Engagement (N = 167)*

Dimension	Work Engagement	
	Pearson	Sig. (bilateral)
Idealized Attributes	.347 <sup>a</sup>	.000
Idealized Behavior	.454 <sup>a</sup>	.000
Inspirational Motivation	.434 <sup>a</sup>	.000
Intellectual Stimulation	.434 <sup>a</sup>	.000
Individual Consideration	.412 <sup>a</sup>	.000

*Note.* Field data, 2019

<sup>a</sup>Correlation is significant at the .01 level (2-tailed).

## Discussion

The research shows that there is a remarkable positive relationship between transformational style (MLQ 5x-Short) and employee engagement (UWES-17). These results are aligned with several evidences which link transformational style and employee engagement (Breevaart et al., 2014; Ghadi et al., 2013; Kovjanic et al., 2013; Raja, 2012; Song et al., 2012; Vincent-Höper et al., 2012). The present study contributes to leadership theories that aim to acknowledge the positive impact positive between transformational style and work

engagement. Moreover, correlation and regressions analyses revealed that Work Engagement significantly encourages a positive increase on employees' extra effort to run the extra mile. Finally last correlational analysis revealed that idealized behavior was the most related on work engagement.

Based on the current research, leaders of multinational companies may need to incorporate transformational behaviors. Therefore, it is vital for managers to increase their work passion and vision, thus keeping a contagious attitude and cheerful spirit. By encouraging teams to trust in their capabilities and skills, leaders and managers can proactive support teams to overcome challenges and stumbling blocks, and consequently creating a place where new ideas are welcome.

## **Conclusions**

The first aim of the current study was to determine the relationship between leadership styles and employee engagement. Based on the current findings, the research concludes that transformational leadership style has a significant positive influence on work engagement. On the other hand, transactional and passive-avoidance styles couldn't be validated. Leaders and managers need to improve their ability to bring high levels of trust, promote intelligence, bring questioning on the table, use continuous learning and clear measurement of goals if they want to increase work engagement.

The second aim was to determinate which transformational behavior is the most related with work engagement. Results also show that idealized behavior is the most correlated, however, the study does not appreciate a significant difference between the others transformational behaviors and consequently cannot be firmly validated. Leaders who demonstrate high moral standards and principles that share professional-related or personal-related values or beliefs may tend to have a higher engagement with their teams.

The last aim was to determinate whether an engaged employee is related to extra effort, and based on the current findings, the study concludes that there is a positive relationship

between engagement and an employee who runs an extra mile (extra effort), meaning a higher engagement would lead to a higher effort. A suggestion for future research should be to validate the influence of transactional and passive-avoidance styles and also to corroborate if idealized behavior has a higher impact on work engagement versus the others transformational behaviors.

To wrap it all up, the study concludes that if a leader or manager desires to improve employee engagement, the leader should incorporate all the described transformational behaviors and avoid other styles which may lead to an unknown level of engagement. Leaders who desire better results and outcomes, should understand their own leadership style and identify the level of engagement of their team, find the principal causes and implement transformational behavioral approaches. The current study demonstrates why transformational behaviors are the keys for a leader to increase employees' engagement and, ultimately, better business outcomes.

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# CHAPTER 5

## *Third study*

*Effect of transformational behavior on  
millennial job satisfaction*

Published in Problems and Perspectives in Management, 19(3), 421-429.

## **Abstract**

Leaders are responsible for empowering and driving employees to succeed in challenging times or changes and, ultimately, achieve the best results. One of the biggest dilemmas in today's leaders' agenda is to understand how to manage a diverse multigenerational workforce in which millennials represent a predominant group by far, being completely different from previous generations due to the technology impact. The aim of the paper is to identify which leadership style and behavior affects most positively millennial job satisfaction in a multinational environment, and to understand the differences between millennials and non-millennials. The Multifactor Leadership Questionnaire, known as the MLQ, was answered by 167 representative employees from various multinational corporations, 125 of whom are millennials.

Based on the results, transformational style is strongly correlated with and positively affected by millennial job satisfaction. Moreover, transformational style is a significant predictor of increased millennial satisfaction, and more specifically, idealized attributes and intellectual stimulation are behaviors that have been validated to increase it. On the other hand, individual consideration has been proven to have a productive effect by increasing non-millennial job satisfaction. According to the findings, millennial workforce leaders need to move towards a more transformational style, based on more idealized attributes and an intellectual stimulation approach, if they want to increase their satisfaction and avoid unwanted attrition. Basically, millennials are searching for leaders who trust and embrace innovation, creativity, critical thinking and, most importantly, leaders who also question the status quo.

## **Introduction**

Companies around the world are experiencing an increasingly 'VUCA' (volatile, uncertain, complex and ambiguous) environment, and they rely on leaders with skillsets to manage personal and emotional challenges (Workley & Jules, 2020). Leaders need to have the ability to adequately drive and manage multigenerational employees (Smaylind & Miller, 2012), and in the coming decade, all teams will be entirely composed by the millennial generation (Mencl & Lester, 2014). The study intends to understand the millennial generation and aims



to explain the relationship between a leader and the millennial workforce by identifying which leadership styles and behaviors could create a higher job satisfaction, and also determine the differences across the generations within the studied teams. In fact, millennials have proven to have higher turnover rates than the generation before them (Khalid et al., 2013), and two of the causes for such high turnover rates are low employee satisfaction and wrong leadership behaviors applied. In today's environment, millennial satisfaction becomes even more relevant for every enterprise and leader in order to keep business growth and team stability for the coming years.

## **Literature Review**

Millennials or generation Y terminology stands for the generation born between the early 1980s and early 2000s, which is the newest generation in the actual job market. Millennials' character was impacted by different events such as a global consumerism, a technological revolution, a radicalism and terrorist attacks in Middle East, as well as several financial market crises and subsequent recessions. Millennials are entitled, optimistic, civic minded, impatient, multitasking and team oriented; they experience close parental involvement and value work-life balance (DeVaney, 2015; Stewart et al., 2016). Moreover, millennials are said to value meaningful work, desire continuous learning experiences at work and place a high priority on family life (Becton et al., 2014; Jones et al., 2018). They love instant gratification and expect to develop close relationships with their leaders; these two factors have often been attributed to the coddling their parents gave them as children (Chaudhuri & Ghosh, 2011). Millennials find comfort in working alone, seek out opportunity and responsibility, and welcome empowerment (Broadbridge et al., 2009; Jones et al., 2018; Stewart et al., 2016). Millennials see themselves as part of a global community where diversity is an advantage, and they consider that their work should make a difference in the world (Simoneaux, 2010). Last but not least, they value making a life over making a living (Ng et al., 2010).

On the other side of the coin, millennials are negatively labeled as the "look at me generation", which implies that they are excessively self-confident and selfish, lacking loyalty

and work ethic (Marston, 2009). Millennials are identified as a group that possesses narcissistic tendencies; they often crave attention and affirmation to help them maintain the feelings of encouragement showered on them by “misguided” parents and teachers (Erikson, 2008). Lower (2008) suggests millennials are easily bored and possess a strong sense of entitlement where there is an expectation that others will take care of undesirable duties. Compared to other generations, millennials are less work centric (Families & Work Institute, 2006) and more focused on leisure (Twenge, 2010). If they become dissatisfied with their jobs, they move more quickly than previous generations and quit their jobs more easily (Campione, 2015), so ensuring their satisfaction should be a priority for every leader in order to take advantage and avoid business disruption.

Millennials will be a major asset for each organization and their success, and they may need leaders with transformational attributes that can boost their capacities and increase their satisfaction (Wilford, 2020). Leaders who follow synergy, mutual respect, communication, and delegation to achieve individual and organizational objectives are said to be transformational leaders (Khan et al., 2020). In fact, the transformational style is originated from “The Full-range Model of Leadership” (Bass & Avolio, 1994). To define overall spectrum of leadership styles and their subdivisions, Bass and Avolio (2004) defined nine leadership items, which constitute the transformational, transactional and passive-avoidance styles.

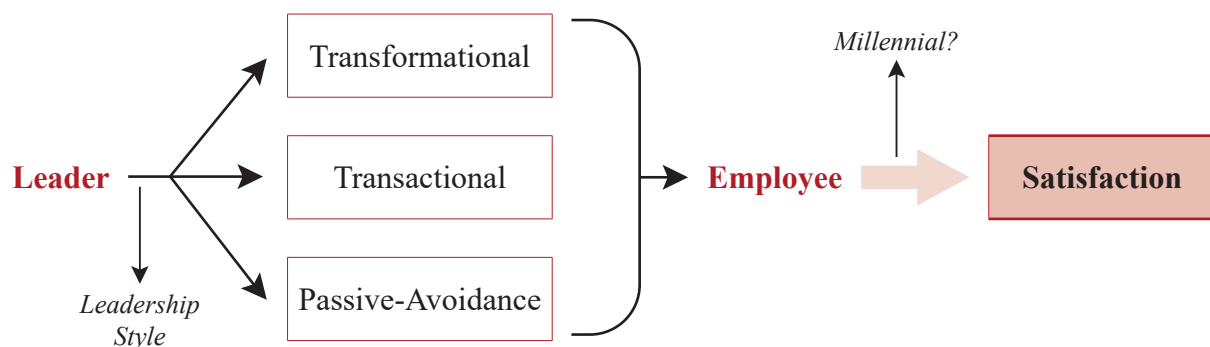
A leader who applies transformational style is capable of creating commitment, loyalty and transmitting a future vision towards the common objectives of the organization (Baker, 2013; Bass, 1985; Wilford, 2020). There is empirical evidence of a positive relationship between transformational leadership and improved employee productivity; and that consequently leads to positive organizational results like employee satisfaction (Burriss et al., 2014; Caldwell et al., 2011; Yang, 2009). The transformational style and its behavior have more than 40 years of studies, and it keeps being an actively and validated researched leadership theory for today’s challenges (Day & Antonakis, 2012; Dinh et al., 2014; Northouse, 2019). The transformational style has five main factors, known as 5Is (Bass & Avolio, 2004). The first factor – idealized attributes – represents a leader who has a high confidence level and bidirectional trust with her/his team. The second factor – idealized behavior – portrays a leader who has integrity in

each decision and action with her/his team and employees. The third factor – inspirational motivation – depicts a leader who has the ability to inspire others and make them believe in her/him. The fourth factor – intellectual stimulation – describes a leader who has the skills to advocate intelligence and encourage problem solving mentality, and, finally, the fifth factor – individualized consideration – characterizes a leader who has the ability to recognize and promote individuality among teams. A recent study demonstrated that applying transformational behaviors can boost positively work engagement and organization outcomes in multinational environments (Valldeneu et al., 2021). However, there are no data yet on what kind of transformational leadership behavior is responsible for keeping satisfaction high among millennials. Such information would be extremely useful in the current environment, taking into account the increasing weight of the millennial generation workforce in multinational companies and the link between their job (dis)satisfaction and high turnover rates. To fill such a knowledge gap and help leaders and managers in multinational companies, the study sets out to understand which leadership style and specific behaviors have a significant correlation with, and encourage a positive increase in millennial job satisfaction. Based on the literature review and the full-range model of leadership, a theoretical framework was created (Figure 6).

Source: Created by the authors.

**Figure 6**

*Theoretical framework*



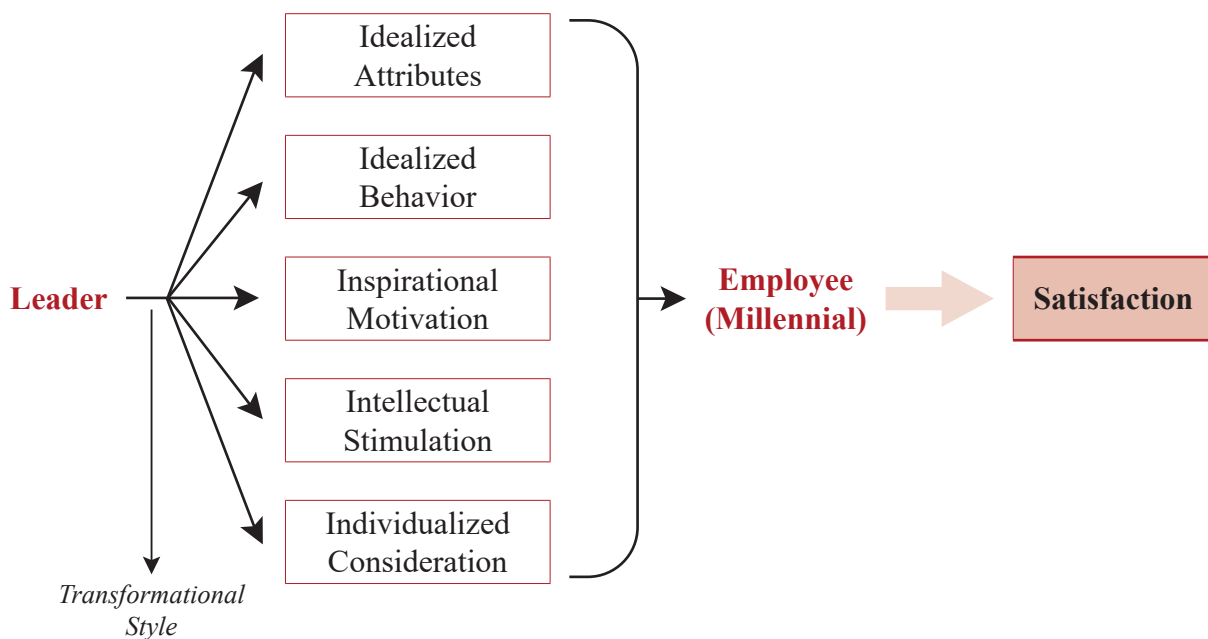
*Note.* Independent variables: Transformational, Transactional and Passive-Avoidance Styles. Dependent variable: Job Satisfaction.

An extensive framework was created (Figure 7) to investigate transformational behavior in more depth.

Source: Created by the authors

**Figure 7**

*Transformational framework.*



*Note.* Independent variables: Idealized attributes, Idealized behavior, Inspirational motivation, Intellectual stimulation and Individualized consideration. Dependent variable: Job Satisfaction.

The objective of the study is to prove whether the transformational style has the most positive impact on millennial job satisfaction compared to transactional and passive-avoidance styles. In case the correlation was confirmed, as previous literature suggested, two subsequent tasks were defined: one task was to understand which of the specific transformational behaviors are related positively to millennial job satisfaction and can therefore predict better outcomes, and another task was to identify differences between Millennials and Non-Millennials regarding job satisfaction.

## Methods

In 2019, a 45-question web-based MLQ survey from Bass and Avolio (2004) was distributed to a multicultural workforce of different multinational corporations. The answers referred to the employee's first-line manager or local leader. Respondents selected discrete Likert-type scale choices (scale of 5), which provided quantifiable data to measure the degree of their perceptions among the variables. The study described the relationship between the employees' perceptions of their immediate leader's transformational leadership (Antonakis & House, 2002; Bass, 1985; Bass & Avolio, 2004) and the employees' perception of their own satisfaction. Five main behaviors of transformational leadership were assessed: Idealized Attributes, Idealized Behavior, Inspirational Motivation, Intellectual Stimulation and Individual Consideration. Out of the 45 questions in the MLQ, the concrete case study analyzed 22 questions focused only on the transformational leadership style. Twenty questions were established in order to evaluate the transformational leadership behaviors (4 questions for every behavior) and two questions to evaluate employee job satisfaction.

MLQ surveys were obtained from 167 employees, 125 of them were born between 1980 and 2000 (millennials). This sample is rather balanced in gender and is relatively young. This workforce has an advance level of education: 38% of the respondents have a bachelor's degree, 55% have a master's degree, and 1% have a doctorate. Besides showing certain stability in their present company, employees of the sample have some prior working background with different enterprises: 64% of them have worked in at least 3 enterprises. Spain is the country with more answerers (25). All the answerers are from multinational companies or corporations.

The IBM SPSS Statistics v23 software program was used to collect and analyze the survey data and conduct a precise investigation. Cronbach's alpha was needed to determine the reliability scale. In the study, every variable was greater than 78%, which means that the framework showed consistency. Moreover, correlation and regression analyses were used to determine the effects of leadership styles and their behaviors on millennials.

## Results

Calculating the mean of perceived leadership styles shows that transformational style has the highest mean (3.68) for millennials and (3.63) non-millennials compared to transactional and passive-avoidance styles. Employees perceived the use of transformational style, which according to the literature, improves business outcomes and satisfaction.

**Table 13**

*Bivariate Pearson correlation: Leadership styles and job satisfaction (N = 167)*

Leadership Styles	Millennial Job Satisfaction		Non-Millennial Job Satisfaction	
	Pearson	Sig. (bilateral)	Pearson	Sig. (bilateral)
Transformational	.850 <sup>a</sup>	.000	.871 <sup>a</sup>	.000
Transactional	.475 <sup>a</sup>	.000	.356 <sup>a</sup>	.000
Passive-avoidance	-.527 <sup>a</sup>	.000	-.460 <sup>a</sup>	.000

*Note.* Field data, 2019. <sup>a</sup>Correlation is significant at the .01 level (2-tailed).

Table 13 shows the bivariate Pearson correlation outcomes. Transformational and transactional styles are strongly correlated with job satisfaction ( $p < .01$ ) with minimal differences between generations. In contrast, passive-avoidance style is negatively correlated with job satisfaction across generations ( $p < .01$ ). Transformational style is the most positively correlated with job satisfaction in millennial and non-millennial generations, thus, a deeper analysis on the transformational behaviors is needed.

Mean calculation of the perceived transformational behaviors (5I's) shows that inspirational motivation has the highest mean for millennials (3.93) and non-millennials (3.85). The respondents perceive a prevalent use of inspirational motivation by their leaders in front of

adversities and organizational challenges. All other behaviors are also well represented, which means that companies have a high culture of transformational behaviors.

**Table 14**

*Millennial bivariate Pearson correlation: Transformational behaviors and job satisfaction*  
(*N* = 125)

Transformational behaviors	Millennial Job Satisfaction	
	Pearson	Sig. (bilateral)
Idealized Attributes	.817 <sup>a</sup>	.000
Idealized Behavior	.730 <sup>a</sup>	.000
Inspirational Motivation	.727 <sup>a</sup>	.000
Intellectual Stimulation	.734 <sup>a</sup>	.000
Individual Consideration	.777 <sup>a</sup>	.000

*Note.* Field data, 2019. <sup>a</sup>Correlation is significant at the .01 level (2-tailed).

Table 14 presents the results of a bivariate Pearson correlation focused on transformational behaviors. All the transformational behaviors are positively and strongly related with overall satisfaction ( $p < .01$ ). Idealized attributes is the dimension most positively related with job satisfaction within the millennial generation.

**Table 15**

*Non-millennial bivariate Pearson correlation: Transformational behaviors and job satisfaction (N = 42)*

Transformational behaviors	Job Satisfaction	
	Pearson	Sig. (bilateral)
Idealized Attributes	.751 <sup>a</sup>	.000
Idealized Behavior	.671 <sup>a</sup>	.000
Inspirational Motivation	.761 <sup>a</sup>	.000
Intellectual Stimulation	.736 <sup>a</sup>	.000
Individual Consideration	.838 <sup>a</sup>	.000

*Note.* Field data, 2019. <sup>a</sup>Correlation is significant at the .01 level (2-tailed).

Table 15 shows the bivariate correlation with the non-millennial ( $N = 42$ ) respondents, all the transformational behaviors are also strongly and positively correlated, but in this case, individual consideration is the highest one.

ANOVA analysis proves that the model has power to predict millennial and non-millennial employee satisfaction from all the transformational behaviors ( $F$ -statistics is  $p < .01$ ).



**Table 16***Millennial regression coefficients (N = 125)*

Transformational behaviors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.439	.278		-1.580	.117		
Idealized Attributes	.512	.111	.450	4.614	.000	.229	4.367
Idealized Behavior	-.038	.120	-.029	-.315	.754	.255	3.923
Inspirational Motivation	.154	.116	.109	1.325	.188	.322	3.107
Intellectual Stimulation	.291	.105	.218	2.766	.007	.351	2.852
Individual Consideration	.242	.109	.199	2.220	.028	.271	3.689

*Note.* Field data, 2019. Dependent variable: Job Satisfaction.

Table 16 shows the millennial regression coefficient outcomes. The outcomes show, firstly, that the idealized attributes dimension significantly encourages a positive increase in job satisfaction, with standardized  $\beta = .45$ , ( $p < .01$ ). Secondly, intellectual stimulation significantly encourages a positive increase in job satisfaction, with standardized  $\beta = .22$  ( $p < .01$ ). Finally, individual consideration, idealized behavior and inspirational motivation are not determinative ( $p > .01$ ). In addition, multicollinearity is not appraised amongst the independent variables (tolerance  $> .1$ , variation inflation factors [VIF]  $< 10.0$ ).

**Table 17***Non-millennial regression coefficients (N = 42)*

Transformational behaviors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.247	.363		.681	.500		
Idealized Attributes	.120	.139	.114	.869	.391	.344	2.903
Idealized Behavior	.001	.143	.001	.007	.995	.402	2.490
Inspirational Motivation	.240	.133	.233	1.808	.079	.359	2.789
Intellectual Stimulation	.291	.125	.208	1.790	.082	.438	2.281
Individual Consideration	.224	.140	.441	3.201	.003	.313	3.197

*Note.* Field data, 2019. Dependent variable: Job Satisfaction.

The regression model with non-millennials ( $N = 42$ ) (Table 17) shows that individual consideration significantly encourages a positive increase in job satisfaction, the other behaviors were not conclusive ( $p > .01$ ).

## Discussion

The study seeks to acknowledge which leadership style and specific behaviors are correlated with a positive increase in millennials' job satisfaction, and to which degree. All in all, correlation analysis shows that transformational style and, per consequence, all transformational behaviors (5Is) have a strong and positive correlation with job satisfaction among millennials and non-millennials. The study is in line with general previous findings showing that positive transformational leadership behavior leads to the feeling of job fit and ensures high job satisfaction levels (Miao et al., 2011). Other pieces of empirical evidence also show that

transformational leadership is strongly correlated with employee work outcomes such as lower turnover rates, higher level of productivity, employee satisfaction, creativity, development, goal attainment and follower well-being (Eisenbeiß & Boerner, 2013; Rahmisyari, 2015). The study contributes to expanding the benefits of transformational theories and better understanding the millennial generation.

Multiple regression analysis indicates that idealized attributes and intellectual stimulation encourage a significantly positive increase in millennial satisfaction, while individual consideration encourages a significantly positive increase in non-millennial job satisfaction. The study detected differences across generations.

Based on the research, a leader who manages a millennial workforce must exhibit transformational behaviors, preferably idealized attributes or intellectual stimulation behaviors, to help millennial employees feel more satisfied with their current jobs. The other behaviors were not conclusive and cannot be validated in the study.

## **Conclusions**

The aim of the study was to determine the relationship or correlation between leadership styles and millennial job satisfaction. Based on the results from the study, the transformational leadership model has the most significant positive influence on overall millennial satisfaction rates. Once the correlation was confirmed, one task was to determine which specific transformational leadership behaviors are the most related and are able to predict a positive influence on millennial job satisfaction. The results show that idealized attributes and intellectual stimulation are good predictors to promote millennial job satisfaction. Leaders or managers who want to incorporate these two behaviors need to build relationships that bring trust and positive intimacy with coworkers while avoiding decentralized decisions, which could generate disbelief and attrition. Leaders may need to improve their ability to catalyze intelligence and bring questioning on the table, which can help avoid negative situations such as those described as “hiding the elephant in the room”.

Finally, the last task was to determine the difference between job satisfaction among millennials and non-millennials. The findings showed that both millennials and non-millennials can benefit more from transformational leadership styles compared to transactional and passive-avoidance styles. However, when analyzing the effects of the specific transformational behavior in both generations, differences were noted. On the one hand, idealized attributes and idealized stimulation were proved to be valid predictors for job satisfaction among millennials. On the other hand, individual consideration was proved to be a valid predictor for job satisfaction among non-millennials. For all the other transformational behaviors, results were not conclusive to be valid predictors for job satisfaction.

The data in the study were obtained in 2019. Even though the results obtained are valid nowadays, in a future study it would be interesting to administer again the questionnaire to the same sample at different time points, including a post COVID-19 situation. This approach would help confirm the results of the present study and determine whether there could be any evolution in millennial satisfaction that would require fine tuning leadership practices in multinational companies.

All in all, the study implies leadership as a strong factor influencing job satisfaction, having the transformational style, and specifically idealized attributes and idealized stimulation, the most positive outcomes among the millennial generation. Thus, one could say millennials do not quit their jobs, they mainly quit their boss.

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# CHAPTER 6

## *General discussion*

## **6.1. Main results and discussion with the literature**

The thesis aimed to investigate the connection between leadership styles and their relationship with organizational outcomes, job engagement, and the generational differences of the millennials in order to help leaders guide their teams successfully.

The findings of the first study make a validation regarding the leadership literature and the relationship of the transformational leadership style and the improvement of several organizational outcomes. If leaders exhibited more characteristics of transformational leadership, the employees had higher effectiveness, satisfaction and gave an extra effort. These findings are aligned with several evidences which link transformational style and several organizational metrics (Bastari et al., 2020 ; Budiati et al., 2017; Li et al., 2018; Purvi et al., 2019 ; Purwanto et al., 2021).

The main results of the second study provided insights of a remarkable positive relationship between transformational style and employee engagement. Moreover, it revealed that work engagement leverage employees' extra effort to run the extra mile and also that the idealized behavior was the most related to boost work engagement. The findings of the second study provide new evidences to encourage leaders to bring trust and develop a vision for the future if they desire to increase engagement and ultimately lead a successful team. These results are aligned with several evidences which link transformational style and employee engagement (Breevaart et al., 2014; Ghadi et al., 2013; Kovjanic et al., 2013; Raja, 2012).

Finally, the third study makes a unique contribution to expand the benefits of transformational behaviours on the millennial generation, specifically in their satisfaction. These results are aligned with several evidences which link transformational style and millennial's workforce. (Meng & Badri, 2021; Ramli et al, 2020).

The study showed that idealized attributes and intellectual stimulation impacts on millennial satisfaction. It also identified differences between millennials and previous generations. A leader who manages a millennial workforce should exhibit transformational behaviors, preferably a sense of trust and confidence with the team and encouragement of critical-thinking, creativity and individuality, to help millennial employees feel more satisfied

with their current jobs.

## **6.2. Strengths, limitations and directions for future research**

The thesis as a whole has a number of generic strengths, limitations and directions that should be considered for future studies.

Strengths:

- It provides an update on leadership literature and an expansion of transformational behaviors that benefits leaders and managers who desire to manage their teams successfully. Also, the research used a combination of validated instruments, MLQ and UWES, to measure organizational outcomes, work engagement and satisfaction.
- It presents an exclusive focus regarding millennials generation.

Limitations:

- The sample consisted of 167 respondents, from 31 nationalities and from 7 different multinationals companies.
- The data in the study was obtained in 2019. The data was from pre COVID-19 impact.
- The survey had 69 questions. Respondents considered too long.

Future Guidance:

- Increase the sample to wider multinational companies, employees and nationalities.
- Administrate the survey during several different points of time and to the same sample and individual. Create a shorter version of the survey.
- Evaluate transformational impact in new generations such as Gen Z.
- Evaluate if COVID-19 impact has changed the leadership trend once the pandemic situation is normalized.

### **6.3. Conclusions**

To sum it all up, leaders who desire to succeed must move towards a more transformational style and behaviors. The research concludes that each leader, first line manager, supervisor or team leader can improve organization outcomes, work engagement and also millennials' job satisfaction by adopting transformational behaviors, and ultimately, lead teams successfully.

The study implies leadership as a strong factor influence to a company's achievements and well function. Companies should promote leaders who desire better results and outcomes and who are able to build trust in their teams, who can inspire power and pride and who become reference models for their followers. The first step a leader should take is to understand their own leadership style with the full-range of leadership model and implement more transformational behavioral approaches if necessary.

A transformational leader must have natural and highly valued beliefs, common sense, optimism and self-efficiency. An outstanding capacity to communicate, naturally and transparently, and a clear vision of the future steps that need to be followed as a united team. Transformational leader also promote intelligence and creativity, question their own assumptions when necessary and are able to coach people and treat each individual uniquely. Thus the research demonstrates that transformational behaviors, specifically idealized attributes and idealized stimulation, are the most successful at promoting millennial's satisfaction, a generation that in 2025 will represent the 75% of the global workforce.

To conclude, the study demonstrates and validates why transformational behaviors are the fundamental behaviors for leaders and managers who aim to guide teams successfully. Do not become an achiever leader, become a valuable leader who has the eager to learn every day.

### **6.4. Managerial implications**

The research demonstrates the benefits of using transformational style and their behaviors in order to improve positively team's metrics and employee's success. The finding of the research



offers practical implications as follows:

Create the environment:

- The Manager should firstly give trust and respect to employees
- The Manager should focus on the long term direction of the company and commit to organization vision and value.
- The Manager should display a strong sense of purpose aligned with the vision and value.
- The Manager should guarantee a mutual alignment within the team and the goals to pursue.

Create the boundary:

- The Manager should embrace individual consideration and show sensitivity for each employee.
- The Manager should provide emotional and physical support to the employee and have the capability to solve the problem promptly.
- The Manager should know the capabilities and preferences of each employee in order to delegate task accordingly and develop or design correct career paths for each employee.

Create the meaning:

- The Manager should intellectually stimulate employees by empowering them to explore a new way to generate solutions.
- The Manager should provide motivation to the new generations, such as millennials, to feel that they are meaningful to the organization.
- The Manager should encourage employees to do bold moves and feel comfortable to accept failure and re-challenge the problem again.
- The Manager should encourage the nurturing of intellectual stimulation. Training and mentoring programs should be provided to managers particularly, on the topic of developing EQ, providing feedback (verbal skills), and adopting innovative thinking.

Create the culture:

- The Manager should use a continuous bidirectional feedback culture. From top level management to bottom level employee and vice versa. The Manager should identify the right moments to give positive or negative feedback to the employee.
- The Manager should ask for a transformational leadership culture program to be implemented to the whole company, starting from top management and executives.

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# APPENDIX I

## *Leadership*

*Leadership theories table*

## Leadership theories table

Concept Creation	Theory	Description
1840s	Great Man	Focus on natural born leaders
1930s-40s	Trait	Focus on identifying traits and characteristics of effective leaders
1940s-60s	Behavioral	Focus on the actions and skills of leaders
1960s-70s	Contingency	Focus on leaders adapting their style taking into account the environment
1970s	Process (Servant)	Focus on serving people first.
1980s	Relational	Focus on quality relationship between follower and leader. Strong relationship.
1990s	Transactional	Focus on leadership as a cost–benefit exchange
1990s	Transformational	Focus on an inspirational style pushing followers to higher and higher levels of achievement
1990s-2000s	Shared / Collaborative	Focus on followers coordinating each other with shared responsibility
2000-10s	Inclusive	Focus on engaging followers. Person-centered style
2000s-10s	Complexity	Focus on the whole system of an organization. Whole system view.
2010s	Evolutionary	Focus on an evolutionary psychology, cognitive leader prototypes and specialized psychological mechanisms to solve recurrent problems.

*Note.* Updated version from the leadership table of Benmira and Agboola (2021)



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# APPENDIX II

## *The Methodology*

*The email*

*The Online Survey*

General Information

MLQ Leadership

MLQ Organizational outcomes

UWES-17 Work Engagement

## **The email**

Dear All,

Marc Valldeneu, Sales Manager from Barcelona, is doing a PhD in Leadership.

For one year and a half he has been studying the whole history of leadership styles and behaviors. The objective is to determine which style and behavior is more effective for the workforce, for which he created a survey based on the theories of Bass & Avolio and Utrecht Work Engagement Scale

Now you can be part of his study by answering a survey on the topic; it takes less than 20 min and of course the survey is anonymous, respects de GDPR laws.

Everybody who works in a multinational company can answer it (Sales, Compensation, Operations, Strategy and Planning, Managers, Business Unit, Channel, HR, Supply Chain).

Let's support Marc with his PhD studies by taking the time to fill in the survey; it will be really helpful for him!

**Survey - "PhD - Leadership Study WW":**

<https://forms.office.com/Pages/ResponsePage.aspx?id=YSBbEGm2MUuSrCTTBNGV3Ap9rbm0s-sVGkwRYTHKLBCpUMVoxMIVISjRKRkUzSDFFTFVCTIFST01DUi4u>

Thanks so much,

Regards,

Marc

## **The Online Survey: General information**

### **PHD - Leadership Study WW**

By Marc Valldeneu Rosell (MCSFT Forms)

#### **1. What is your gender?**

- Male
- Female
- Other

#### **2. In which year were you born?**

#### **3. In which country were you born?**

#### **4. What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.**

- No schooling completed
- High school graduate
- Bachelor's degree
- Master's degree
- Doctorate degree

#### **5. In which department are you working?**

- Sales and Business Unit
- Strategy and Operations
- Management and Leadership
- Delivery and Supply Chain

**6. How many companies have you worked for?**

- 1
- 2
- 3
- 4
- More than 4

**7. How long you have been working within Hewlett Packard?**

- Less than 1 year
- Between 1 – 3 years
- Between 3 – 5 years
- Between 5-10 years
- More than 10 years

**The Online Survey: MLQ Leadership**

**8. My manager/supervisor provides me with assistance in exchange for my efforts**

- 1 - Not at all
- 2 - Once in a while
- 3 - Sometimes
- 4 - Fairly Often
- 5 - Frequently, If not always

1    2    3    4    5

**9. My manager/supervisor re-examines critical assumptions to question whether they are appropriate**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**10. My manager/supervisor fails to interfere until problems become serious**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**11. My manager/supervisor focuses attention on irregularities, mistakes, exceptions, and deviations from standards**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**12. My manager/supervisor avoids getting involved when important issues arise**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**13. My manager/supervisor talks about their most important values and beliefs**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**14. My manager/supervisor is absent when needed**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**15. My manager/supervisor seeks differing perspectives when solving problems**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**16. My manager/supervisor talks optimistically about the future**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**17. My manager/supervisor instills pride in me for being associated with him/her**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**18. My manager/supervisor discusses in specific terms who is responsible for achieving performance targets**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**19. My manager/supervisor waits for things to go wrong before taking action**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**20. My manager/supervisor talks enthusiastically about what needs to be accomplished**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5



**21. My manager/supervisor specifies the importance of having a strong sense of purpose**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**22. My manager/supervisor spends time teaching and coaching**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**23. My manager/supervisor makes clear what one can expect to receive when performance goals are achieved**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**24. My manager/supervisor show that he/she is a firm believer in “If it ain’t broke, don’t fix it”**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**25. My manager/supervisor goes beyond self-interested for the good of the group**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**26. My manager/supervisor treats me as an individual rather than just as a member of a group**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**27. My manager/supervisor demonstrates that problems must become chronic before taking action**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**28. My manager/supervisor acts in ways that builds my respect**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**29. My manager/supervisor concentrates his/her full attention on dealing with mistakes, complaints, and failures**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**30. My manager/supervisor considers the moral and ethical consequences of decisions**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**31. My manager/supervisor keeps tracks of all mistakes**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**32. My manager/supervisor displays a sense of power and confidence**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**33. My manager/supervisor articulates a compelling vision of the future**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1   2   3   4   5  
           

**34. My manager/supervisor directs my attention toward failures to meet standards**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1   2   3   4   5  
           

**35. My manager/supervisor avoids making decisions**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1   2   3   4   5

**36. My manager/supervisor considers me as having different needs, abilities, and aspirations from others**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**37. My manager/supervisor gets me to look at problems from many different angles**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**38. My manager/supervisor helps me to develop my strengths**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**39. My manager/supervisor suggests me news ways of looking at how complete assignments**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**40. My manager/supervisor delays responding to urgent questions**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**41. My manager/supervisor emphasizes the importance of having a collective sense of mission**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**42. My manager/supervisor expresses satisfaction when I meet expectations**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**43. My manager/supervisor expresses confidence that goals will be achieved**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5



## The Online Survey: MLQ Organizational Outcomes

### 44. My manager/supervisor is effective in meeting my job-related needs

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

### 45. My manager/supervisor uses methods of leadership that are satisfying

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

### 46. My manager/supervisor gets me to do more than I expected to do

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**47. My manager/supervisor is effective in representing me to higher authority**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**48. My manager/supervisor works with me in a satisfactory way**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**49. My manager/supervisor heightens my desire to succeed**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

**50. My manager/supervisor is effective in meeting organizational requirements**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**51. My manager/supervisor increases my willingness to try harder**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5  
           

**52. My manager/supervisor leads a group that is effective**

1 - Not at all

2 - Once in a while

3 - Sometimes

4 - Fairly Often

5 - Frequently, If not always

1    2    3    4    5

## The Online Survey: UWES – 17 Work Engagement

### 53. At my work, I feel bursting with energy

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7  
                 

### 54. I find the work that I do full of meaning and purpose

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7

**55. Time flies when I'm working**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7  
                 

**56. At my job, I feel strong and vigorous**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7

**57. I am enthusiastic about my job**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7  
                 

**58. When I am working, I forget everything else around me**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7

**59. My job inspires me**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7  
                 

**60. When I get up in the morning, I feel like going to work**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7

**61. I feel happy when I am working intensely**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7  
                 

**62. I am proud on the work that I do**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7



**63. I am immersed in my work**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1    2    3    4    5    6    7  
                 

**64. I can continue working for very long periods at a time**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1    2    3    4    5    6    7

**65. To me, my job is challenging**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7  
                 

**66. I get carried away when I'm working**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1   2   3   4   5   6   7

**67. At my job, I am very resilient, mentally**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1    2    3    4    5    6    7  
                 

**68. It is difficult to detach myself from my job**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1    2    3    4    5    6    7

**69. At my work I always persevere, even when things do not go well**

1 - Never

2 - Almost Never / A few times a year or less

3 - Rarerly / Once a month or less

4 - Sometimes / A few times a month

5 - Often / Once a week

6 - Very Often / A few times a week

7- Always / Everyday

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

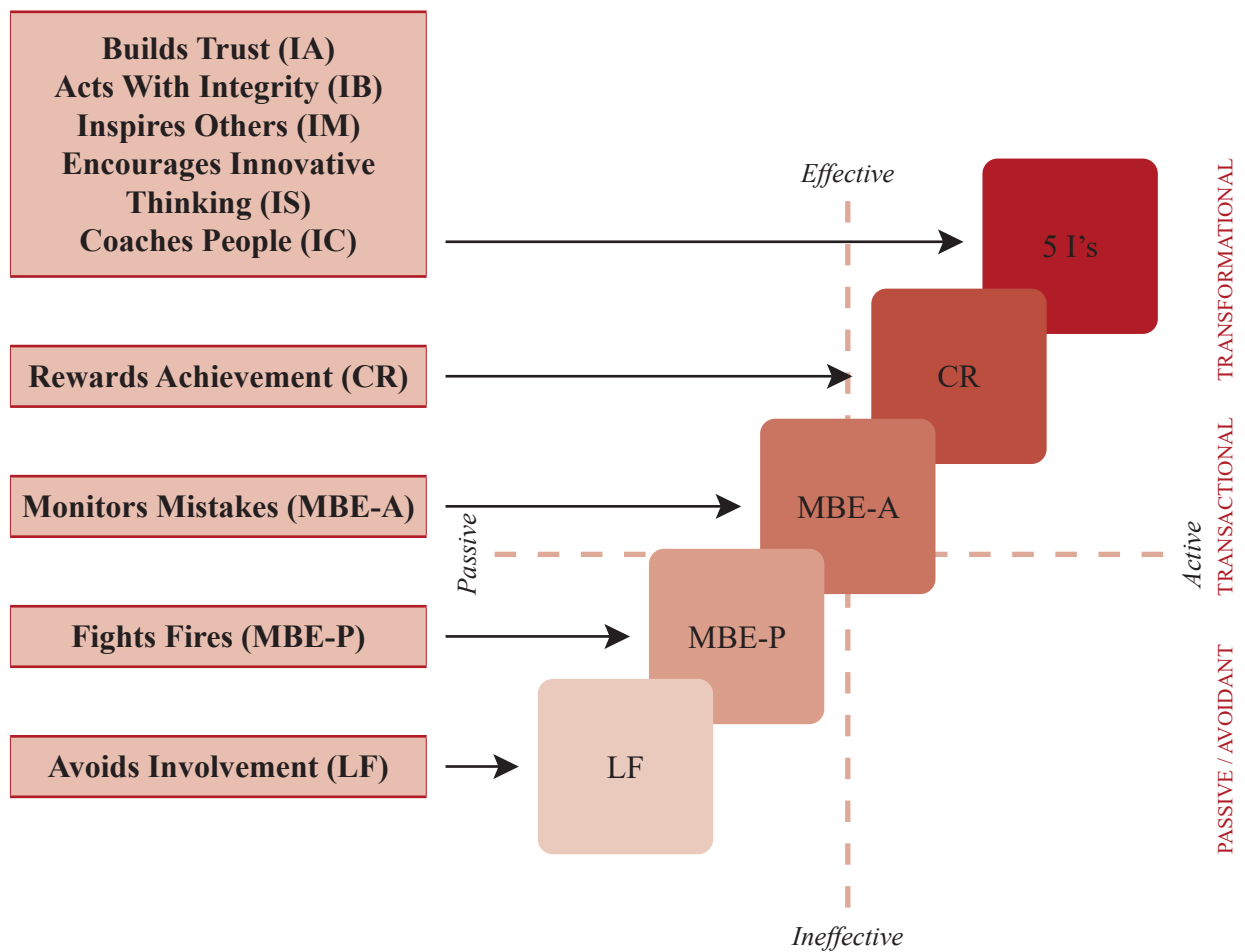
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# APPENDIX III

## *The MLQ*

*The full range of leadership styles graphics  
The MLQ 5x From Sample*

## The full range of leadership styles



0 = Never / 1 = Once in a while / 2 = Sometimes / 3 = Fairly often / 4 = Frequently, if not always

MLQ 360° Feedback / Form5X.

## Multifactor Leadership Questionnaire Rater Form

Name of Leader: \_\_\_\_\_ Date: \_\_\_\_\_

Organization ID #: \_\_\_\_\_ Leader ID #: \_\_\_\_\_

This questionnaire is used to describe the leadership style of the above-mentioned individual as you perceive it. Answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Please answer this questionnaire anonymously.

**Important (necessary for processing):** Which best describes you?

- I am at a higher organizational level than the person I am rating.
- The person I am rating is at my organizational level.
- I am at a lower organizational level than the person I am rating.
- Other than the above.

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

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

*The Person I Am Rating. . .*

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Provides me with assistance in exchange for my efforts .....                                  | 0 | 1 | 2 | 3 | 4 |
| 2. Re-examines critical assumptions to question whether they are appropriate.....                | 0 | 1 | 2 | 3 | 4 |
| 3. Fails to interfere until problems become serious .....  | 0 | 1 | 2 | 3 | 4 |
| 4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards..... | 0 | 1 | 2 | 3 | 4 |
| 5. Avoids getting involved when important issues arise .....                                     | 0 | 1 | 2 | 3 | 4 |
| 6. Talks about his/her most important values and beliefs.....                                    | 0 | 1 | 2 | 3 | 4 |
| 7. Is absent when needed .....   | 0 | 1 | 2 | 3 | 4 |
| 8. Seeks differing perspectives when solving problems .....                                      | 0 | 1 | 2 | 3 | 4 |
| 9. Talks optimistically about the future.....  | 0 | 1 | 2 | 3 | 4 |
| 10. Instills pride in me for being associated with him/her.....                                  | 0 | 1 | 2 | 3 | 4 |
| 11. Discusses in specific terms who is responsible for achieving performance targets.....        | 0 | 1 | 2 | 3 | 4 |
| 12. Waits for things to go wrong before taking action .....                                      | 0 | 1 | 2 | 3 | 4 |
| 13. Talks enthusiastically about what needs to be accomplished.....                              | 0 | 1 | 2 | 3 | 4 |
| 14. Specifies the importance of having a strong sense of purpose.....                            | 0 | 1 | 2 | 3 | 4 |
| 15. Spends time teaching and coaching.....   | 0 | 1 | 2 | 3 | 4 |

Continued →

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always	
0	1	2	3	4	
16. Makes clear what one can expect to receive when performance goals are achieved .....	0	1	2	3	4
17. Shows that he/she is a firm believer in "If it ain't broke, don't fix it." .....	0	1	2	3	4
18. Goes beyond self-interest for the good of the group .....	0	1	2	3	4
19. Treats me as an individual rather than just as a member of a group.....	0	1	2	3	4
20. Demonstrates that problems must become chronic before taking action .....	0	1	2	3	4
21. Acts in ways that builds my respect .....	0	1	2	3	4
22. Concentrates his/her full attention on dealing with mistakes, complaints, and failures .....	0	1	2	3	4
23. Considers the moral and ethical consequences of decisions .....	0	1	2	3	4
24. Keeps track of all mistakes .....	0	1	2	3	4
25. Displays a sense of power and confidence .....	0	1	2	3	4
26. Articulates a compelling vision of the future .....	0	1	2	3	4
27. Directs my attention toward failures to meet standards .....	0	1	2	3	4
28. Avoids making decisions .....	0	1	2	3	4
29. Considers me as having different needs, abilities, and aspirations from others.....	0	1	2	3	4
30. Gets me to look at problems from many different angles.....	0	1	2	3	4
31. Helps me to develop my strengths.....	0	1	2	3	4
32. Suggests new ways of looking at how to complete assignments.....	0	1	2	3	4
33. Delays responding to urgent questions .....	0	1	2	3	4
34. Emphasizes the importance of having a collective sense of mission.....	0	1	2	3	4
35. Expresses satisfaction when I meet expectations .....	0	1	2	3	4
36. Expresses confidence that goals will be achieved .....	0	1	2	3	4
37. Is effective in meeting my job-related needs.....	0	1	2	3	4
38. Uses methods of leadership that are satisfying.....	0	1	2	3	4
39. Gets me to do more than I expected to do .....	0	1	2	3	4
40. Is effective in representing me to higher authority.....	0	1	2	3	4
41. Works with me in a satisfactory way .....	0	1	2	3	4
42. Heightens my desire to succeed.....	0	1	2	3	4
43. Is effective in meeting organizational requirements.....	0	1	2	3	4
44. Increases my willingness to try harder.....	0	1	2	3	4
45. Leads a group that is effective .....	0	1	2	3	4

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# APPENDIX IV

## *Uwes Survey*

*The UWES-17 and UWES-9 Sample*

English version

**Work & Well-being Survey (UWES) ©**

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

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

1. \_\_\_\_\_ At my work, I feel bursting with energy\* (VI1)
2. \_\_\_\_\_ I find the work that I do full of meaning and purpose (DE1)
3. \_\_\_\_\_ Time flies when I'm working (AB1)
4. \_\_\_\_\_ At my job, I feel strong and vigorous (VI2)\*
5. \_\_\_\_\_ I am enthusiastic about my job (DE2)\*
6. \_\_\_\_\_ When I am working, I forget everything else around me (AB2)
7. \_\_\_\_\_ My job inspires me (DE3)\*
8. \_\_\_\_\_ When I get up in the morning, I feel like going to work (VI3)\*
9. \_\_\_\_\_ I feel happy when I am working intensely (AB3)\*
10. \_\_\_\_\_ I am proud on the work that I do (DE4)\*
11. \_\_\_\_\_ I am immersed in my work (AB4)\*
12. \_\_\_\_\_ I can continue working for very long periods at a time (VI4)
13. \_\_\_\_\_ To me, my job is challenging (DE5)
14. \_\_\_\_\_ I get carried away when I'm working (AB5)\*
15. \_\_\_\_\_ At my job, I am very resilient, mentally (VI5)
16. \_\_\_\_\_ It is difficult to detach myself from my job (AB6)
17. \_\_\_\_\_ At my work I always persevere, even when things do not go well (VI6)

\* Shortened version (UWES-9); VI= vigor; DE = dedication; AB = absorption

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# APPENDIX V

## *Demographic profile*

*Gender*

*Generation Y*

*Highest Degree*

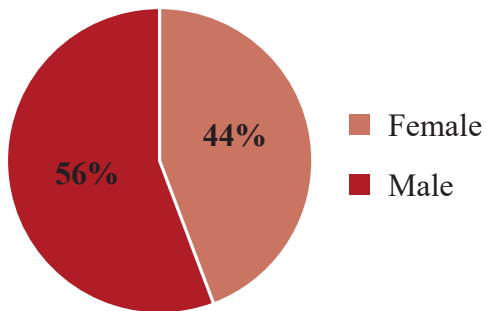
*Companies worked for*

*Years within the company*

*TOP 10 country contribution*

**Figure 8**

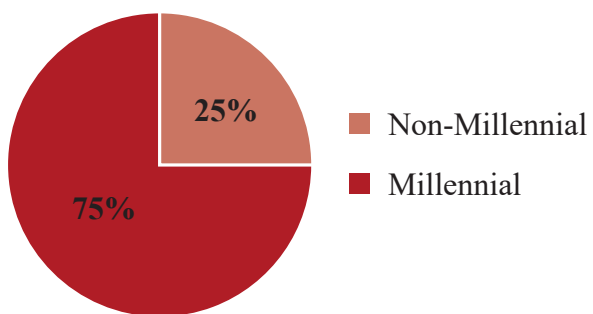
Gender (N=167)



*Note.* Field data, 2019.

**Figure 9**

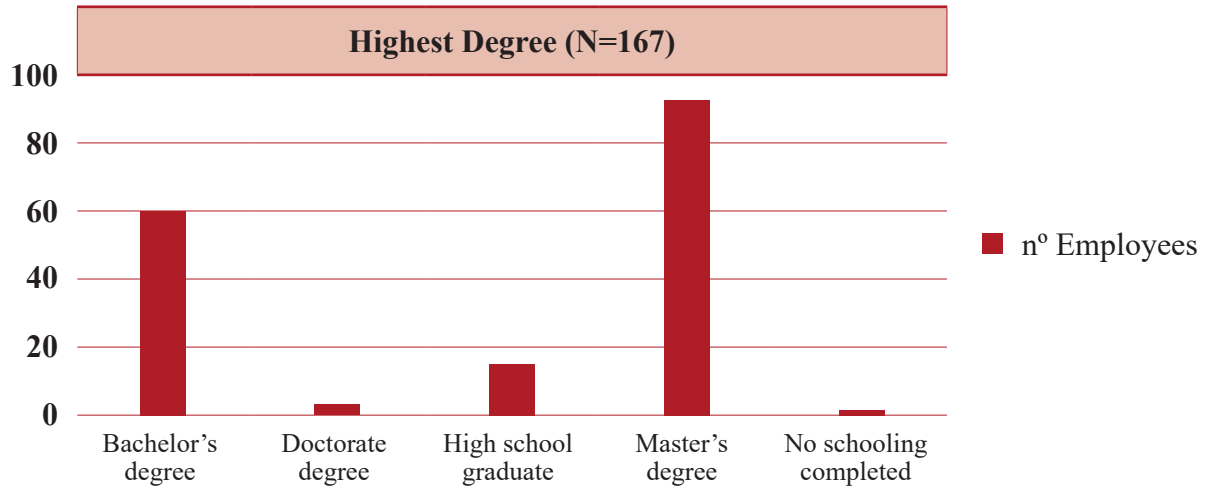
Generation Y ( $\geq 1980$ ) (N=167)



*Note.* Field data, 2019.

**Figure 10**

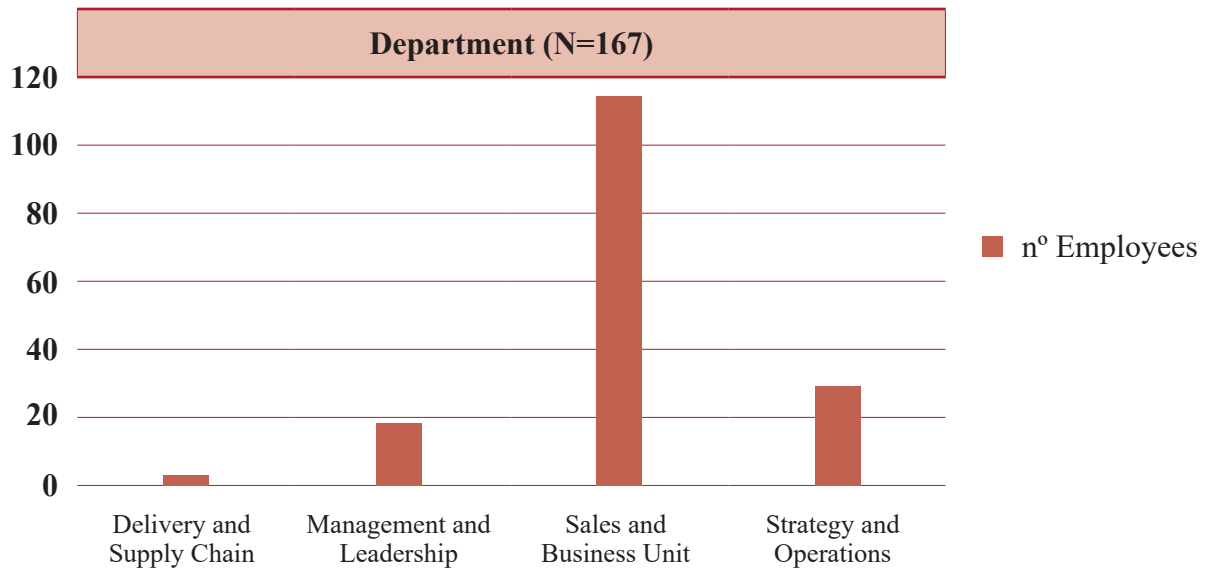
Highest Degree (N=167)



*Note.* Field data, 2019.

**Figure 11**

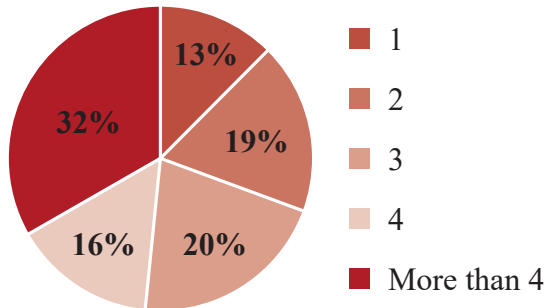
Department (N=167)



*Note.* Field data, 2019.

**Figure 12**

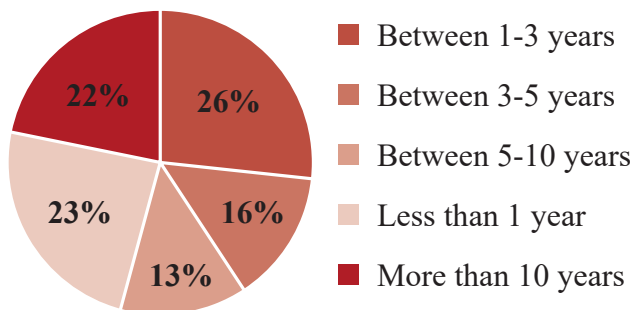
Companies worked for (N=167)



*Note.* Field data, 2019.

**Figure 13**

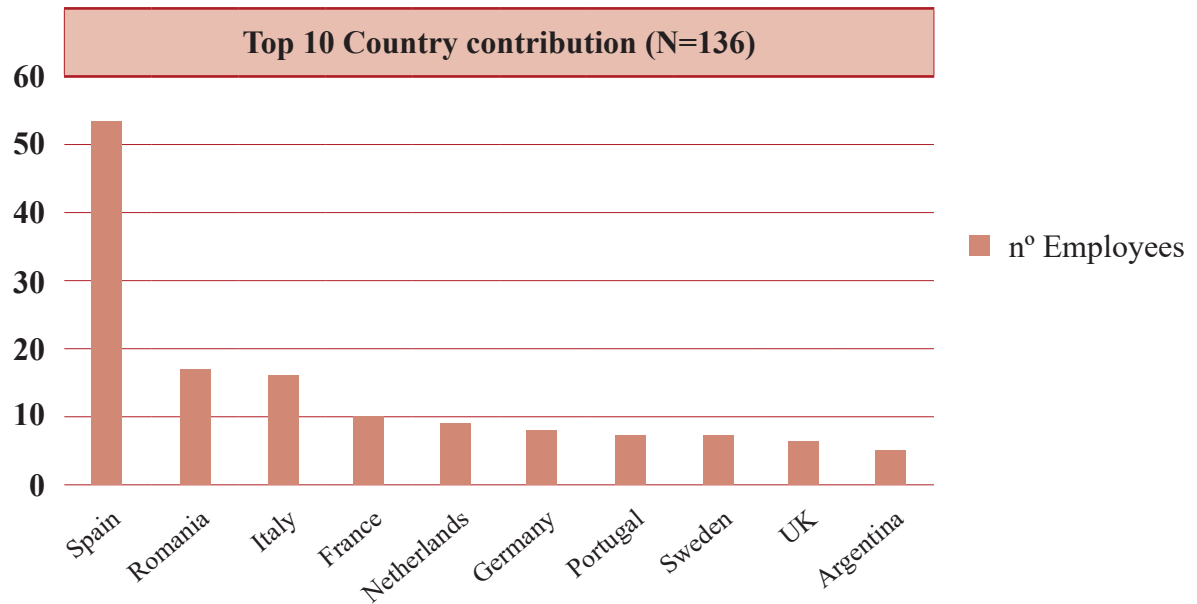
Years within the company (N= 167)



*Note.* Field data, 2019.

**Figure 14**

Top 10 Country contribution (N=136 – Excluding the lowest countries)



*Note.* Field data, 2019.

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# APPENDIX VI

## *Publications during the PhD Degree*

*Leadership styles and organizational outcomes: A  
study across international hubs*

*Transformational behaviors: Increasing work  
engagement in multinational environments*

*Effect of transformational behavior on millennial  
job satisfaction*



## Leadership styles and organizational outcomes: A study across international hubs



# Leadership Styles and Organizational Outcomes: A Study Across International Hubs

Marc Valldeneu  
Elisenda Tarrats, PhD  
Xavier Ferràs, MBA, MBA, PhD

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**Marc Valldeneu** studied Industrial Engineering (UPC) and he is specialized on Industrial Organization and Enterprise Management, also he did an internship in France (UTT) in order to develop a logistic tool for small and medium companies. Marc has more than 8 years of multinational environments and he is currently working as a Sales Manager in Hewlett Packard Enterprise. On 2017 he started a PhD in Leadership (UVIC).



**Elisenda Tarrats** has a Master Degree in Human Resources (UPC and EAE). In 2010 she defended the “Psychosocial Factors of Success in Intergenerational Family Business Succession” thesis and obtained a PhD in Business Administration (UPC). The thesis received the award for the best research Catalonia’s paper regarding family business’ succession. Her main research interest is the entrepreneurship profile and the best form to develop entrepreneurship competence in education in collaboration with experimental groups.



**Xavier Ferràs** is a Telecommunications Engineer (UPC) with a PhD in Business Management (UB) and a Master of Business Administration (ESADE). Professor of Operations Management and Innovation & Data Sciences at ESADE since 2002. He is Executive Director of Custom Programs. He has been Dean of the Faculty of Business and Communication at the UVIC. Speaker at over 300 national and international conferences on strategy, innovation and technology management. Contributor at “La Vanguardia” and “Expansion”.

## Abstract

Leadership matters; it is crucial for the success of organizations and concerns building and maintaining effective teams. In every organization, the leader needs to motivate, improve efficiency, achieve growth and create a good atmosphere, clearly not an easy task in today’s world. Leaders are constantly seeking to find which leadership style is the most effective to improve organizational outcomes and consequently achieve their goals. The purpose of the present article is to investigate the relationship between leadership styles and the organizational outcomes (considering effectiveness, job satisfaction, and extra effort). A multifactor leadership questionnaire, MLQ-5x Rater Form, was completed by a sample of 167 employees from different multinational companies. Based on the study, leaders need to adopt a more transformational leadership approach and avoid passive-avoidance attributes in order to increase positive organizational outcomes as well as company success and recognition. The scope of the research is limited to corporate sales hubs from 7 different companies and employees from 31 different nationalities.

*Keywords:* Leadership, transformational leadership, organizational leadership, organizational effectiveness, organizational shift.

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There is not an organization today, whether large or small, local or global, profit or non-profit, governmental agency or non-governmental organization (NGO), that is immune to change (Kotter, 1998). The leaders are responsible for making sure people have the capacity to follow through those challenging times or changes (Stoltz, 1997). Yukl (2006) defined leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Northouse (2019) defined leadership as a process whereby individual influences a group of individuals to achieve a common goal.

A wide range of leadership theories and styles are described in the literature. One of the most validated theories is “The Full-range Model of Leadership” (Bass & Avolio, 1994) and Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (2004). In fact, many researchers rely upon it in order to characterize better leadership styles trends (Alloubani et al., 2019; Awino, 2015; Barnes et al., 2013; Frooman et al., 2012; Tigchelaar & Bekhet, 2015; Kueenzi, 2019; Miranda, 2019; Purvi et al., 2019; Shrestha, 2012; Yahaya & Ebrahim, 2015).

### **The Full-Range Model of Leadership Styles**

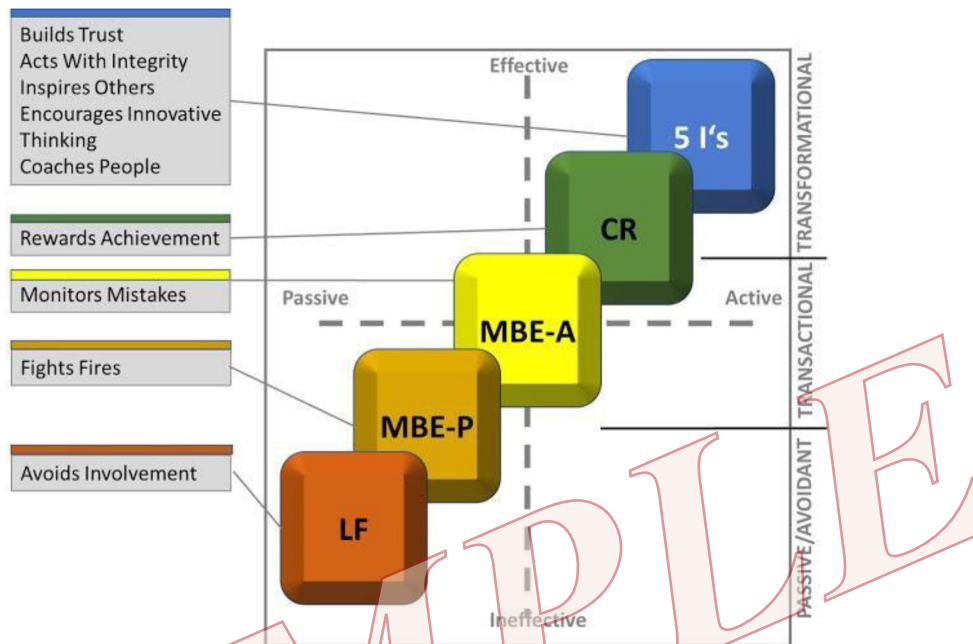
Bass and Avolio's (2004) full range leadership development identified nine leadership factors and the development of transformational and transactional styles. Figure 1 describes the extent to which each of the nine leadership behaviors are active, passive, effective and ineffective, and the frequency with which these behaviors are practiced within an organization. Nine factors are grouped as either a transformational, transactional, or passive-avoidance style (Bass & Avolio, 2004).

### **The Transformational Style**

The transformational style based on Bass and Avolio (1994), is the most active and effective behavior and exhibits five main characteristics:

- Idealized attributes (having a high level of trust in employees).
- Idealized behavior (having the ability to communicate a sense of purpose).

**Figure 1**  
*The Full Range Leadership Model Visualizing Different Types of Leadership*



Note. Extracted from Multifactor Leadership Questionnaire (MLQ, 2004).

- Inspirational motivation (having the ability to communicate important purposes in simple ways, arouses team spirit with enthusiasm and optimism).
- Intellectual stimulation (having the ability to promote intelligence, stimulation, and problem solving).
- Individualized consideration (having the ability to recognize and promote individuality among employees).

Based on these characteristics, Baker (2013) explained that transformational leaders are able to establish strong relationships with followers and use these relationships to inspire followers to go beyond what they believe they can accomplish. The transformational leader is able to communicate a mutually desirable and inspirational vision of the future and create a sense of commitment and loyalty towards the goals of the organization (Baker, 2013; Bass, 1985).

### The Transactional Style

The transactional style is a task-oriented style in which the leader focusses primarily on task completion and rewards those who are compliant and achieve the directed goals. It also involves the use of corrective criticism, negative feedback and negative reinforcement for non-compliance or lack of achievement (Northouse, 2001). Transactional leader behaviors do not address employees' needs, motivations, or development, and workaholic patterns may be modelled and rewarded (Graham, 1995).

Based on Bass (1990), Bass and Avolio (2004), and Mester et al., (2003) transactional style include two main factors:

- Contingent reward (involves an interaction between the leader and the follower in which the leader uses rewards, promises, and praise to motivate followers to achieve performance levels contracted by both

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- parties).
- Management by exception: Active (occurs when the leader monitors followers' performance for deviations from rules and standards, taking corrective action in anticipation of irregularities).

### **The Passive-Avoidance Style**

The passive-avoidance style is characterized by leaders who avoid decision-making, the provision of rewards, and the provision of positive or negative feedback to their employees, with the leader clearly abdicating responsibility to others (Bass & Avolio, 1997; Mester et al., 2003). Passive leaders avoid identifying and clarifying potential problem areas, getting involved, setting standards, and monitoring for results. This leadership style has most of the time a negative effect on leadership results. Bass and Avolio (2004) further defined the passive / avoidant leadership by establishing two dimensions: Management by Exception: Passive (MBE-P) and Laissez-Faire Leadership (LF).

- Management by exception: Passive (occurs when the leader waits passively for mistakes to occur, intervening only if standards are not met).
- Laissez-Faire (identifies leaders who tend to avoid involvement. This leadership style could be easily defined as "non-leadership").

### **Organizational Outcomes**

The MLQ survey measures the survey respondent's perceptions about the leader's contributions to organizational outcomes: Effectiveness, job satisfaction, and extra effort (Avolio et al., 2004):

- Effectiveness (The leader is effective in meeting employees' job-related needs, in representing them to higher authority and in meeting organizational requirements).
- Job satisfaction (The leader uses methods of leadership that are mutually satisfying).
- Extra effort (The leader gets employees to do more than they expected to do, heightens their desire to succeed, and

increases their willingness to try harder).

### **Leadership styles**

Leadership styles were first researched in the 1920s with studies using surveys reporting that favorable attitudes toward supervision helped achieve employees' job satisfaction (Bass, 1990). Several studies conducted during the 1950s and 1960s investigating how managers could use their leadership behaviors to increase employees' level of job satisfaction (Northouse, 2001). These studies confirmed the significance of leadership in making differences in employee's job satisfaction (Bass, 1990). Furthermore, Yousef (2000) showed that leadership behavior was positively related to job satisfaction and therefore managers needed to adopt appropriate leadership behaviors in order to improve it. Leadership styles affect a range of factors such as job satisfaction, performance, turnover intention, and stress (Chen & Silverthorne, 2005) and so they contribute to organizational success (Rad & Yarmohammadian, 2006). Yousef (2000) argued that theories developed and tested in Western organizations were still valid for non-Western countries. Limsila and Ogunlana (2008) indicated that transformational leadership style had a positive impact on work performance and organizational commitment of subordinates.

### **Methods**

#### **The Case Study Tool**

The study uses the MLQ from Bass and Avolio (2004). Web-based MLQ surveys (Microsoft forms – 45 Questions) were administered to multinational hubs targeting different employees' nationalities and companies. Employees' answers referred to their first line manager or local leader. To answer the research questions in this study, respondents selected discrete Likert-type scale choices (scale of 5), thus providing quantifiable data to measure the degree of their perceptions among the variables. The participation was voluntary and anonymous. The study described the relationship between employees' perception of their immediate leader's full-range leadership theory (Antonakis & House, 2002; Bass, 1985; Bass & Avolio, 2004) to the employees' perception of their own organizational outcomes: effectiveness, job satisfaction, and extra effort. In

detail, transformational scale had 20 questions, transactional scale and passive-avoidance scale had 8 questions and finally organizational outcomes had 9 questions. The data gathered were transferred to the statistical package SPSS (Statistical Package for Social Sciences) in order to run the model analysis. The scale reliability was evaluated using Cronbach's alpha.

### Goals and Hypothesis

The purpose of this quantitative study was to examine the degree to which leadership styles are associated with employees' perception of their leader's influence on organizational outcomes (effectiveness, job satisfaction, and extra effort) and to understand which leadership style (Transformational, Transactional, or Passive-Avoidance) has a significant correlation and encourages a positive increase on organizational outcomes in order to help and advice the future managers and leaders. The present study aims to identify which leadership style has a significant positive correlation and consequently encourages a positive increase on organizational outcomes. A framework model was designed with three hypotheses, one for each style. Transformational and transactional hypothesis (H1, H2) were considered with significant correlation and with positive organizational outcomes and passive-avoidance

(H3) with significant correlation and with negative organizational outcomes.

## Results

### General overview

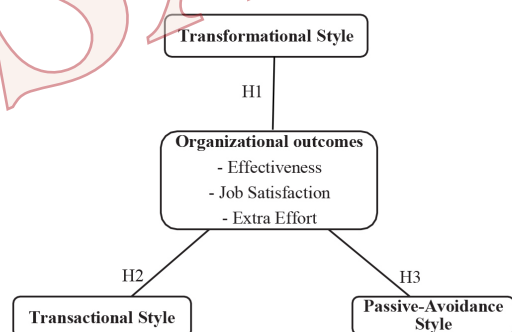
The sample of the study, which includes 167 respondents, is rather balanced in gender and is relatively young; 75% of the respondents were born between 1980 and 2000. This workforce also has a high level of education; 35.3% have a bachelor's degree, 56.3% have a master's degree and 1.2% have a doctorate. Also, workers from the study have a certain level of previous working experience with different companies as well as stability in their present company; 67% of the respondents have worked in at least more than 3 companies. The country with more respondents is Spain (52).

### Mean calculation, reliability, and interpretation

Table 1 displays the mean calculation of the perceived leadership styles in the companies and the perceived organizational outcomes by the employees. Three main types of leadership were assessed: the transformational, the transactional and the passive-avoidance leadership style. The results in Table 1 show that the Transformational Style has the highest mean of 3.67 and a standard deviation of .81, followed by the Transactional Style with a mean of 3.30 and a standard deviation of .64. The least perceived style is the Passive-Avoidance, with a mean of 1.99 and a standard deviation of .80.

Cronbach's alpha was conducted to assess the reliability and internal consistency for each of

**Figure 2**  
*Conceptual Leadership Styles and Organizational Outcomes Framework Overview of the Researcher*



Note. Independent Variables: Transformational, Transactional, and Passive-Avoidance Styles. Dependent Variables: Organizational Outcomes (Effectiveness, Job Satisfaction and Extra Effort).

**Table 1**

*Mean and SD Analysis Transformational, Transactional, Passive-Avoidance, and Organizational Outcomes*

Leadership Style	N	Mean	SD
Transformational	167	3.6719	.81262
Transactional	167	3.3024	.64841
Passive-Avoidance	167	1.9910	.80363
Organizational Outcomes	167	3.8137	.95099

Note. Field data, 2019

the surveys' scales. George and Mallery (2003) suggested that for alphas below 70% the results could be questionable. The higher the Cronbach's alpha calculation, the better the scale is at representing what it purports to represent. The lower the Cronbach's alpha calculation, the less reliable it is to draw associations with the data. In the present study, the transformational leadership construct or scale, under the MLQ, has a Cronbach's alpha of .95 or 95%. Organizational outcomes has a Cronbach's alpha of 93% and passive-avoidance style has an alpha of 83%. Finally, the transactional style has an alpha of 71%.

The respondents perceived a prevalent use of transformational style by their leaders in front of adversities and organizational challenges. However, transactional style is well present too, meaning that inside these organizational environments there is a

high culture of rewarding for specific goals. On the other hand, the Passive-Avoidance has the lowest mean. From the results, one can also infer that leaders may exhibit varying degrees of different styles, since the styles are not mutually exclusive.

**Which leadership Style has a Significant Correlation and Encourages a Positive Increase on Organizational Outcomes?**

Table 2 presents the results of bivariate correlation based on Pearson's correlation statistics. Transformational and transactional leadership styles are strongly and positively correlated with overall organizational outcomes ( $p < .01$ ). On the other hand, passive-avoidance leadership is strongly and negatively correlated with overall organizational outcomes ( $p < .01$ ).

**Table 2**

*Bivariate Correlation Analysis Transformational, Transactional, and Passive-Avoidance to Organizational Outcomes Effects (Pearson)*

		Transformational	Transactional	Passive-Avoidance
Organizational Outcomes	Pearson	.885**	.570**	-.484**
	Sig. (bilateral)	.000	.133	.000
	N	167	167	167

Note. Field data, 2019. \*\*. Correlation is significant at the .01 level (2-tailed), \*Correlation is significant at the .05 level (2-tailed).

**Table 3**

*Regression Analysis, R<sup>2</sup> Statistics*

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.897a	.805	.801	.4201

Note. Field data, 2019

**Table 4**

*Model Fit Results, ANOVA<sup>a</sup>*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	120.826	3	40.275	224.022	.000 <sup>b</sup>
Residual	29.304	163	.180		
Total	150.130	166			

a. Predictors: (Constant), Passive-Avoidance, Transactional, Transformational

b. Dependent variable: Organizational Outcomes

Note. Field data, 2019



**Table 5**  
*Regressions Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Coefficients	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.787	.244		3.232	.001		
Transformational	.950	.056	.812	16.869	.000	.517	1.936
Transactional	-.021	.063	-.014	-.339	.735	.657	1.521
Passive-Avoidance	-.198	.047	-.167	-4.168	.000	.746	1.341

*Note.* Field data, 2019 \*\*Correlation is significant at the .01 level (2-tailed), \*Correlation is significant at the .05 level (2-tailed).

### Multiple Regression Analysis

The multiple regression analysis was carried out to estimate the prediction of leadership styles (independent variables) on organizational outcomes (dependent variable). Table 3 presents a summary of the model in which the item of interest is adjusted R<sup>2</sup> statistics, which is .80.

Table 4 presents the analysis of ANOVA results, also known as model fit. It is important to highlight that the results show that F-statistics is  $p < .01$ , meaning the model has power to predict organizational outcomes from leadership style scores.

Table 5 presents the results of the coefficients of the regression model. Firstly, these results show that the transformational leadership significantly encourages a positive increase on organizational outcomes, standardized  $\beta = .81$ , ( $p < .01$ ). Secondly, the passive-avoidance style encourages a negative increase on organizational outcomes, standardized  $\beta = .17$  ( $p < .01$ ). Lastly, the transactional leadership style is not conclusive ( $p > .01$ ).

Multicollinearity statistics show tolerance figures ranging from .52 to .75, while variation inflation factors (VIF) ranged from 1.34 to 1.94. Figures suggest that multicollinearity is not suspected amongst the independent variable. (Tolerance  $> .1$ , VIF  $< 10.0$ ).

### Discussions

All in all, the correlation analysis shows that transformational leadership has strong and positive correlations with organizational outcomes; that transactional leadership has a significant and positive correlation with organizational outcomes; and that passive-avoidance leadership has a negative significant correlation with organizational

outcomes. These correlation results are aligned with the three hypotheses (H1, H2, and H3).

Multiple regression analysis indicates that transformational leadership encouraged a significantly positive increase on organizational outcomes. If leaders exhibited more characteristics of transformational leadership, the employees had higher effectiveness, job satisfaction, and extra effort. Secondly, passive-avoidance style reports a significant decrease within the multiple regression. H1 and H3 were validated. Nonetheless, transactional leadership could not be validated and H2 was not confirmed by the present study. A suggestion for further analysis is to check each dimensions of the style (Contingent Reward, Management by Exception (Active)). This suggestion would also apply for transformational and passive-avoidance dimensions.

Finally organizational outcomes were composed of three subscales (Effectiveness, Job Satisfaction, and Extra Effort) but studied as a sole independent variable in order to have a broader perspective regarding the relationship of leadership and organization improvement. Further research could potential analyze the variance (and possible covariance) in all three sub-constructs between the diverse leadership styles.

### Conclusions

Based on these results, leadership trends on multinational environments can potentially benefit from moving towards a more transformational style. Each leader, first line manager, supervisor, or team leader may improve organization outcomes by adopting transformational traits and behaviors



while eliminating passive-avoidance attitudes. A change in leadership mind-set can be accomplished through training interventions and improved process procedures emphasizing transformational leadership attributes and behaviors.

Bearing in mind all these data, companies could improve organizational outcomes by promoting leaders who are able to build trust in their followers, who inspire power and pride, and who become reference models for their followers. These leaders have positive and highly valued behaviors, like dominance, consciousness, self-control, a high moral judgment, optimism, and self-efficiency. They articulate, in simple ways, shared goals and mutual understanding of what is right and important, and provide visions of what is possible and how to attain it. They enhance meaning and promote positive expectations about what needs to be done. Finally, leaders who question their own beliefs, assumptions, and values when appropriate and are able to coach people and treat each individual uniquely.

Also companies may encourage the mindset change of leaders who wait for problems to appear before taking corrective actions and have a reactive mentality, who tend to avoid involvement and responsibilities and isolate themselves in the cubiculum. By applying the mentioned recommendations, the leadership style in every company will evolve to a more transformational style, while the passive-avoidance style will be decreased at lower levels. Consequently, the organizational outcomes (Effectiveness, Job Satisfaction, and Extra effort) will improve positively, something that every company is looking for.



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SAJIP SAMPLE

# Transformational behaviors: Increasing work engagement in multinational environments

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# TRANSFORMATIONAL BEHAVIORS: INCREASING WORK ENGAGEMENT IN MULTINATIONAL ENVIRONMENTS

## Abstract

The role of a leader is fundamental to increase organizational culture and facilitate employee engagement. However, organizations are not providing clear guidance on how to do it. This study aims to determine the relationship between leadership styles and employee engagement as well as to understand whether there is a correlation between an engaged employee and extra effort. The study uses a Multi-Leadership Questionnaire (MLQ-5x Rater Form) to measure employee perception of the leader styles and Utrecht Work Engagement Scale (UWES-17) to determine employee engagement. The scope of the study is limited to a sample of 167 employees from 7 different multinational companies and 31 different nationalities.

Results show that all the transformational behaviors and, concretely the idealized behavior, are significantly positively related to work engagement in multinational environments. Results also reveal a strong correlation between employee engagement and extra effort. The study concludes that leaders or managers should use transformational behaviors if they want to increase engagement and extra effort with their teams. They should increase transformational behaviors like being transparent, consistent, and having a strong sense of purpose to catalyze a collective engagement. These results expand previous studies of transformational leadership and work engagement in multinational environments.

## Keywords

leadership, management, transformational leadership, organizational development, work engagement, extra effort

## JEL Classification

M10, M12, M54, D23

## INTRODUCTION

Leaders and managers are responsible to drive teams towards set goals to achieve company growth and success. They could be defined as an influencer force, which exercises power and gives others direction to execute companies' goals. Leadership is a significant factor to drive an organization towards the path of success or to turn towards its failure (Rahbi et al., 2017).

Moreover, leaders also realize that productiveness does not come only from a pleased team. The most productive employee for a company is known as an engaged employee (Rao et al., 2021). This is the main reason why leaders are seeking to identify the keys to increase employee engagement levels. The current study intends to acknowledge the relationship between a leader and an engaged employee by detecting, which leadership style or behavior creates higher engagement. Additionally, the study aims to understand the relationship between an engaged employee and extra effort. Studies have shown that one of the most critical factors to have a better work engagement is leadership (Rao et al., 2021). Findings could lead to a better understanding of how to improve leadership and company success. The current study seeks to find the keys to answer these questions and guide leaders and managers towards better employee engagement.



## 1. LITERATURE REVIEW

A wide range of leadership models is developed. One of the most validated models is “the full-range model of leadership” (Bass & Avolio, 1994). Alloubani et al. (2019), Budiati et al. (2017), Li et al. (2018), Mozammel and Haan (2016), Purvi et al. (2019), Shah et al. (2016), and Yahaya and Ebrahim (2016) rely on this model.

Bass and Avolio (2004) identified nine leadership factors and the development of transformational, transactional, and passive-avoidance styles. The transformational style is based on Bass and Avolio's theory (1994) and exhibits five main behaviors (referred to as the 5I's): idealized attributes (high level of trust), idealized behavior (leading by example), inspirational motivation (ability to inspire others), intellectual stimulation (promote intelligence and problem solving), and finally individualized consideration (recognize individuality among employees). Secondly, the transactional style is a task-oriented style in which the leader focuses basically on the completion of goals. Following Bass and Avolio (2004), the transactional style includes two behaviors: contingent reward (task-oriented) and management by exception: active (monitors and calibrates). Finally, the passive-avoidance style is characterized by leaders who avoid decision-making. Bass and Avolio (2004) further defined the passive-avoidance style by establishing two dimensions: management by exception: passive (waits for mistakes) and *laissez-faire* leadership (do nothing).

Transformational leadership has accumulated sizeable scholarly attention since its origination and it remains to be a utilized leadership framework (Day & Antonakis, 2012; Dinh et al., 2014; Northouse, 2019). The transformational leader can inspire and share a common future vision and create commitment towards the goals of the companies (Baker, 2013; Bass, 1985; Wilford, 2020). Transformational leadership is globally viewed to be the most approved and efficacious leadership behavior (Northhouse, 2019; Zhu & Mu, 2016), receiving further consideration from managers and leaders.

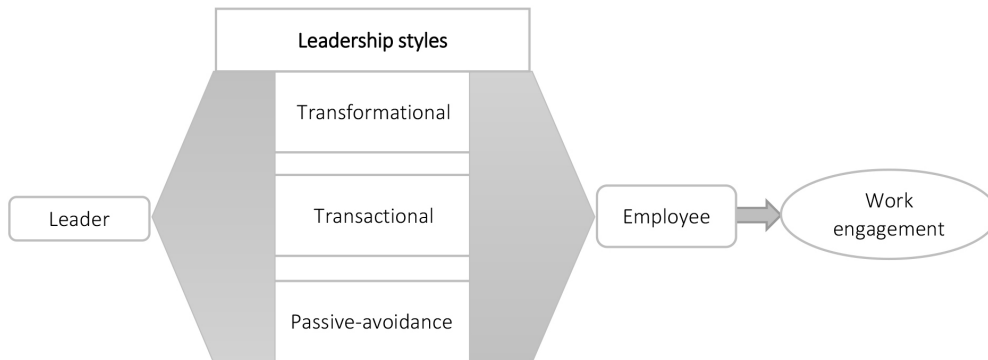
A relation between transformational style to positive results, like fidelity, satisfaction, employee progression, and performance, is established (Miranda,

2019; Walumbwa & Lawler, 2003; Yahaya & Ebrahim, 2016; Zhu et al., 2009). Transformational leadership is a motivated and dynamic style, which develops the bond between leader and employee, creating a positive effect on employees' work mindset and attitude (Avolio et al., 2004; Dai et al., 2013; Lian & Tui, 2012). Valldeneu et al. (2021) showed that adopting a transformational leadership approach can increase positive organizational outcomes, company success, and recognition.

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002; Shah et al., 2016). Job engagement has gained awareness in the scholarly literature and enterprises over the last years, having been associated with several organizational goals (Buckingham & Coffman, 1999; Coffman & Gonzalez-Molina, 2002; George, 2011; Horváthová et al., 2019). The expression 'work engagement' represents an alignment between highest contribution and highest job satisfaction. Work engagement is a pillar to create bonds between employees and their superiors. Employee work engagement has been demonstrated to positively predict work performance and innovation (Mone & London, 2010; Park et al., 2014) and has been linked to better execution (Schaufeli & Salanova, 2007). Companies must pay particular attention to employee work engagement if they want to be competitive and avoid business disruption.

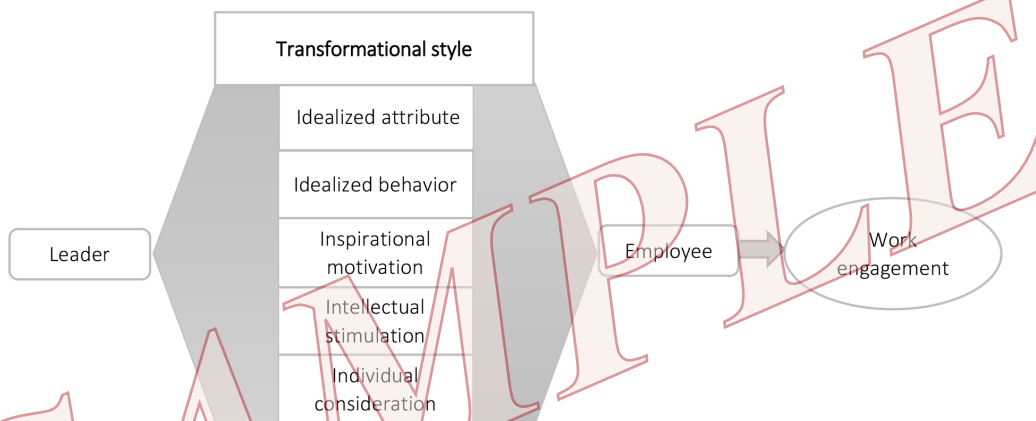
Walumbwa et al. (2007) argued that workers with enterprise pertinence react more positively with transformational style because workers believe in the common goal. Multinational companies are using best practices and knowledge sharing to improve enterprise pertinence and employee development (Tsai et al., 2017). Harter et al. (2009) and Zhu et al. (2009) showed that engaged employees lead to better performance, efficiency, and long-term enterprise advantage. An engaged employee is bound with the organization, gives the extra mile for the job, feels passion and satisfaction about the company, and lives organizational values.

It is found that transformational style is positively related to work engagement and brings better business outcomes (Datche & Mukulu, 2015; Dum Dum et al., 2013; Dvir et al., 2002; Kirkpatrick



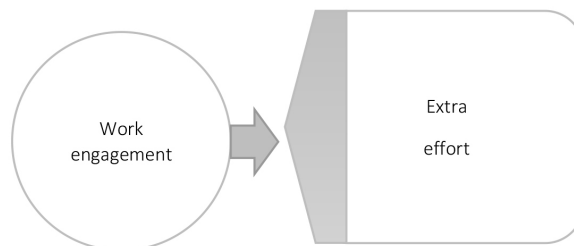
Note: Independent variables: transformational, transactional, and passive-avoidance styles. Dependent variables: work engagement.

Figure 1. Conceptual framework



Note: Independent variables: idealized attribute, idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration. Dependent variables: work engagement.

Figure 2. Parallel Framework



Note: Independent variables: work engagement. Dependent variables: extra effort.

Figure 3. Parallel Framework expansion

& Locke, 1996; Walumbwa & Lawler, 2003; Zhu et al., 2009). Based on the literature review, a conceptual framework was created (Figure 1).

Secondly, an in-depth framework was created for all the transformational behaviors, work engagement, and extra effort (Figure 2 and Figure 3).

## 2. AIMS

The study aims to clarify whether transformational style has a better positive impact on job engagement versus transactional and passive-avoidance styles. In addition, the aim is to determine which transformational behavior has a stronger significance relationship with work engagement and, finally, to which extent an engaged employee is related to extra effort. By addressing these three questions, the study seeks to identify the keys that could increase team engagement from a leader or manager stance.

## 3. METHODOLOGY

The overall study used the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (2004) to assess leadership style and extra effort perceptions, as well as Utrecht Work Engagement Scale (UWES-17) to determine engagement perception. MLQ and UWES surveys (Microsoft forms – 56 questions) were administered to employees of diverse nationalities at different companies. Twenty questions were assessed to evaluate the transformational 5I's behaviors (four questions for each behavior), eight questions were assessed for transactional, and eight more for passive-avoidance. Moreover, three questions were defined to determine extra effort. Finally, UWES-17 survey was composed of seventeen questions.

The sample of the study, which includes 167 respondents, is rather balanced in gender (56% male, 44% female) and is relatively young; 75% of the respondents were born after 1980. This workforce also has a high level of education: 35.3% have a bachelor's degree, 56.3% have a master's degree and 1.2% have a doctorate. Also, workers from the study have a certain level of previous working experience with different companies as well as stability in their present company; 67% of the respondents have worked in at least more than 3 companies. The country with more respondents is Spain (52).

The data collected were transferred to SPSS (Statistical Package for Social Sciences) software to run the analyses. Mean calculation, bivariate correlation, and multiple regressions analysis were assessed to understand the perception and relation of the leadership behaviors on work engagement.

Cronbach's alpha was used to evaluate the scale of reliability and consistency. In the present study, all the variables were showing an alpha above 71%, meaning the model was reliable, the transformational leadership construct or scale has a Cronbach's alpha of .95 or 95%. Transactional has a Cronbach's alpha of 71%, the passive-avoidance style has an alpha of 83%, and extra effort 80%. Finally, work engagement had an alpha of 92%.

## 4. RESULTS

Table 1 displays the mean calculation of the perceived leadership styles in the companies, the work engagement, and extra effort by the employees. Three main types of leadership were assessed: the transformational, the transactional, and the passive-avoidance leadership styles.

**Table 1.** Mean and SD analysis of transformational, transactional, passive-avoidance, work engagement, and extra effort

Source: Authors' elaboration.

Dimension	N	Mean	S.D
Transformational	167	3.67	.81
Transactional	167	3.30	.64
Passive-avoidance	167	1.99	.80
Work engagement	167	5.39	.87
Extra effort	167	3.64	1.0

Table 2 presents the results of bivariate correlation based on Pearson's correlation statistics. Transformational, transactional and extra effort are strongly and positively correlated with work engagement ( $p < .01$ ). On the other hand, passive-avoidance leadership is strongly and negatively correlated with work engagement ( $p < .01$ ).

**Table 2.** Bivariate correlation analysis: leadership styles, extra effort and work engagement (N = 167)

Source: Authors' elaboration.

Dimension	Work engagement	
	Pearson	Sig. (bilateral)
Transformational	.467 <sup>a</sup>	.000
Transactional	.364 <sup>a</sup>	.000
Passive-avoidance	-.240 <sup>a</sup>	.002
Extra effort	.456 <sup>a</sup>	.000

Note: *a* means correlation is significant at the .01 level (2-tailed).



Multiple regression was done to evaluate the prediction of leadership styles (independent variables) on work engagement (dependent variable). Table 3 presents a summary of the model in which the item of interest is adjusted  $R^2$  statistics, which is .22.

**Table 3.** Regression analysis,  $R^2$  statistics (leadership styles and work engagement)

Source: Authors' elaboration.

Model	R	R Square	Adjusted R Square	Std. error of estimate
1	.483 <sup>a</sup>	.233	.219	.771

Table 4 presents the analysis of ANOVA results, also known as model fit. It is important to highlight that the results show that F-statistics is  $p < .01$ , meaning the model has the power to predict work engagement from leadership style scores.

**Table 4.** Model fit results, ANOVA<sup>a</sup> (leadership styles and work engagement)

Source: Authors' elaboration.

Model	Sum of squares	df	Mean square	F	Sig.	
1	Regression	29.536	3	9.845	16.534	.000 <sup>b</sup>
	Residual	97.062	163	.595		
	Total	126.599	166			

Note: *a* means predictors: (constant), passive-avoidance, transformational, transactional, *b* means dependent variable: work engagement.

**Table 5.** Regressions coefficients (leadership styles and work engagement)

Source: Authors' elaboration.

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
1	(Constant)	3.393	.443		7.654	.000	
	Transformational	.387	.103	.360	3.776	.000	.517 1.936
	Transactional	.204	.114	.152	1.792	.075	.657 1.521
	Passive-avoidance	-.045	.086	-.042	-.525	.600	.746 1.341

Note: *a* means a dependent variable: work engagement.

**Table 6.** Regression coefficients (extra effort and work engagement)

Source: Authors' elaboration.

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
1	(Constant)	.679	.456		1.490	.138	
	Work engagement	.549	.083	.456	6.590	.000	1.000 1.000

Note: *a* means a dependent variable: extra effort.

Table 5 presents the results of the coefficients of the regression model. Firstly, these results show that transformational leadership significantly encourages a positive increase in work engagement, standardized  $\beta = .36$ , ( $p < .01$ ). Lastly, the transactional leadership style and the passive-avoidance style are not conclusive ( $p > .01$ ). Multicollinearity statistics show tolerance figures ranging from .51 to .74, while variation inflation factors (VIF) ranged from 1.34 to 1.93. Figures suggest that multicollinearity is not suspected amongst the independent variable. (Tolerance  $> .1$ , VIF  $< 10.0$ ).

Table 6 presents the results of the coefficients of the regression model for extra effort and work engagement. Firstly, these results show that the work engagement significantly encourages a positive increase in extra effort, standardized  $\beta = .55$ , ( $p < .01$ ).

Table 7 presents the results of bivariate correlation based on Pearson's correlation statistics. All transformational behaviors (5I's) are strongly and positively correlated with work engagement ( $p < .01$ ). The most correlated is idealized behavior.

The study shows that there is a remarkable positive relationship between transformational style (MLQ 5x-Short) and employee engagement (UWES-17). These results are aligned with several pieces of evidence, which link transformational style and employee engagement (Breevaart et al., 2014; Ghadi et

**Table 7.** Bivariate correlation analysis: transformational behaviors and work engagement ( $N = 167$ )

Source: Authors' elaboration.

Dimension	Work engagement	
	Pearson	Sig. (bilateral)
Idealized attributes	.347 <sup>a</sup>	.000
Idealized behavior	.454 <sup>a</sup>	.000
Inspirational motivation	.434 <sup>a</sup>	.000
Intellectual stimulation	.434 <sup>a</sup>	.000
Individual consideration	.412 <sup>a</sup>	.000

Note: *a* means correlation is significant at the .01 level (2-tailed).

al., 2013; Kovjanic et al., 2013; Raja, 2012; Song et al., 2012; Vincent-Höper et al., 2012). The present study contributes to leadership theories that aim to acknowledge the positive impact between transformational style and work engagement. Moreover, correlation and regressions analyses revealed that work engagement significantly boosts a positive increase in employees' extra effort to run the extra mile. Finally, the last correlational analysis revealed that idealized behavior was the most related to work engagement.

Based on the current study, leaders of multinational companies may need to incorporate transformational behaviors. Therefore, it is vital for managers to increase their work passion and vision, thus keeping a contagious attitude and cheerful spirit. By encouraging teams to trust in their capabilities and skills, leaders and managers can proactively support teams to overcome challenges and obstacles, and consequently create a place where new ideas are welcome.

## CONCLUSION

The first aim of the current study was to determine the relationship between leadership styles and employee engagement. Based on the current findings, the paper concludes that the transformational leadership style has a significant positive influence on work engagement. On the other hand, transactional and passive-avoidance styles could not be validated. Leaders and managers need to improve their ability to bring high levels of trust, promote intelligence, bring questioning to the table, use continuous learning and clear measurement of goals if they want to increase work engagement.

The second aim was to determine which transformational behavior is the most related to work engagement. Results also show that idealized behavior is the most correlated, however, the study does not appreciate a significant difference between other transformational behaviors and consequently cannot be firmly validated. Leaders who demonstrate high moral standards and principles that share professional-related or personal-related values or beliefs may tend to have a higher engagement with their teams.

The last aim was to determine whether an engaged employee is related to extra effort, and based on the current findings, the study concludes that there is a positive relationship between engagement and an employee who runs an extra mile (extra effort), meaning a higher engagement would lead to a higher effort. A suggestion for future studies should be to validate the influence of transactional and passive-avoidance styles and also to corroborate if idealized behavior has a higher impact on work engagement versus other transformational behaviors.

To wrap it all up, the study concludes that if a leader or manager desires to improve employee engagement, the leader should incorporate all the described transformational behaviors and avoid other styles, which may lead to an unknown level of engagement. Leaders, who desire better results and outcomes, should understand their leadership style and identify the level of engagement of their team, find the principal causes and implement transformational behavioral approaches. The current study demonstrates why transformational behaviors are the keys for a leader to increase employee engagement and, ultimately, better business outcomes.

## AUTHOR CONTRIBUTIONS

Conceptualization: Marc Valldeneu.  
 Data curation: Marc Valldeneu.  
 Formal analysis: Marc Valldeneu.  
 Funding acquisition: Marc Valldeneu.  
 Investigation: Marc Valldeneu.  
 Methodology: Marc Valldeneu.  
 Project administration: Marc Valldeneu.  
 Resources: Marc Valldeneu.  
 Software: Marc Valldeneu.  
 Supervision: Marc Valldeneu, Xavier Ferras, Elisenda Tarrats-Pons.  
 Validation: Marc Valldeneu, Xavier Ferras, Elisenda Tarrats-Pons.  
 Visualization: Marc Valldeneu.  
 Writing – original draft: Marc Valldeneu.  
 Writing – review & editing: Marc Valldeneu, Xavier Ferras, Elisenda Tarrats-Pons.

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# Effect of transformational behavior on millennial job satisfaction

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## EFFECT OF TRANSFORMATIONAL BEHAVIOR ON MILLENNIAL JOB SATISFACTION

### Abstract

Leaders are responsible for empowering and driving employees to succeed in challenging times or changes and, ultimately, achieve the best results. One of the biggest dilemmas in today's leaders' agenda is to understand how to manage a diverse multi-generational workforce in which millennials represent a predominant group by far, being completely different from previous generations due to the technology impact. The aim of the paper is to identify which leadership style and behavior affects most positively millennial job satisfaction in a multinational environment, and to understand the differences between millennials and non-millennials. The Multifactor Leadership Questionnaire, known as the MLQ, was answered by 167 representative employees from various multinational corporations, 125 of whom are millennials.

Based on the results, transformational style is strongly correlated with and positively affected by millennial job satisfaction. Moreover, transformational style is a significant predictor of increased millennial satisfaction, and more specifically, idealized attributes and intellectual stimulation are behaviors that have been validated to increase it. On the other hand, individual consideration has been proven to have a productive effect by increasing non-millennial job satisfaction. According to the findings, millennial workforce leaders need to move towards a more transformational style, based on more idealized attributes and an intellectual stimulation approach, if they want to increase their satisfaction and avoid unwanted attrition. Basically, millennials are searching for leaders who trust and embrace innovation, creativity, critical thinking and, most importantly, leaders who also question the status quo.

**Keywords** leadership, idealized attributes, intellectual stimulation, millennials, satisfaction

**JEL Classification** M10, M12, M54, D23, J28

### INTRODUCTION

Companies around the world are experiencing an increasingly 'VUCA' (volatile, uncertain, complex and ambiguous) environment, and they rely on leaders with skillsets to manage personal and emotional challenges (Workley & Jules, 2020). Leaders need to have the ability to adequately drive and manage multigenerational employees (Smaylind & Miller, 2012), and in the coming decade, all teams will be entirely composed by the millennial generation (Mencl & Lester, 2014). This study intends to understand the millennial generation and aims to explain the relationship between a leader and the millennial workforce by identifying which leadership styles and behaviors could create a higher job satisfaction, and also determine the differences across the generations within the studied teams. In fact, millennials have proven to have higher turnover rates than the generation before them (Khalid et al., 2013), and two of the causes for such high turnover rates are low employee satisfaction and wrong leadership behaviors applied. In today's environment, millennial satisfaction becomes even more relevant for every enterprise and leader in order to keep business growth and team stability for the coming years.



## 1. LITERATURE REVIEW

Millennials or generation Y terminology stands for the generation born between the early 1980s and early 2000s, which is the newest generation in the actual job market. Millennials' character was impacted by different events such as a global consumerism, a technological revolution, a radicalism and terrorist attacks in Middle East, as well as several financial market crises and subsequent recessions. Millennials are entitled, optimistic, civic minded, impatient, multitasking and team oriented; they experience close parental involvement and value work-life balance (DeVaney, 2015; Stewart et al., 2016). Moreover, millennials are said to value meaningful work, desire continuous learning experiences at work and place a high priority on family life (Becton et al., 2014; Jones et al., 2018). They love instant gratification and expect to develop close relationships with their leaders; these two factors have often been attributed to the coddling their parents gave them as children (Chaudhuri & Ghosh, 2011). Millennials find comfort in working alone, seek out opportunity and responsibility, and welcome empowerment (Broadbridge et al., 2009; Jones et al., 2018; Stewart et al., 2016). Millennials see themselves as part of a global community where diversity is an advantage, and they consider that their work should make a difference in the world (Simoneaux, 2010). Last but not least, they value making a life over making a living (Ng et al., 2010).

On the other side of the coin, millennials are negatively labeled as the "look at me generation", which implies that they are excessively self-confident and selfish, lacking loyalty and work ethic (Marston, 2009). Millennials are identified as a group that possesses narcissistic tendencies; they often crave attention and affirmation to help them maintain the feelings of encouragement showered on them by "misguided" parents and teachers (Erikson, 2008). Lower (2008) suggests millennials are easily bored and possess a strong sense of entitlement where there is an expectation that others will take care of undesirable duties. Compared to other generations, millennials are less work centric (Families & Work Institute, 2006) and more focused on leisure (Twenge, 2010). If they become dissatisfied with their jobs, they move more quickly than previous generations and quit their jobs more easily (Campion, 2015), so ensuring their satisfaction should be a priority for every

leader in order to take advantage and avoid business disruption.

Millennials will be a major asset for each organization and their success, and they may need leaders with transformational attributes that can boost their capacities and increase their satisfaction (Wilford, 2020). Leaders who follow synergy, mutual respect, communication, and delegation to achieve individual and organizational objectives are said to be transformational leaders (Khan et al., 2020). In fact, the transformational style is originated from "The Full-range Model of Leadership" (Bass & Avolio, 1994). To define overall spectrum of leadership styles and their subdivisions, Bass and Avolio (2004) defined nine leadership items, which constitute the transformational, transactional and passive-avoidance styles.

A leader who applies transformational style is capable of creating commitment, loyalty and transmitting a future vision towards the common objectives of the organization (Baker, 2013; Bass, 1985; Wilford, 2020). There is empirical evidence of a positive relationship between transformational leadership and improved employee productivity; and that consequently leads to positive organizational results like employee satisfaction (Barris et al., 2014; Caldwell et al., 2011; Yang, 2009). The transformational style and its behavior have more than 40 years of studies, and it keeps being an actively and validated researched leadership theory for today's challenges (Day & Antonakis, 2012; Dinh et al., 2014; Northouse, 2019). The transformational style has five main factors, known as 5Is (Bass & Avolio, 2004). The first factor – idealized attributes – represents a leader who has a high confidence level and bidirectional trust with her/his team. The second factor – idealized behavior – portrays a leader who has integrity in each decision and action with her/his team and employees. The third factor – inspirational motivation – depicts a leader who has the ability to inspire others and make them believe in her/him. The fourth factor – intellectual stimulation – describes a leader who has the skills to advocate intelligence and encourage problem solving mentality, and, finally, the fifth factor – individualized consideration – characterizes a leader who has the ability to recognize and promote individuality among teams. A recent study demonstrated that applying transformational behaviors can boost positively work engagement and organization outcomes in multinational environments (Valldeneu



et al., 2021). However, there are no data yet on what kind of transformational leadership behavior is responsible for keeping satisfaction high among millennials. Such information would be extremely useful in the current environment, taking into account the increasing weight of the millennial generation workforce in multinational companies and the link between their job (dis)satisfaction and high turnover rates. To fill such a knowledge gap and help leaders and managers in multinational companies, the study sets out to understand which leadership style and

specific behaviors have a significant correlation with, and encourage a positive increase in millennial job satisfaction. Based on the literature review and the full-range model of leadership, a theoretical framework was created (Figure 1).

An extensive framework was created (Figure 2) to investigate transformational behavior in more depth.

The objective of this study is to prove whether the transformational style has the most positive im-

Source: Created by the authors.

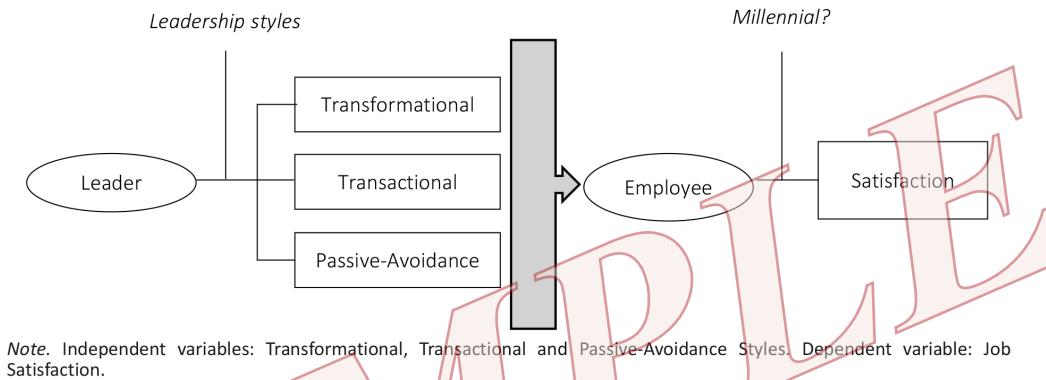


Figure 1. Theoretical framework

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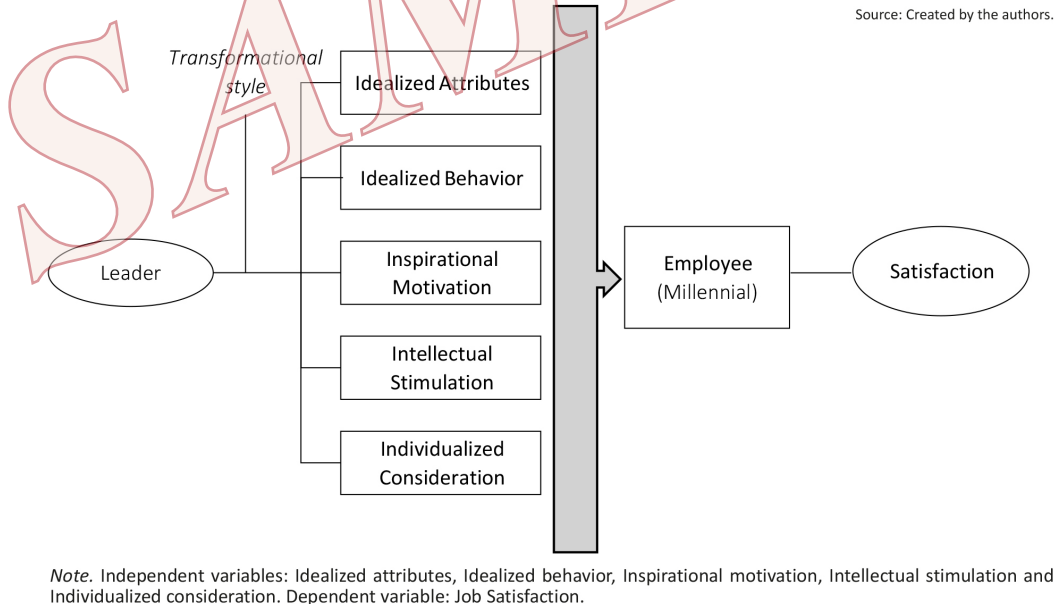


Figure 2. Transformational framework

pact on millennial job satisfaction compared to transactional and passive-avoidance styles. In case the correlation was confirmed, as previous literature suggested, two subsequent tasks were defined: one task was to understand which of the specific transformational behaviors are related positively to millennial job satisfaction and can therefore predict better outcomes, and another task was to identify differences between Millennials and Non-Millennials regarding job satisfaction.

## 2. METHOD

In 2019, a 45-question web-based MLQ survey from Bass and Avolio (2004) was distributed to a multicultural workforce of different multinational corporations. The answers referred to the employee's first-line manager or local leader. Respondents selected discrete Likert-type scale choices (scale of 5), which provided quantifiable data to measure the degree of their perceptions among the variables. The study described the relationship between the employees' perceptions of their immediate leader's transformational leadership (Antonakis & House, 2002; Bass, 1985; Bass & Avolio, 2004) and the employees' perception of their own satisfaction. Five main behaviors of transformational leadership were assessed: Idealized Attributes, Idealized Behavior, Inspirational Motivation, Intellectual Stimulation and Individual Consideration. Out of the 45 questions in the MLQ, the concrete case study analyzed 22 questions focused only on the transformational leadership style. Twenty questions were established in order to evaluate the transformational leadership behaviors (4 questions for every behavior) and two questions to evaluate employee job satisfaction.

MLQ surveys were obtained from 167 employees, 125 of them were born between 1980 and 2000 (millennials). This sample is rather balanced in gender and is relatively young. This workforce

has an advance level of education: 38% of the respondents have a bachelor's degree, 55% have a master's degree, and 1% have a doctorate. Besides showing certain stability in their present company, employees of the sample have some prior working background with different enterprises: 64% of them have worked in at least 3 enterprises. Spain is the country with more answerers (25). All the answerers are from multinational companies or corporations.

The IBM SPSS Statistics v23 software program was used to collect and analyze the survey data and conduct a precise investigation. Cronbach's alpha was needed to determine the reliability scale. In this study, every variable was greater than 78%, which means that the framework showed consistency. Moreover, correlation and regression analyses were used to determine the effects of leadership styles and their behaviors on millennials.

## 3. RESULTS

Calculating the mean of perceived leadership styles shows that transformational style has the highest mean (3.68) for millennials and (3.63) non-millennials compared to transactional and passive-avoidance styles. Employees perceived the use of transformational style, which according to the literature, improves business outcomes and satisfaction.

Table 1 shows the bivariate Pearson correlation outcomes. Transformational and transactional styles are strongly correlated with job satisfaction ( $p < .01$ ) with minimal differences between generations. In contrast, passive-avoidance style is negatively correlated with job satisfaction across generations ( $p < .01$ ). Transformational style is the most positively correlated with job satisfaction in millennial and non-millennial generations, thus, a deeper analysis on the transformational behaviors is needed.

**Table 1.** Bivariate Pearson correlation: Leadership styles and job satisfaction ( $N = 167$ )

Leadership Styles	Millennial Job Satisfaction		Non-Millennial Job Satisfaction	
	Pearson	Sig. (bilateral)	Pearson	Sig. (bilateral)
Transformational	.850 <sup>a</sup>	.000	.871 <sup>a</sup>	.000
Transactional	.475 <sup>a</sup>	.000	.356 <sup>a</sup>	.000
Passive-Avoidance	-.527 <sup>a</sup>	.000	-.460 <sup>a</sup>	.000

Note: Field data, 2019. <sup>a</sup>Correlation is significant at the .01 level (2-tailed).

**Table 2.** Millennial bivariate Pearson correlation: Transformational behaviors and job satisfaction (*N* = 125)

Transformational behaviors	Job Satisfaction	
	Pearson	Sig. (bilateral)
Idealized Attributes	.817 <sup>a</sup>	.000
Idealized Behavior	.730 <sup>a</sup>	.000
Inspirational Motivation	.727 <sup>a</sup>	.000
Intellectual Stimulation	.734 <sup>a</sup>	.000
Individual Consideration	.777 <sup>a</sup>	.000

Note: Field data, 2019. <sup>a</sup>Correlation is significant at the .01 level (2-tailed).

**Table 3.** Non-millennial bivariate Pearson correlation: Transformational behaviors and job satisfaction (*N* = 42)

Transformational behaviors	Job Satisfaction	
	Pearson	Sig. (bilateral)
Idealized Attributes	.751 <sup>a</sup>	.000
Idealized Behavior	.671 <sup>a</sup>	.000
Inspirational Motivation	.761 <sup>a</sup>	.000
Intellectual Stimulation	.736 <sup>a</sup>	.000
Individual Consideration	.838 <sup>a</sup>	.000

Note: Field data, 2019. <sup>a</sup>Correlation is significant at the .01 level (2-tailed).

Mean calculation of the perceived transformational behaviors (5I's) shows that inspirational motivation has the highest mean for millennials (3.93) and non-millennials (3.85). The respondents perceive a prevalent use of inspirational motivation by their leaders in front of adversities and organizational challenges. All other behaviors are also well represented, which means that companies have a high culture of transformational behaviors.

Table 2 presents the results of a bivariate Pearson correlation focused on transformational behaviors. All the transformational behaviors are positively and strongly related with overall satisfaction ( $p < .01$ ). Idealized attributes is the dimension most positively related with job satisfaction within the millennial generation.

Table 3 shows the bivariate correlation with the non-millennial (*N* = 42) respondents, all the transformational behaviors are also strongly and positively correlated, but in this case, individual consideration is the highest one.

ANOVA analysis proves that the model has power to predict millennial and non-millennial employee satisfaction from all the transformational behaviors (*F*-statistics is  $p < .01$ ).

Table 4 shows the millennial regression coefficient outcomes. The outcomes show, firstly, that the idealized attributes dimension significantly encourages a positive increase in job satisfaction, with standardized  $\beta = .45$ , ( $p < .01$ ). Secondly, intellectual stimulation significantly encourages a positive increase in job satisfac-

**Table 4.** Millennial regression coefficients (*N* = 125)

Transformational behaviors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.439	.278		-1.580	.117		
Idealized Attributes	.512	.111	.450	4.614	.000	.229	4.367
Idealized Behavior	-.038	.120	-.029	-.315	.754	.255	3.923
Inspirational Motivation	.154	.116	.109	1.325	.188	.322	3.107
Intellectual Stimulation	.291	.105	.218	2.766	.007	.351	2.852
Individual Consideration	.242	.109	.199	2.220	.028	.271	3.689

Note: Field data, 2019. Dependent variable: Job Satisfaction.

**Table 5.** Non-millennial regression coefficients ( $N = 42$ )

Transformational behaviors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.247	.363		.681	.500		
Idealized Attributes	.120	.139	.114	.869	.391	.344	2.903
Idealized Behavior	.001	.143	.001	.007	.995	.402	2.490
Inspirational Motivation	.240	.133	.233	1.808	.079	.359	2.789
Intellectual Stimulation	.224	.125	.208	1.790	.082	.438	2.281
Individual Consideration	.449	.140	.441	3.201	.003	.313	3.197

Note: Field data, 2019. Dependent variable: Job Satisfaction.

tion, with standardized  $\beta = .22$  ( $p < .01$ ). Finally, individual consideration, idealized behavior and inspirational motivation are not determinative ( $p > .01$ ). In addition, multicollinearity is not appraised amongst the independent variables (tolerance  $> .1$ , variation inflation factors [VIF]  $< 10.0$ ).

The regression model with non-millennials ( $N = 42$ ) (Table 5) shows that individual consideration significantly encourages a positive increase in job satisfaction, the other behaviors were not conclusive ( $p > .01$ ).

#### 4. DISCUSSION

This study seeks to acknowledge which leadership style and specific behaviors are correlated with a positive increase in millennials' job satisfaction, and to which degree. All in all, correlation analysis shows that transformational style and, per consequence, all transformational behaviors (5Is) have a strong and positive correlation with job satisfaction among millennials and non-millennials. The study is in line with general previous findings showing that positive transformational leadership behavior leads to the feeling of job fit and en-

ures high job satisfaction levels (Miao et al., 2011). Other pieces of empirical evidence also show that transformational leadership is strongly correlated with employee work outcomes such as lower turnover rates, higher level of productivity, employee satisfaction, creativity, development, goal attainment and follower well-being (Eisenbeiß & Boerner, 2013; Rahmisyari, 2015). This study contributes to expanding the benefits of transformational theories and better understanding the millennial generation.

Multiple regression analysis indicates that idealized attributes and intellectual stimulation encourage a significantly positive increase in millennial satisfaction, while individual consideration encourages a significantly positive increase in non-millennial job satisfaction. The study detected differences across generations.

Based on the research, a leader who manages a millennial workforce must exhibit transformational behaviors, preferably idealized attributes or intellectual stimulation behaviors, to help millennial employees feel more satisfied with their current jobs. The other behaviors were not conclusive and cannot be validated in this study.

#### CONCLUSION

The aim of the study was to determine the relationship or correlation between leadership styles and millennial job satisfaction. Based on the results from this study, the transformational leadership model has the most significant positive influence on overall millennial satisfaction rates. Once the correlation was confirmed, one task was to determine which specific transformational leadership behaviors are the most related and are able to predict a positive influence on millennial job satisfaction. The results show that idealized attributes and intellectual stimulation are good predictors to promote millennial job satisfaction. Leaders or managers who want to incorporate these two behaviors need to build relationships



that bring trust and positive intimacy with coworkers while avoiding decentralized decisions, which could generate disbelief and attrition. Leaders may need to improve their ability to catalyze intelligence and bring questioning on the table, which can help avoid negative situations such as those described as “hiding the elephant in the room”.

Finally, the last task was to determine the difference between job satisfaction among millennials and non-millennials. The findings showed that both millennials and non-millennials can benefit more from transformational leadership styles compared to transactional and passive-avoidance styles. However, when analyzing the effects of the specific transformational behavior in both generations, differences were noted. On the one hand, idealized attributes and idealized stimulation were proved to be valid predictors for job satisfaction among millennials. On the other hand, individual consideration was proved to be a valid predictor for job satisfaction among non-millennials. For all the other transformational behaviors, results were not conclusive to be valid predictors for job satisfaction.

The data in this study were obtained in 2019. Even though the results obtained are valid nowadays, in a future study it would be interesting to administer again the questionnaire to the same sample at different time points, including a post COVID-19 situation. This approach would help confirm the results of the present study and determine whether there could be any evolution in millennial satisfaction that would require fine tuning leadership practices in multinational companies.

All in all, this study implies leadership as a strong factor influencing job satisfaction, having the transformational style, and specifically idealized attributes and idealized stimulation, the most positive outcomes among the millennial generation. Thus, one could say millennials do not quit their jobs, they mainly quit their boss.

## AUTHOR CONTRIBUTIONS

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 Formal analysis: Marc Valldeneu.  
 Funding acquisition: Marc Valldeneu.  
 Investigation: Marc Valldeneu.  
 Methodology: Marc Valldeneu.  
 Project administration: Marc Valldeneu.  
 Resources: Marc Valldeneu.  
 Software: Marc Valldeneu.  
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 Validation: Marc Valldeneu, Xavier Ferràs, Elisenda Tarrats.  
 Visualization: Marc Valldeneu.  
 Writing – original draft: Marc Valldeneu.  
 Writing – review & editing: Marc Valldeneu, Xavier Ferràs, Elisenda Tarrats.

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