

Effects of Contemporary Leadership Styles and Employee Engagement on Customer

Satisfaction: A Quantitative Study

by

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## ABSTRACT

Competition within the retail grocery industry has reached an all time high. Organizations looking to differentiate themselves from rivals are focusing on improved customer satisfaction. This quantitative research study investigated how customer satisfaction was related to contemporary leadership styles and employee engagement. Transactional leadership theory, transformational leadership theory and charismatic leadership theory were used as the theoretical framework of the study. Regression analyses were conducted to determine the effect of contemporary leadership styles on employee engagement in addition to determining the extent of the relationship existing with customer satisfaction. 52 salaried managers and hourly department managers completed the Multifactor Leadership Questionnaire (MLQ) indicating the perceived leadership style within the organization. The relationship between contemporary leadership styles and employee engagement was evaluated as predictors of customer satisfaction using multiple regression analysis. The results of the study indicated both transactional leadership and transformational leadership positively impacted or increased employee engagement; however, transformational leadership proved to be a significantly higher predictor of employee engagement. Additionally, the combination of contemporary leadership styles and employee engagement was recognized to be a valid predictor of customer satisfaction. Suggestions for positive industry changes include contemporary leadership training intending to improve employee engagement with the goal being improved customer satisfaction.

## DEDICATION

Without James and Janice, this journey would never have begun. Without Michelle and Michael, the journey would not have continued. Michelle, I thank you for pushing me to my dreams. Your courage and sacrifice serve as my motivation to be better in everything I do. Michael, thank you for your unwavering trust. You have been and always will continue to be the largest inspiration in my life. Let this be your inspiration to shoot for the stars in everything you do.

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## TABLE OF CONTENTS

Contents	Page
List of Tables .....	viii
List of Figures .....	ix
Preface.....	ix
Chapter 1: Overview .....	1
Background of the Problem .....	2
Statement of the Problem.....	4
Purpose of the Study .....	4
Significance of the Study .....	5
Nature of the Study .....	5
Potential Research Designs.....	6
Quasi-Experimental Research.....	7
Correlational Research.....	7
Rationale .....	8
Research Design.....	8
Research Questions .....	9
Hypotheses .....	9
Theoretical Framework.....	10
Transformational Leadership .....	11
Transactional Leadership .....	11
Leadership Evolution .....	12
Definitions of Terms .....	12

Scope and Delimitations .....	13
Assumptions and Limitations .....	14
Chapter Summary .....	14
Chapter 2: Review of the Literature.....	16
Title Searches and Documentation .....	17
Historical Content .....	18
Current Content.....	20
Employee Engagement .....	22
Customer Satisfaction .....	25
Theoretical Framework Literature .....	28
Charismatic Leadership .....	28
Transformational Leadership .....	32
Transactional Leadership .....	38
Methodology Literature .....	38
Research Design Literature.....	38
Conclusions.....	39
Chapter Summary .....	40
Chapter 3: Methodology and Methods .....	41
Appropriateness of Method and Design .....	41
Definition of Variables .....	42
Research Questions.....	42
Population and Sample .....	44
Sample Size.....	44



Ethical Considerations .....	45
Data Collection and Instrumentations.....	45
Data Analysis .....	46
Validity .....	46
Internal Validity .....	47
External Validity.....	48
Reliability.....	49
Chapter Summary .....	49
Chapter 4: Data Collection and Analysis.....	51
Research Questions/Hypotheses .....	51
Data Collection .....	52
Data Sources .....	54
Data Analysis .....	54
Results.....	56
Chapter Summary .....	62
Chapter 5: Conclusion and Recommendations .....	65
Research Questions/Hypotheses .....	66
Discussion of Findings.....	67
Research Question One.....	67
Research Question Two .....	68
Research Question Three .....	68
Interpretation of Findings .....	69
Limitations of Study .....	70

Recommendations to Leaders and Practitioners .....	71
Recommendations for Future Research .....	72
Chapter Summary .....	73
References.....	75
Appendix A: Survey Letter.....	90
Appendix B: Consent Form .....	91
Appendix C: HT Letter of Permission.....	95
Appendix D: MLQ Survey Letter of Permission.....	96

## LIST OF TABLES

Table 1: Literature Review References.....	17
Table 2: Scale Averages Transformational Leadership.....	55
Table 3: Scale Averages Transactional Leadership.....	55
Table 4: Scale Averages Laissez-Faire Leadership.....	55
Table 5: Scale Averages Employee Engagement.....	56
Table 6: Descriptive Statistics.....	57
Table 7: Multiple Correlation Regression.....	58
Table 8: Model Summary.....	59
Table 9: Multiple Correlation Regression.....	60
Table 10: Model Summary.....	61
Table 11: Regression Model.....	71

## LIST OF FIGURE

Figure 1: Normality Histogram.....	57
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## Chapter 1

### Overview

In the ultra-competitive retail grocery industry, six out of every ten consumers rely on customer satisfaction as a unique driver of customer loyalty (Runvik, 2017). Customer satisfaction is a metric many organizations, regardless of industry, seek to achieve as a measurement of organizational success (Rashed, Rifad, Begum, & Bhuiyea, 2018). In the retail grocery industry, failure to meet customer satisfaction expectations may lead to adverse consequences while attributing to poor business stances and performance (Hosseini, Staffan, & Sedigheh, 2013). Today's grocery shoppers attribute customer satisfaction to a synthesis of factors aside from product quality (Nair, 2016). High customer satisfaction leads to repeat customers (Fornell, Morgeson III, & Hult, 2016). Organizations focused on customer satisfaction achieve higher earnings and stock returns relative to competitors (ASCI, 2019). In addition to repeat business and customer loyalty, many companies attributed potential market share growth and profitability to the organization's ability to provide customers with unmatched customer satisfaction (Medina, 2010). Consumers identified employee engagement a significant contributor to customer satisfaction within an organization (Radda, Majidadi, & Akanno, 2015). Consumers search for higher quality services such as employee engagement to differentiate and select one organization over another (Nager, 2016). A strong correlation between contemporary leadership styles in business and employee engagement may exist (Thompson, 2014). However, the relationship between contemporary leadership styles and employee engagement as a clear framework to predict adequate customer satisfaction levels has yet to be established. Despite acknowledging the importance of customer satisfaction to organizational success, organizations continue to struggle to determine the correct pathway to consistently meet the satisfaction needs

of customers. The gap in the research is contemporary leadership styles have not been identified as a factor to establish effective employee engagement leading customer satisfaction. Identifying the relationship between contemporary styles of leadership and employee engagement may be a significant step in addressing the potential factors of customer satisfaction. Furthermore, it is necessary to create a contemporary leadership style framework for grocery store managers incorporating contemporary leadership styles encouraging employee engagement as an additional factor leading to customer satisfaction.

### **Background of the Problem**

Poor operational performance and dismal customer loyalty can be attributed to organizations failing to meet customer satisfaction expectations (Hosseini, Staffan, & Sedigheh, 2013). Current research implied high customer satisfaction could potentially lead to repeat business (Fornell et al., 2016). Within the grocery retail industry, because research and development is relatively a smaller department, many organizations focus on scanning the environment to understand new consumer trends and concerns rather than an internal focus on customer satisfaction (Tidd and Bessant, 2013).

Internal and external factors such as workplace diversity, technology, and competition require current leaders to lead under different pretenses than in the past (Montano & Dillon, 2005; Wilbon, 2015; Diesing, 2016). A successful organizational leader incorporates behavioral traits and skills to build effective teams (Bansal, 2009). Ultimately, organizational success depends on the ability of leaders and followers to collaborate (Osula & Ng, 2014). Currently, the workforce comprises of more employees from the millennial generation than any other group (Diesing, 2016). Individuals born between 1982 and 2000 are classified as the millennial generation (Diesing, 2016). Organizations seek to obtain employee engagement when the

employee aligns his or her commitment with the willingness to achieve the organizational objectives and goals (Beck & Kleiner, 2015). Contemporary leadership styles focus on raising the performance of a team or individual to achieve goals above the normal expectations (Jones, 2015). Within the servant leadership philosophy, organizations seek employee engagement to inspire organizational loyalty (Blanchard, 2015). Trust must be established between the organization and the employees before the employee is empowered to make decisions to influence the future success of the organization (Beck & Kleiner, 2015). Ultimately, conceptual leadership must embrace these changes and adapt the necessary leadership skills required to achieve the desired organizational goals.

A successful leadership philosophy incorporates a strategic decision-making process critical to the formation of the organization (Eisenhardt & Zbaracki, 1992). When organizations adopt a leadership philosophy focusing on employee engagement, the organization seeks to increase employee ownership and morale through shared work activities designed to accomplish mutual organizational goals (Willumsen, 2008). In the current workplace, the definition of organizational success is relative to the perspective of the group measuring the organizational activity. The perception of performance management has changed from traditional means to the necessity for increased value through gains realized from competitive advantages (Yadav, Sagar, & Sagar, 2013). For example, from the customer's perspective, organizational success is predicated on whether or not the customer receives the goods and or services anticipated at the time expected (Rummler & Brache, 2013). From the supplier's perspective in the retail environment, the organization is successful when the store orders enough goods to ensure all shelves are stocked to meet customer expectations and there are minimal out of stocks (Rummler & Brache, 2013). From the employee's perspective, the organization is successful when the

organization exceeds or at least meets the standards of competitors as far as products are concerned, while also matching or exceeding employee pay, benefits, and work-life balance perks (Rummler & Brache, 2013). Finally, from the shareholder's perspective, a successful organization is one that maximizes profits by improving workplace efficiency and delivering positive dividends at the same time (Rummler & Brache, 2013). The definition of a successful organization resides in the collaboration of the perceptions of each group and it is the responsibility of the organizational leadership to achieve the standard on a consistent basis (Seidman & McCauley, 2011).

### **Problem Statement**

Negative business results and poor customer loyalty can be attributed to organizations failing to meet customer satisfaction expectations (Hossein, Staffan, & Sedigheh, 2013). Currently, in the retail grocery industry, 60% of grocery customers attribute their shopping behaviors and loyalty to customer satisfaction (Runvik, 2017). The general management problem is retail grocery managers are unable to predict customer satisfaction levels within the grocery industry based on contemporary leadership styles and employee engagement. The specific management problem is there is no significant predictive model for understanding the relationship existing between contemporary leadership styles and employee engagement as predictors of customer satisfaction within grocery stores in the eastern United States.

### **Purpose of the Study**

The purpose of this quantitative correlation study was to examine the relationship between contemporary leadership styles and employee engagement as predictors of customer satisfaction. The predictor variables in the study were contemporary leadership styles and employee engagement. The criterion variable for the study was customer satisfaction. The

targeted population of the study was salaried and hourly grocery managers within grocery stores in the eastern United States. The implications for positive social change include the potential to provide a framework retail organizations can follow to provide consistent customer satisfaction to consumers.

### **Significance of the Study**

Retail grocery store managers need a contemporary leadership style framework incorporating contemporary leadership styles and encouraging employee engagement as an influencer of customer satisfaction. This study will contribute to the body of knowledge on perceived customer satisfaction in the grocery retail industry. In the retail industry, failure to meet customer satisfaction may lead to negative results while attributing to poor financial outlooks and performance (Hossein et al., 2013). Most organizations do not place a strong emphasis on providing great customer service to their consumers (Rayburn, 2015). Instead, many organizations seek positive sales through creative marketing, merchandising and advertising (Srinivasan, Rutz, & Pauwels, 2016). The organization's primary objective is to increase revenue through sales and product volume rather than provide quality customer service (Scherzinger & Scherzinger, 2015). As a result, consumers in many markets simply expect poor customer service and identify it as the price to pay for decent deals (Rajaguru, 2016).

### **Nature of the Study**

The nature of the study was to explore the significance of the relationship between contemporary leadership styles and employee engagement. The significance of this relationship was important as it related to the organization's ability to meet or exceed customer satisfaction expectations.



The Multifactor Leadership Questionnaire (MLQ) is a validated instrument used to measure the behaviors of organizational leaders within organized science analysis (Tejeda, Scandura, & Pillai, 2001). The MLQ is a research instrument designed to measure a leader's effectiveness based on a general range of contemporary leadership styles (Bass & Avolio, 1995). Specific leadership styles measured using the MLQ questionnaire have been the charismatic, transformational, and transactional styles of leadership. The MLQ served as a successful instrument to measure the effect leadership behaviors has on influencing employee engagement with consumers.

The Customer Satisfaction Survey (CSS) is a quantitative research tool designed for the proposed study. The CSS was constructed based on the principles of a Likert-type scale as the means to identify customer satisfaction and the relevance of leadership styles and employee engagement to the customer. The researcher used the benchmarks from the American Customer Service Index (ACSI) as the baseline for customer satisfaction results.

### **Potential Research Designs**

In the social sciences, researchers can use either a quantitative or qualitative research method to conduct a study. In research, quantitative studies present data that is easy to aggregate, compare, and summarize (Babbie, 2016). Additionally, quantitative studies are an appropriate means of research for examining relationships between and among variables, describing trends, attitudes, or opinions of a population, and for testing the effects of a treatment or intervention on an outcome (Yates & Leggett, 2016). Two potential research designs suitable for this study were the quasi-experimental and correlational research designs.

## **Quasi-Experimental Research**

Researchers utilize quasi-experimental research much like experimental research as a means of exploring causal relationships between variables (Christenson, Johnson, & Turner, 2014). In contrast to traditional experimental research studies however, quasi-experimental research is not conducted in controlled environments. Because the environment is not controlled in quasi-experimental studies, researchers lack variable control of the experiment. Researchers alleviate the lack of control by identifying threats to validity, performing pretest to assist the design's control, and matching relevant variables by reviewing germinal research (Christenson, Johnson, & Turner, 2014). Many quasi-experimental studies are done in the field where the subjects operate within the normal setting.

## **Correlational Research**

According to Tokunaga (2016), the Pearson correlation coefficient ( $r$ ), is a statistic measurement used to explain the linear relationship between two continuous variables measured at the interval and ratio level of measurement to distinguish the nature, direction, and strength of a relationship. In other words, researchers use Pearson's  $r$  to determine if there is a relationship between two or more variables that will predict the outcome of a specific condition. Researchers use the results from the calculations of the Pearson's  $r$  to determine if the relationships between the two variables are considered weak, moderate, or strong. Despite the variable relationship distinguished from calculating the correlation coefficient, researchers should understand that the results do not take into account critical factors such as the size of the sample or whether the relationship is statistically significant (Tokunaga, 2016).

## **Rationale**

A correlational research study effectively served the intent of the study. By identifying leadership and employee engagement as predictor variables to the criterion variable, customer satisfaction, the researcher attempted to determine the strength of a potential relationship between the variables. A correlational research design was the most suitable research design because the strength of the relationship between the variables may or may not predict the satisfaction of a group of customers.

## **Research Design**

The purpose of this quantitative correlation study was to examine the relationship between contemporary leadership styles and employee engagement as predictors of customer satisfaction. Researchers use surveys to describe, explain, or explore a research topic (Babbie, 2016). Surveys used within a selected sample of individuals produce and separate responses. To provide organizational leaders with results focused on employee engagement and customer satisfaction, this research will deliver surveys to current retail grocery employees in questionnaire form.

Quantitative studies present data that is easy to aggregate, compare, and summarize (Babbie, 2016). The Likert-type scale as a quantitative tool seeks to obtain an understanding of the respondent's attitude or feelings as it relates to the subject of the questionnaire (Rea & Parker, 2014). The survey was available through Survey Monkey to diversify and expand the scope of the participating consumers. However, analyzing the data collected allow organizational leaders to easily identify areas that may or may not contribute to the customer's shopping experience. Additionally, data from this research may be used for training and program development.

## Research Questions/Hypotheses

This quantitative study investigated the potential relationship contemporary leadership styles, employee engagement, and customer satisfaction. The following research questions and hypotheses guided the study:

RQ1. What relationship, if any, exists between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States?

H<sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

H<sub>0</sub><sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

RQ2. What relationship, if any, exists between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States?

H<sub>1</sub><sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

H<sub>1</sub><sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

RQ3. What relationship, if any, exists between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States?

H2<sub>0</sub>: There will not be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

H2<sub>1</sub>: There will be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

### **Theoretical Framework**

The theoretical basis for this study was the theory of servant leadership. Robert K. Greenleaf developed the theory in 1977 (Sendjaya & Sarros, 2002). According to Greenleaf (1977), in the model of servant leadership, the primary function of a leader is to provide service to his or her followers. Additionally, Sendjaya and Sarros (2002) contend servant leaders are individuals that place the needs and wants of subordinates ahead of their own for the benefit of the entire organization. A commitment to the leadership philosophy of servant leadership incites employee development, leads to an increase in employee self-esteem, and supports the success of the entire organization (Blanchard, 2015). Several contemporary philosophers adopted Greenleaf's philosophies and modeled additional philosophies based on the principles and components of servant leadership. Aligned to the theory is current leadership theory of transformational leadership.

Historically, there are several established styles available for leaders to model a specific leadership style behind. Leadership is the process of obtaining followers by persuasion through adopting goals common to the followers and the organization instead of forcing the follower to obey through dominance (Nagendra & Farooqui, 2016). Transformational and transactional leadership theories are examples of contemporary leadership styles that include concepts embracing the ideas.

### **Transformational Leadership**

Burns developed transformational leadership on the principles of inspiring employees to do more by satisfying basic needs in 1978 (Ghasabeh, Reaiche, & Soosay, 2015). Through effective engagement and communication, a transformational leader seeks to increase the cognizance of his or her followers through motivation (Ghasabeh et al., 2015; Wren, 1995). Lazzarri, Colarossi, and Collins (2009) contended the contemporary leadership style of transformational leadership is effective when the leader projects the needs and values of the organization onto the followers. Lazzarri et al. (2009) also argued, in contrast to the transactional leadership theory, the transformational leadership style encourages the possibility of equality within the leader – follower relationship as well as the recognition of gender equality based on the acceptance of social change.

### **Transactional Leadership**

Transactional leadership encourages the leader to identify compensation for the followers as they complete the necessary task assigned by leadership (Ghasabeh et al., 2015). The effectiveness of the transactional leadership style is only as good as the leader – follower engagement and relationship because team collaboration is not emphasized (Ghasabeh et al., 2015). Pieterse, Van Knippenberg, Schippers, and Staam (2010) suggested the leader must

provide details of the required task and reward in addition to the consequences of a failure to comply with the specified standards to the follower to ensure compliance. Consequently, followers would be encouraged to develop innovative ideas by leaders using the transformational leadership style are discouraged by similar activities by the leaders using the transactional leadership style because the focus is to simply complete the assigned task (Pieterse et al., 2010).

### **Leadership Evolution**

Contemporary leaders face challenges among followers irrelevant to their leadership predecessors. Today's leaders function in a society with followers that have the capability to obtain knowledge and communicate in unprecedented ways through the expansion of technology. In this society, a follower does not have to rely on the word of the leader to obtain information anymore. Information is seconds away and accessible by simply pressing a button. While some may argue leadership is becoming obsolete, the need for effective leadership is necessary now more than ever. Leaders and their leadership styles must evolve just as followers, and the tools they use have evolved. Contemporary leaders must and should use the theories and historical leadership models of the past to continue to develop more efficient modern leadership styles. A leader's charisma, his or her ability to motivate and inspire followers, and the use of effective communication should not be used separately, but collectively to develop an effective style of leadership. Leaders must also recognize a single leadership style or component may not be sufficient enough to ensure organizational success. Therefore, the leader should not limit or restrict themselves to the characteristics of a single leadership style.

### **Definition of Terms**

The researcher used this section to clarify the terms used in this study. The terms identified include common terms with a particular meaning in the context of this study.

**Contemporary leadership:** Jones (2015) described contemporary leadership as the process of raising the performance of a team or individual to achieve goals above the normal expectations through motivation and inspiration.

**Employee engagement:** Schneider et al. (2009) defined employee engagement as the interaction between organizational employees and consumers.

**Customer satisfaction:** According to Rashed, et al. (2018), customer satisfaction refers to a measurement of how the goods and services of an organization meet the expectations of the customer.

### **Scope and Delimitations**

Researchers establish delimitations to constrict the scope of the study (Leedy & Ormrod, 2010). The goal of this quantitative, correlational analysis was to examine the responses of grocery store managers living in the aforementioned geographic locations over the age of 18. The respondents completed surveys to establish a leadership and employee engagement baseline via online questionnaires. Although several industries have opportunities as they attempt to provide positive customer service to consumers, this study focused on the managers of one organization. The organization operates in Delaware, Florida, Maryland, North Carolina, South Carolina, Virginia, and Washington, D.C. Leedy and Ormrod (2010) suggested delimitations might include, exclude, or have constraints on the data points collected about the participants in the study. The goal was to obtain 47 responses from managers. Although the sample is small compared to the greater number of grocery managers, it is included in the category and therefore will represent the entire population of grocery store managers.



## **Assumptions and Limitations**

Limitations in a research study are aspects of the experiment the researcher cannot control (Cline, n.d.). The research in this study may be limited to the responses received from the survey participants because people are inundated with survey requests from several retail establishments. By generalizing the survey questions and limiting the scope of the survey participants, the hope is to obtain sincere and genuine responses as opposed to generic answers. Additional limitations may be derived from managers operating in leadership positions that do not incorporate leadership components into their managerial styles. The purpose of the study may not align with those managers and thereby demeaning the intent of the research. This research study may also be limited by cultural biases of the respondents and the researcher (Cline, n.d.). The author will attempt to offset any bias in the study through diversification of the respondents. The costs of the MLQ instrumentation will also be a limitation of the study. The intent is to provide enough statistical results leading to saturation, but the financial budget restraints of the researcher must be considered also.

## **Chapter Summary**

In this chapter, the researcher presented the purpose of the research study, concentrating on the influence specific leadership styles effects employee engagement to either meet or exceed the customer satisfaction expectations. Chapter 1 also consisted of the introduction to the study, including a brief review of the background to the study, a review of the research questions and hypotheses, and a review of the significance of the study as well as implications for social change. The researcher also described the specific problem as inadequate customer satisfaction levels within the grocery retail industry to be a byproduct of limited employee engagement with consumers. Furthermore, the limited employee engagement is influenced by the leadership style

adopted by retail management. The researcher identified two specific contemporary leadership styles within the theoretical framework to guide the research study. The researcher established the ultimate goal to examine the relationship between the predictor and criterion variables using logistic regression analysis for sustainable customer satisfaction between organization and consumer. Chapter 2 consists of a literature review on the topics of customer satisfaction, contemporary leadership styles, employee engagement and relevant contemporary leadership theories.

## Chapter 2

### Review of the Literature

Many organizations, regardless of the industry, make conscious efforts to provide acceptable levels of satisfaction to customers (Fornell et al., 2016). Research has shown consumer loyalty, growth in market share, and profitability can be attributed directly to the organization's ability to provide consumers with an unmatched customer service experience (Medina, 2010). When companies fail to meet customer expectations, negative results and poor financial outlooks may be on the horizon (Hosseini et al., 2013). Researchers conducted studies to determine if a relationship exists between customer satisfaction and the organization. Variables used within past studies included organizational leadership, employee engagement, and consumer involvement. Although organizations acknowledge the importance of customer satisfaction to organizational success, organizational leaders continue to struggle determining the correct variables necessary to meet the needs of customers.

The research topic was to examine the relationship between contemporary leadership styles and employee engagement as predictors of customer satisfaction. Therefore, a collection of keywords and phrases aligned with the topic was used for the search. Some examples included customer satisfaction, contemporary leadership styles, leadership, employee engagement, consumer experience, customer expectations, and leadership qualities. The researcher used keywords and phrases in different ways and combinations to obtain the comparable articles necessary for the literature review. Table 1 provides a detailed description of the total number of articles reviewed for the literature review, the total number of articles used in the literature review, the percentage of those articles used that were peer-reviewed and the percentage of articles written in 2015 or later.

Table 1

*Literature Review References*

<b>Literature Review References</b>	
Total Articles Reviewed	137
Total Articles Included	63
% Peer Reviewed	83%
% Published in 2015 or later	59%

**Title Searches and Documentation**

The University of Phoenix library is an established and credible resource providing several dissertations, peer reviewed articles, and journals at the click of a button. The researcher obtained additional peer reviewed and scholarly articles from the reference list of credible reference material located to fit the study topic. The databases and hosts (shown in parentheses) included ABI Inform Complete (ProQuest), Academic Search Premier (EBSCO), Business Source Premier (EBSCO), Chronicle of Higher Education (Chronicle of Higher Education), e-Book Collection (EBSCO), Education Research Complete (EBSCO), ERIC (EBSCO), and Google Scholar. The use of these databases presented a degree of assurance regarding the legitimacy of the data retrieved. The research obtained from these databases also went through specific assessment systems, which is the trademark of scholarly research and writing. Historical data located through Internet searches was consequently confirmed through explorations using academic databases. Ridley (2012) asserted successful Internet searches are conducted using keywords to limit the search due to the large number of similar articles on the Internet. The researcher limited general Internet searches to situations where information could not be obtained through the University Library resources. However, the researcher only cited websites such as Google Scholar or others with valid and credible documentation in the literature review.

## Historical Content

Robert K. Greenleaf developed the management and leadership philosophy of servant leadership in 1977 (Sendjaya & Sarros, 2002). Greenleaf (1977) proclaimed, in the model of servant leadership, the primary function of a leader is to provide service to his or her followers. Additionally, Sendjaya and Sarros (2002) contended servant leaders are individuals that place the needs and wants of subordinates ahead of their own for the benefit of the entire organization. A commitment to the leadership philosophy of servant leadership incites employee development, leads to an increase in employee self-esteem, and supports the success of the entire organization (Blanchard, 2015). Several contemporary philosophers adopted Greenleaf's philosophies and modeled additional philosophies based on the principles and components of servant leadership.

Medina (2010) conducted a study including quantitative and descriptive correlation approaches to explain the relationship between customer satisfaction levels and leadership attributes of managers within a Floridian jet manufacturing organization. The purpose of his research was to identify a method of sustainable financial growth for the organization transferable across additional organizations and industries. The results of the research were obtained through correlation studies on surveys of employees within different levels of the organization. The surveyed employees included directors, managers, and flight crew personnel. Based on the survey results and the consequent correlation analysis, the study offered a large correlation between strong leadership attributes present in organizational leaders and customer satisfaction. Although customer loyalty is a derivative of consumer perception of product quality, an organizational investment into components of excellent customer service must be included and is the foundation for success (Medina, 2010). Medina's decision to approach the study using the positivism research paradigm provided credible and tangible results. However, the study

results were limited to the relatively small sample size of individuals sampled. Additionally, there are elements of recognizable bias throughout the results because the surveyed individuals and surveyor work for the same organization. Recommendations for continued research include conducting inquiries on a larger sample size such as nationally or globally, as well as exploration to determine specific leadership attributes leading to customer satisfaction.

The study conducted by Umashankar, Srinivasan, and Hindman (2011) used a quantitative approach to analyze the relationship the design and implementations of customer satisfaction innovations have on the ability customer satisfaction agents have to present better service to consumers. Umashankar, et al. (2011) argued firms acknowledged the importance of employee satisfaction as it pertains to customer satisfaction but neglect to acknowledge the effects innovation has on service delivery. Using the results of from data collected from 38 internal customer satisfaction implementations at a single Fortune 500 firm, Umashankar, et al. (2011) concluded increasing employee engagement regarding implantation and innovation would create a positive effect on the satisfaction of both the employee and the consumer (Umashankar, et al., 2011). Umashankar, et al. (2011) used a positivist research paradigm to find credible results specific to the organization. This study is limited to the results of the single firm but additional research should to multiple firms across multiple industries for more specific data.

The study researched by Tran (2017) used a quantitative research design to determine the extent to which a relationship existed between leadership styles and financial performance within the hospitality industry. Tran (2017) contended organizations recognized the importance of leadership styles among organizational leadership, but the impact on the financial performance of the organization was disputed. Using the results from the analysis of leadership styles of 36 separate hotels, Tran (2017) identified a significant relationship existed between leadership styles

and financial performance. Based on the conclusions of the study, Tran (2017) suggested the leadership style of a transactional leader, one showing a high need for need for achievement, would increase revenue and profits within the organization. However, Tran (2017) emphasized the transformational leader, one showing a higher need for power, would increase the perception of goodwill for the organization. The study is limited to the restricted access to the financial information of the hotels selected in the study. Future research should be conducted on a smaller sample size where access to financial performance of the organization is more accessible.

### **Current Content**

Historical philosophers debated the concepts and definitions of the leadership components necessary for organizational success for centuries. Those debates led to modern and contemporary views of leadership basing leadership styles on the predicated responses of the subordinate. Hogan, Curphy, and Hogan (1994) claimed true leaders obtain followers by persuading them to adopt the common goals of the organization instead of forcing the follower to obey through dominance. Charismatic, transformational, and transactional leadership theories are examples of contemporary leadership styles that include concepts that embrace these ideas.

The components of the leadership philosophy of employee empowerment are derived from the concepts of servant leadership. Beck and Kleiner (2015) alleged empowered employees have the ability to make meaningful decisions for the benefit of themselves and the organization. Additionally, employee empowerment provides every employee with the opportunity to use a fundamental potential in their own professional capabilities and ambitions to go above and beyond their usual realm of duties and responsibilities (Beck & Kleiner, 2015). Casemore (2016) argued by empowering employees, organizations create groups of individuals with shared viewpoints that would likely operate with separate goals and values under a different

management philosophy. Employee empowerment encourages collaboration and communication between the manager and the subordinate to create a solution that will benefit the entire organization (Casemore, 2016). The ultimate goal of employee empowerment is to increase employee engagement and inspire employees to exceed organizational expectations (Beck & Kleiner, 2015). Furthermore, the employee empowerment management philosophy leads to organizational success because employees who feel involved, recognized, and appreciated are more productive at work (Casemore, 2016).

Hossein, Staffan, and Sedigheh (2013) produced an analysis using an empirical qualitative method of study to gain a better understanding of the possible relationship between a customer's satisfaction and the involvement he or she has in the service production. The purpose of this study was to explore how external variables effected consumer satisfaction. The specific external variable examined was customer involvement. Hossein, et al. (2013) defined customer involvement (CI) as "the amount of participation perceived by the consumer to be required to engage in a particular service or activity. (p.48)" Although a positive interaction between engaged associates and consumers might increase the customer's experience, there are disadvantages possible as well. Through the results of five separate case studies, Hossein, et al. (2013) concluded there is a relationship between customer involvement and customer satisfaction; however, the level of customer satisfaction will vary and is dependent on the industry. CI is an important variable that influences customer satisfaction, however, CI is not an independent driver of a positive customer experience (Hossein, et al., 2013). Additional variables include the knowledge the consumer possesses during the transaction interaction, customer innovation, and customer advocating (Hossein et al., 2013). Hossein et al. (2013) conducted the study using the critical research paradigm and obtained their results directly from the samples



within the case studies. Recommendations for additional research include cross-industry studies to determine actual effects customer involvement has on the quality of the finished service regardless of the industry.

### **Employee Engagement**

Researchers and practitioners accepted employee engagement accepted as a meaningful predictor of customer satisfaction within an organization (Radda, Majidadi, & Akanno, 2015). Employee engagement is a very essential quality of both the servant leadership management philosophy and the employee empowerment philosophy. Within the servant leadership philosophy, employee engagement is necessary to understand and satisfy the needs and wants of the employees (Blanchard, 2015). Contrarily, employee engagement within the employee empowerment philosophy is required for the collaborating activities present within the philosophy (Casemore, 2016). Through effective collaboration and employee engagement the organization and the employee create a common vision that allows all parties to successfully achieve the organizational goals (Casemore, 2016). Additionally, employee productivity increases due to positive relationships created through collaboration and positive employee engagement (Beck & Kleiner, 2015).

The study conducted by Tynan, McKechnie, and Hartley (2014) assessed customer satisfaction using the responses from post-experience interviews of luxury car purchasers as a measurement to determine if the customer service experience is a direct reflection of the service offerings received from the organization. Consumer value is intrinsic to the personal experience and engagement a customer receives through the buyer and seller relationship (Tynan et al., 2014). The results of the interviews concluded the majority of consumers preferred active engagement from the salesmen and women within the organization, rather than approach the

experience on their own due to the passive approach of the salespeople (Tynan et al., 2014). Tynan, et al. (2014) completed the study using the interpretivist research paradigm and their objective was to identify socially accepted views on customer service. The author's interview results were limited due to the small sample size selected. Future research should focus on interviews of not only the consumer but also the other stakeholders in the transactions such as salespersons and managers before, during, and after the transactions take place.

Zhang, Avery, Bergensteiner, and More (2014) investigated the connection between a direct manager's leadership style and employee engagement. The purpose of the research was to determine if a correlation existed between the variables leading to success for an organization (Zhang et al., 2014). Zang et al. (2014) defined employee engagement as an enlarged emotional connection an employee obtains as an influencer of additional unrestricted efforts towards consumers while completing one's work. The authors identified four styles of leadership as a basis of the theoretical framework for the research. The four styles of leadership selected were Avery's classical, transactional, visionary, and organic (Zhang et al., 2014). Zang et al. (2014) argued the construct of leadership was a critical component of employee engagement. Based on the results from the 439 individuals surveyed, Zhang et al., (2014) concluded an employee's engagement level or behavior could be a directly attributed to the interaction between leadership and his or her employees. Future research should focus on interviewing organizational leaders on different levels within an organization as well as interviews of individuals in other countries, to determine if the results are transferable across multiple cultures.

Popli and Rizvi (2015) explored the relationship between customer service orientation, employee engagement, and perceived leadership styles in private sector organizations. The purpose of the author's research was to establish if an actual relationship exists between

leadership, employee engagement, and organizational service orientation. The authors defined employee engagement as the ability of the employee to commit to the consumer and organization with the intent to develop a mutually beneficial relationship between both parties (Popli & Rizvi, 2015). Popli and Rozvi (2015) used a quantitative research design to investigate the predictive nature of employee engagement and leadership on customer service. The results of the study were obtained from an analysis of the 106 valid responses received. An analysis of the results indicated a positive relationship exists between employee engagement and customer service orientation (Popli & Rozvi, 2015). Future research should include additional factors or variables leading to positive employee engagement between leaders, employees, and customers.

The study conducted by Arora, Yusaf, and Gupta (2015) sought to ascertain the employee's role to achieve customer satisfaction in an organization. Throughout the study, the authors questioned whether or not employee attitudes or engagement had an effect on customer satisfaction (Arora, Yusaf, & Gupta, 2015). Through an empirical research design, the aim of the study was to identify the relationship between employee engagement and customer satisfaction (Arora, Yusaf, & Gupta, 2015). The definition of employee engagement was described as the attitudes and influences employees displayed toward consumers within the organization's operations. The results of the study were realized from an analysis of 55 respondents from the 14 retail establishments identified in the research (Arora, Yusaf, & Gupta, 2015). Through the analysis, Arora, Yusaf, and Gupta (2015) suggested a positive relationship exists between employee engagement and customer satisfaction. The results of the study are limited to the population of Indian shopping malls, the number of respondents, and the demographics of the respondents. Future research should focus on an analysis of a population of a different culture and industry.

Meswantri and Ilyas (2018) conducted research to identify determinates of employee engagement and the perceived impact on employee performance. The authors defined employee engagement as the interaction taking place between employees with the expectation to perform job duties and functions at a very high level (Meswantri & Ilyas, 2018). Using a quantitative research method, Meswantri and Ilyas (2018) collected data from 237 respondents in the construction and building working industry of Jakarta. An analysis of the research results concluded transformational leadership was among the factors leading to positive employee engagement. The results of the study were limited to size of the population selected by the authors.

### **Customer Satisfaction**

Customer satisfaction is closely related to consumer loyalty (Ali & Amin, 2014; Sharma, 2014; Soderlund & Muller, 2014; Ballantine et al., 2015). Organizational profitability depends on the positive consumer loyalty and satisfaction of customers. Additionally, as competition increases with developing retail and changing customer demographics, retailers must diversify from competitors in an effort to expand consumer loyalty behavior. Recent studies suggested a link between customer satisfaction and consumer loyalty. Sharma (2014) determined the quality of service a customer received has a positive influence on customer satisfaction and consumer loyalty. Contrarily, Das (2014) argued factors such as product displays, cleanliness, and store-controlled attributes had the largest influence on buyer behavior and consumer loyalty among departmental stores shoppers. Conversely, Soderlund and Muller (2014) completed a study and concluded further research was necessary to determine whether customer satisfaction actually lead to customer loyalty.

Rashed, et al., (2018) conducted a study and identified customer satisfaction as a metric many organizations, regardless of industry, seek to achieve as a measure organizational success. In the study, the authors argued customer satisfaction could be attributed to seven different hidden factors influencing customer expectations (Rashed, et al., 2018). Those seven factors were purchasing pattern of customers, marketing strategy, personnel service, demographic factors, service facilities, competitive excellence, and customer post-purchase behavior (Rashed, et al., 2018). Additional analysis within the study determined the perception and understanding of customer satisfaction differs between the customer and employee (Rashed, et al., 2018). Based on the results of the study, Rashed, et al. (2018) concluded customer loyalty can be directly correlated to customer satisfaction. Future research should consider factors leading to customer satisfaction from the perception of the employee.

Ankur (2017) completed an empirical study to determine what factors lead to increased customer satisfaction among consumers. The author identified four specific factors as predictors of customer satisfaction within the research study. The factors introduced in the study were responsiveness and assurance, reliability, tangible, and empathy (Ankur, 2017). Ankur (2017) conducted a factor analysis to discover which of those factors had the largest influence on customer satisfaction. Ankur (2017) determined all four factors were statistical influencers of customer satisfaction, but reliability was identified to be the most statistically significant factor of the study.

Thenmohzi (2014) conducted a study designed to determine the impact of customer service quality in the retail industry on customer satisfaction and loyalty. Based on the researcher's analysis, customer satisfaction is determined by the consumer's pre-purchase expectations along with product and service quality, and product price (Thenmohzi, 2014).

Thenmohzi (2014) argued a customer's satisfaction could be positively skewed when organizational leadership encourages employee engagement.

Nagar (2016) developed a study to measure customer satisfaction based on the services a consumer received in a retail store format. The author used a quantitative research method to determine the influencers of customer satisfaction within retail industries throughout India (Nagar, 2016). Customer satisfaction was defined as the positive perception developed by consumers based on services rendered by the retailers (Nagar, 2016). Nagar (2016) obtained the results of the study from the data collected from the 100 respondents surveyed. The analysis of the results suggested a positive association existed between customer satisfaction and the services an organization provides to the consumer (Nagar, 2016). Specifically, a salesperson's attitude or the act of employee engagement with consumers was identified as an influencer of customer satisfaction. The results of the research were limited to the small scale of the selected population.

The study conducted by Nair (2016) sought to investigate the potential relationship between customer satisfaction and consumer grocery store choice behavior. The researcher used a quantitative research method to investigate the impact of recognized variables. The author's purpose for the research was to determine the variables or combination of variables would best influence the intended patronage of consumers in the urban environment of Bengaluru, India (Nair, 2014). From the perspective of the consumer, Nair (2016) defined customer satisfaction as a combination of multiple factors moving well beyond product and quality. Nair (2016) acquired the results of the study from the data collected from 364 respondents of the survey. An analysis of the results indicated customer satisfaction acts as a predictor of organizational attributes and consumer loyalty (Nair, 2016). The results of the study were restricted to the sample consisting

of mostly urban customers. Future research should include a population with more diversity to include suburban and rural consumers.

### **Theoretical Framework Literature**

Despite the numerous arguments and theories that past scholars have introduced, there has not been a single theory identified as the best or most accurate definition to guarantee success through one particular style of leadership or another (Solomon & Steyn, 2017). Although history has allowed several leaders or individuals within roles of a leadership capacity to obtain some measurement of success through specific leadership styles, the ultimate goal of prolonged success through leadership has yet to be accomplished (Cunningham, Salomone & Wielgus, 2015). Researchers combining multiple components found within several comparable or contrasting leadership styles may provide a leader with the framework necessary to develop a leadership theory that leads to prolonged success (Shamir et al., 1993). Charismatic, transformational, and transactional leadership theories are examples of contemporary leadership styles that include concepts that embrace these ideas.

#### **Charismatic Leadership**

Shamir et al. established the charismatic leadership theory in 1993 (Thompson, 2014). In the charismatic leadership style, the leader is perceived as a motivational figure with enviable personal qualities to many followers (Thompson, 2014). The personal qualities of the leader focus on setting general goals through envisioning, showing extraordinary levels of excitement for the cause by energizing, and showing empathy for the followers through empowerment (Thompson, 2014; Wren, 1995). The charismatic leadership style has become widely popular among contemporary leaders, but the leaders must recognize the potential pitfalls of the leadership style also. Sandberg and Moreman (2015) argued followers must resist the possibility

of negativity the charismatic leader may impose through his or her influence. Additionally, the leader must recognize an individual's charisma and the qualities of charismatic leadership alone will not be enough to achieve the organizational goals (Sandberg & Moreman, 2015; Wren, 1995). Despite the negativity associated with the charismatic leadership style, world leaders and military officials have achieved success throughout history with the ability to provide vigor and thrill to followers (Sandberg & Moreman, 2015).

Conger and Kanungo (1987) identified charismatic leadership as a behavioral theory available for organizational leaders. The purpose of the research was to provide the systematic conceptual framework for leaders missing in the literature of the time. The authors hypothesized behavioral components such as trustworthiness, articulation, and likeableness, were interrelated and therefore critical to the make-up of a charismatic leader (Conger & Kanungo, 1987).

Additionally, Conger and Kanungo (1987) identified charismatic leaders as risk takers unable to accept leading teams performing to the status quo. Conger and Kanungo (1987) described a charismatic leader as one who motivates his or her followers by inherent knowledge rather than perceived power obtained from label or job titles. The qualities of charismatic leadership inspire followers rather than instill fear. The research provided by Conger and Kanungo (1987) was designed as a model for future researchers and organizational leaders in search of organizational change through charismatic leadership. Shamir, et al. (1993) and Choi (2006) conducted additional research on charismatic leadership and applied the results to organizations and leaders of their current time.

Shamir et al. (1993) argued past research identified the effects of charismatic leadership on followers, but neglected to identify the process to consistently obtain the desired results. The authors cited empirical evidence from past research to determine charismatic leaders were more



likely to be considered successful leaders than counterparts using alternative leadership methods (Shamir et al., 1993). However, the authors considered the evidence insufficient because there is no motivational theory to support the evidence (Shamir et al., 1993). Therefore, Shamir and his colleagues (1993) conducted a research study as a supplement to current research on charismatic leadership. The goal was to identify motivational theories to represent and explain the relationships between charismatic leaders and their followers (Shamir et al., 1993). Choi (2006) contributed additional research to this theory.

According to Choi (2006), charismatic leadership is a motivational theory with three distinct and identifiable components. Choi (2006) classified the charismatic leadership core components as envisioning, empathy, and empowerment. The research in the study suggested each core component met a specific need or desire of followers. More specifically, Choi (2006) proposed charismatic leaders used envisioning behaviors in order to address a follower's need for achievement. To meet the follower's expectations for affiliation, the charismatic leader used empathy (Choi, 2006). Finally, to fulfill the follower's desire for power, the charismatic leader enabled them through empowerment practices (Choi, 2006). Additional research is necessary to determine the effects of charismatic leadership when other factors and variables are introduced.

Carter and Baghurst (2014) used focus groups in a study designed to study the perceived relationship between servant leadership and employee engagement. The purpose of the research was to determine if employee engagement was a prerequisite of organizational success. Furthermore, the researchers identified servant leadership as potential predictor of employee engagement (Carter & Baghurst, 2014). The researchers identified 11 individuals from a specific restaurant operating under the servant leadership philosophy. The selected employees participated in two focus groups. The focus groups were designed to determine if the servant

leadership experience led to more committed employees, healthier work relationships, and employees that were more actively engaged in completing the goals set forth by the organization (Carter & Baghurst, 2014). This study is limited to the results of the single restaurant, but additional research should be applied to multiple restaurants and across multiple industries for more specific data.

Jamal and Bakar (2017) conducted a study to establish the effects charismatic leadership could have on an organizational crisis. In the study, charismatic leadership was defined as a leader's ability to impose his or her interpersonal skills and traits in order to achieve organizational goals (Jamal & Bakar, 2017). The authors used a quantitative method to obtain the research results. The results of the study were established from an analysis of the sample of 383 employees of publicly owned organizations in Malaysia (Jamal & Bakar, 2017). An analysis of the results indicated charismatic leadership to be an effective leadership style for organizational leaders to use during a crisis situation (Jamal & Bakar, 2017). The research was limited to the demographics of the participants within the study, which may or may not have influenced the outcome of the results. Future research should include participants from additional countries with more diverse backgrounds to eliminate bias within the results and findings.

According to Vlachos, Panagopoulos, and Rapp (2013), charismatic leaders develop followers by inspiring a belief leading to the accomplishment of shared visions and goals. The belief spearheads an admiration and respect for the leader, which often translates into misguided followers (Vlachos et al., 2013). After establishing the framework of the study, the authors sought to identify the perceived relationship between charismatic leadership, corporate social responsibility (CSR) activities, and employee job satisfaction (Vlachos et al., 2013). The authors used a quantitative method of study to obtain data from 438 employees of 47 separate

organizations (Vlachos et al., 2013). An analysis of the results indicated managers operating with charismatic leadership qualities tend to inspire an organizational involvement into CSR related activities potentially leading to satisfied employees (Vlachos et al., 2013). The study is limited to the results supplied from the leaders surveyed in the study, which may be biased. Future research should include different leadership styles to test the relationship leadership has on CSR activities.

### **Transformational Leadership**

Burns created transformational leadership based on the principles of stimulating followers to achieve more by satisfying the basic needs in 1978 (Ghasabeh, Reaiche, & Soosay, 2015). Through effective engagement and communication, a transformational leader seeks to increase the cognizance of followers through motivation (Ghasabeh et al., 2015; Wren, 1995). McCleskey (2014) stated leadership is what leaders are expected to do through the process of leading a group within an organization to achieve the organizational goals. A transformational leader aims to create progressive and meaningful change in employees or followers (Meswantri & Ilyas, 2018). Ideally, transformational leaders focus on transforming followers (Banks McCauley, Gardner, & Guler, 2016). The goal is to create individuals seeking to assist one another through encouragement and harmonization, while paying attention to the complete needs of the organization (Banks, McCauley, Gardner, & Guler, 2016).

Transformational leadership can be described as a type of leadership focusing to influence followers to change the behavior of an entire organization or culture (Jin, Seo, and Shapiro, 2016). Lazzarri, Colarossi, and Collins (2009) contended the contemporary leadership style of transformational leadership is effective when the leader projects the needs and values of the organization onto the followers. Although transformational leaders play an important role in influencing change, followers and leaders must remain connected throughout the transformation

process (Jin et al., 2016). The value of the transformational leader is determined by the influence the leader has on the employees or followers (Meswantri & Ilyas, 2018). Employees develop trust and respect for transformational leaders and are willing to go the extra mile to meet or exceed the leader's expectations (Geier, 2016). Lazzarri et al. (2009) also argued, in contrast to the transactional leadership theory, the transformational leadership style encourages the possibility of equality within the leader and follower relationship as well as the recognition of gender equality based on the acceptance of social change.

Barry and Gironda (2018) concluded transformational leaders were capable of obtaining followers by providing a message in a clear and concise manner. Within the research study, the authors' determined transformational leaders increase worker engagement by demonstrating empathy, care and concern (Barry & Gironda, 2018). Despite a positive relationship in the results, additional variables and factors should be researched to determine best influencer of follower behavior.

Tepper, Dimotakis, Lambert, Koopman, Matta, Man Park, and Goo (2018) conducted a study to examine the effects of transformational leadership behaviors on followers. Tepper et al., (2018) described transformational leadership as the degree to which subordinates need guidance intended to influence the subordinates' values and aspirations while considering the best interest of the organization. The authors indicated the results from the research study identified a positive relationship between transformational leadership and subordinate or follower well being (Tepper et al., 2018). However, the authors also indicated the pitfalls of transformational leadership. These situations included but were not limited to working conditions of associates as well as circumstances where subordinates are asked to complete normal and routine work assignments (Tepper et al., 2018).

Katou (2015) conducted a study to investigate the extent of the proposed relationship between transformational leadership and organizational performance. Katou (2015) described transformational leadership as a process where leaders inspire followers to achieve performance higher than the expectations. The results of the study were obtained from the sample of 133 private and public firms within Greece and 1,250 employees of those firms from three separate organizational levels (Katou, 2015). Katou (2015) concluded a statistically significant relationship exists between transformational leadership and organizational performance as long as the transformational leadership style is behavior considered to be supportive and responsive. The results of the study are limited to the current state of the Greece economy. Although there was positive performance indicators based on transformational leadership research, the poor state of the Greek economy must be factored into the organizational financial performance.

Jha (2013) conducted a study to determine the influence transformational leadership has on managerial practices, customer satisfaction, and other operations within the Indian information technology (IT) business sector. During the research study, the author determined customer satisfaction to be a mediating factor extending directly from the actions of managers or organizational leaders (Jha, 2013). The researcher identified three IT organizations to survey during to study. Jha (2013) collected data from 130 executives and 180 managers within the three companies. A quantitative research method was used to analyze the data collected in the study. An analysis of the data implicated a direct relationship between transformational leadership and psychological empowerment (Jha, 2013). Additionally, the results of the analysis indicated customer satisfaction as an important precursor of the psychological empowerment of employees and customers (Jha, 2013). The research results were limited to the demographics of

the study. Future research should extend the population and scope of the research to include responses from executives and managers from other countries outside of India.

Mozammel and Haan (2016) considered if transformational leadership was needed in business operations to increase employee engagement and increase productivity. The aim of the study was to determine the extent of the perceived relationship between transformational leadership and employee engagement within the banking sector of Bangladesh, India (Mozammel & Haan, 2016). The Bangladesh banking sector is small and underdeveloped and strong leadership is believed to be the missing link to increase productivity among employees (Mozammel & Haan, 2016). The authors used a quantitative method of study to research the perceived relationship between the variables (Mozammel & Haan, 2016). Mozammel and Haan (2016) obtained the data necessary to conduct an analysis from a total of 122 surveys received from bank employees in Bangladesh. An analysis of the results indicated transformational leadership was not a significant influencer of employee engagement within the banking sector of Bangladesh (Mozammel & Haan, 2016). The results of the study were limited to the relatively small population and scope of the research study. Future research should be conducted in a larger business sector with a more diverse group to obtain less bias survey results.

The study conducted by Prochazka, Gilova, and Vaculik (2017) examined the perceived relationship between transformational leadership and employee engagement. Within the study, Prochazka et al. (2017), identified self-efficacy as a mediator to determine the extent of the relationship between transformational leadership and follower engagement. Self-efficacy was defined as the individual's ability to feel in control of the events leading to the completion of daily goals (Prochazka et al., 2017). The authors obtained the data used in the research study from 307 Czech employees (Prochazka et al., 2017). An analysis of the data indicated a weak

relationship between self-efficacy and transformational leadership, but a stronger relationship existed between transformational leadership and engagement (Prochazka et al., 2017). The results of the study were limited to self-reports utilized by the authors. The self-reports may have introduced bias to the research. Future research should be conducted on a wider population to include different demographics and such as age and ethnic background for more generalized results.

### **Transactional Leadership**

Transactional leadership encourages the leader to identify compensation for the followers as they complete the necessary task assigned by leadership (Ghasabeh et al., 2015). The behaviors and activities of followers are closely monitored by the leader and then rewarded or chastised based on the outcome (Zareen, Razzaq, & Mujtaba, 2015). The effectiveness of the transactional leadership style is only as good as the leader and follower engagement and the developed relationship because team collaboration is not emphasized (Ghasabeh et al., 2015). Pieterse, Van Knippenberg, Schippers, and Staam (2010) suggested the leader must provide details of the required task and reward in addition to the consequences of a failure to comply with the specified standards to the follower to ensure compliance. Consequently, followers would be encouraged to develop innovative ideas by leaders using the transformational leadership style are discouraged by similar activities by the leaders using the transactional leadership style because the focus is to simply complete the assigned task (Pieterse et al., 2010).

Malik (2015) used transaction cost theory to identify the strengths of financing projects through personal loans rather than formal credit. The author's results identified personal loans as the best alternative for all borrowers, regardless of project or organizational size (Malik, 2015).

Based on the data analysis, additional research should be conducted using transaction cost theory to identify additional financing methods.

Cong and Chen (2015) used transaction cost theory to examine the benefits of outsourcing within the Information Technology (IT) industry. The authors' research produced an algorithm that can be used to conduct a potential risk assessment to an organization (Cong & Chen, 2015). Recommendations for future study should include continuous research on other industries outside of IT.

The authors of this study used an empirical analysis to examine the relationship between several organizational models in the Sicilian ornamental plant industry (Galati, Crescimanno, Giacomarra, & Tinervia, 2015). Galati et al., (2015) identify the transactional cost theory as a resource to compare the operational costs and additional external factors associated with the organization's production. The results of the study identify a relationship within the industry; however, additional research on larger firms is necessary to determine if the relationship exists across multiple business units.

Zareen, Razzaq, and Mujtaba (2015) conducted a study to examine if a relationship existed between leadership styles and employee motivation. Specifically, Zareen et al. (2015) wanted to determine which leadership style had the most significant influence on employee motivation in the banking sector of Pakistan. The three leadership styles selected for the study were transactional leadership, transformational leadership, and laissez-faire leadership. Zareen et al. (2015) defined transactional leadership as a contingency based relationship between leaders and followers where leaders reward followers for achieving a task. The authors used quantitative research methods to determine if a relationship existed between the variables of leadership styles and employee motivation. Zareen et al. (2015) collected data from five bank branches and 20



employees within those branches around Pakistan. An analysis of the research study results indicated the transactional leadership style as a more significant influencer of employee motivation than laissez-faire leadership and transformational leadership (Zareen et al., 2015).

### **Methodology Literature**

Hartog, Van Muijen, and Koopman (1997) conducted a study to determine the effectiveness of the transactional leadership theory, the transformational leadership theory, and laissez-faire leadership theory using the Multifactor Leadership Questionnaire (MLQ). The MLQ is a research instrument designed to measure a leader's effectiveness based on a general range of contemporary leadership styles (Bass & Avolio, 1995). The MLQ will serve as a successful instrument to measure the effect leadership behaviors has on influencing employee engagement with consumers. The authors' collected data from 700 employees, working at eight different organizations (Hartog, et al., 1997).

Gottlieb (2016) used a quantitative correlational approach in an attempt to determine if a correlation exists between humanistic leadership, displayed through emotional intelligence in managers and organizational learning within the respective teams. Gottlieb (2016) obtained the results of the study through surveys of 31 managers and their teams that work in the United States (US) defense industry. Based on the results, Gottlieb (2016) determined a large positive correlation exists between the two variables. Recommendations for additional research include identifying new perspectives for organizational learning by including additional human factors.

### **Research Design Literature**

Jin, Line, and Ann (2015) conducted a quantitative, logistic regression analysis on the generational-specific determinants of customer loyalty. The authors' identified five specific factors to determine if all or either predicted the loyalty of consumers. The factors were

classified as atmospherics, food quality, service quality, price fairness, and brand image (Jin, Line, & Ann, 2015). The generations were categorized as the Silent Generation, Generation Y, Generation X, and the Baby Boomers. The results of the study suggested that multiple generations would increase brand loyalty to a full-service restaurant when the quality of service is the perceived to be acceptable.

The authors conducted an empirical study to examine the relationship between organizational realignment and the health of the respective industry. Karim, Carol, and Long (2016) use the results from the study and contingency theory to identify the environmental conditions effecting organizational realignment. The authors identify that a relationship does exist between the variables, but the specific realignment is dependent on the specific environmental condition.

## **Conclusions**

Researchers identified several dependent variables that act as influences of positive customer satisfaction. By using both quantitative and qualitative research methods, researchers observed relationships between variables of contemporary leadership styles, employee engagement, customer involvement, and innovation exists with consumer satisfaction. However, based on the research and findings, not one variable has the ability to consistently and independently influence a positive customer satisfaction. Limited research exists that identifies an independent variable to consistently influence positive customer experiences. The MLQ was identified as one of the most validated instrument used to measure the behaviors of transactional and transformational leaders within organized science analysis (Tejeda, Scandura, & Pillai, 2001). To properly identify a predictor variable capable of consistently driving positive

customer satisfaction results, future research should be conducted through quantitative research methods with more diverse populations.

### **Chapter Summary**

In this chapter, the researcher introduced the research literature in the form of a literature review. The research literature was used as a foundation of the study. Historical and current literature on contemporary leadership styles and employee engagement were selected by the researcher to identify the framework necessary to achieve customer satisfaction on a consistent basis. While the selected literature suggested multiple opportunities for success, there were still several gaps and opportunities present in the research. The researcher analyzed historical and current literature on the contemporary leadership styles identified as charismatic leadership, transformational leadership, and transactional leadership to use as a guide for the research study. The research gaps within the current theoretical framework literature ultimately drove the existence of the study. Chapter 3 consists of a detailed description of the research methodology used in the study. The discussion included a complete description of the study's research design, sample population, data collection measures and data analysis. The researcher also presented a review of ethical concerns and strategies to protect participant anonymity in Chapter 3.

## Chapter 3

### Methodology and Methods

The purpose of this quantitative correlation study was to examine the relationship between contemporary leadership styles and employee engagement as predictors of customer satisfaction. For the purposes of this study, the researcher defined leadership as the process of raising the performance of a team or individual to achieve goals above the normal expectations (Jones, 2015). The researcher identified Employee engagement as the interaction between organizational employees and consumers (Schneider, Macey, & Barbera, 2009). The researcher described customer satisfaction as a measurement of how the goods and services of an organization meet the expectations of the customer (Rashed, et al., 2018).

This chapter includes a description of the research method and design, definitions of each variable, population, sample size, informed consent, confidentiality, and data collection. The developed instrumentation, data analysis, validity, and reliability conclude the chapter.

#### **Appropriateness of Method and Design**

This research study used a quantitative, correlational analysis to examine the significance of the relationship between leadership styles and employee engagement and the effects the relationship has on customer satisfaction. In research, quantitative studies present data that is easy to aggregate, compare, and summarize (Babbie, 2016). Quantitative studies are also appropriate for examining relationships between variables, opinions of a population, and testing the effects of a treatment or intervention on an outcome (Yates & Leggett, 2016).

Correlational analysis research is a very popular form of statistical analysis that seeks to predict an outcome based on one or more independent variables. Hanneman et al., (2013) described regression analysis as the most widely used research technique in the social

sciences. The goal was to utilize predictors of an outcome of a certain sample or group of samples and apply the result to a similar situation and hopefully obtain the desired results.

### **Definition of Variables**

A quantitative study using a correlation design may include predictors as forecasters of criterion variables. The researcher related the following definitions to the variables used in the presented study:

Predictors:                      Contemporary Leadership Styles  
   Employee Engagement  
Criterion Variable:              Customer Satisfaction

Customer service researchers suggested consumer satisfaction is a derivative of employee engagement, organizational leadership, or other combinations of variables (Schneider et al., 2009; Sharma, 2014; Medina, 2010; Thompson, 2014). This research study used customer satisfaction as a criterion variable. This study used leadership styles and employee engagement as predictor variables. For the purposes of this study, the researcher defined leadership as the process of raising the performance of a team or individual to achieve goals above the normal expectations (Jones, 2015). The researcher identified employee engagement as the interaction between organizational employees and consumers (Schneider, Macey, & Barbera, 2009). The researcher described customer satisfaction as a measurement of how the goods and services of an organization meet the expectations of the customer (Rashed, et al., 2018).

### **Research Questions**

This quantitative study investigated the potential relationships between contemporary leadership styles, employee engagement, and customer satisfaction. The following research questions and hypotheses guided the study:

RQ1. What relationship, if any, exists between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States?

H0<sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

H0<sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

RQ2. What relationship, if any, exists between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States?

H1<sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

H1<sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

RQ3. What relationship, if any, exists between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States?

H2<sub>0</sub>: There will not be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational

leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

H2<sub>1</sub>: There will be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

### **Population and Sample**

The population included current grocery store salaried and hourly managers working in Delaware, Florida, Maryland, North Carolina, South Carolina, Virginia, and Washington, D.C. A minimum of 47 salaried and hourly managers took surveys to determine the present leadership styles and employee engagement expectations via online questionnaires. The researcher selected the respondents anonymously from different stores and different geographical locations within the specified scope.

The researcher conducted the study using a stratified sample of the determined population of grocery salaried and hourly managers. The use of the stratified sample provided results from the random population allowing the research results to be accepted and considered to have more validity (Hanneman et al., 2013). However, stratified samples may incorporate a degree of bias the researcher must account for and eliminate in order to obtain the desired validity of the experiment.

### **Sample Size**

The researcher conducted a linear multiple regression analysis as part of the quantitative study. G\*Power version 3.1.8 was used to calculate the sample size for a linear multiple regression, fixed model, R<sup>2</sup> deviation from zero (Buchner, Faul, & Erdfelder, 1996). An effect

size of .15, a  $p < .05$  error, a .95 power, and two predictors were selected as the software program's options for calculating the sample size. The sample size needed for the study, as calculated by G\*Power, was 47.

### **Ethical Considerations**

The study assessed an employee's perception toward contemporary leadership styles, which may affect the participant if employers discover the participant's identity and data. The researched did not include any identifying information in the study in order to protect participant anonymity. The researcher informed the participants they have the final decision regarding their participation and the right to withdraw from the study at any time. The participants will be provided with the address, telephone, and e-mail of the researcher, research advisor, and of the university. The participants will be prompted in the informed consent page located on first page of the online questionnaire to contact the researcher if they have any questions regarding the study. The findings of the study will be available to the participants upon request.

### **Data Collection and Instrumentation**

The American Customer Satisfaction Index (ACSI) provided detailed information regarding the level of satisfaction customers receive across the US (2019). On a yearly basis, more than 250,000 customers are surveyed regarding the goods and services received from retail establishments across the US (ACSI, 2019).

The Multifactor Leadership Questionnaire (MLQ) is one of the most popular instruments used to measure the behaviors of transactional and transformational leaders within organized science analysis (Tejeda, Scandura, & Pillai, 2001). The MLQ is a research instrument designed to measure a leader's effectiveness based on a general range of contemporary leadership styles (Bass & Avolio, 1995). Specific leadership styles measured using the MLQ questionnaire have



been the charismatic, transformational, and transactional styles of leadership. The MLQ served as a successful instrument to measure the effect leadership behaviors has on influencing employee engagement with consumers. Additionally, the use of the MLQ provided applicable data regarding the effects organizational leadership has on the customer satisfaction expectations of consumers.

The MLQ used in this study included the contemporary leadership styles. There is research arguing the construct validity of the MLQ when contemporary leadership styles are not considered valid themselves (Tepper & Percy, 1994). Contrarily, additional research considered the MLQ as the best instrument to validate a leader's ability to lead an organization and followers through transformational or transactional leadership (Muenjohn & Armstrong, 2008). Past research including the MLQ as the primary research instrument, focused on transactional and transformational leadership styles of leadership.

### **Data Analysis**

Multiple regression analysis is a very popular form of statistical analysis that seeks to predict an outcome based on one or more independent variables. According to Hanneman, Kposowa, and Riddle (2013), "Regression analysis is easily the most widely used techniques in the social sciences." The goal was to utilize predictors of an outcome of a certain sample or group of samples and apply the result to a similar situation and hopefully obtain the desired results.

### **Validity**

Research validity is an essential aspect of any proposed research study. Validity is the truth or accuracy of the research as the researcher attempts to obtain the relevance of the design or measure for the question being investigated or the appropriateness of the design or measure

for coming to accurate conclusions (Vogt, 2007). Validity is measured in terms of internal validity, which pertains to the accuracy or relevance of the study's results for the question being studied and external validity, which refers to whether these results can be generalized beyond the subjects studied (Vogt, 2007). The goal of research was to have the results of the study applied across multiple industries and, ensuring the validity of the research is a step in the right direction. Christensen, Johnson, and Turner (2014) declared the four types of validity necessary in research are statistical conclusion validity, construct validity, internal validity, and external validity. Additionally, Christensen et al. (2014) argued the best way to achieve accurate empirical results is to include the four types of validity in the research study. Contrarily, Vogt (2007), suggested validity should be considered based on judgment and not actual statistics. The three types of validity Vogt (2007) recognized were content validity, criterion-related validity, and construct validity. One may argue it is human nature to immediately assume a research study must reach 100% validity in each of the specified category; however, this would be an inaccurate assessment. In fact, a researcher's goal should be to attempt to maximize each type of validity as much as possible to establish validity in the research project (Christensen et al., 2014).

### **Internal Validity**

Internal validity is determined by the casual relationship between an independent variable and the dependent variables identified in a research study (Christensen et al, 2014). Additionally, internal validity refers to the researcher's ability to accurately produce results in response to the specific research question (Vogt, 2007). To ensure a study's validity, the researcher sought to eliminate the internal threats.

Within a research study, the threats to internal validity are established by the dependent variable's ability to correlate with independent variables (Vogt, 2007). Unfortunately, errors may

be created in the process of researching the causal relationships existing between independent and dependent variables involved in the study. Researchers achieve internal validity by controlling the experiments and environments the dependent variables where the variables operate. Researchers have the ability to control dependent variables by ensuring the variables account for the entire scope of the population. There are many threats limiting researchers from achieving internal validity. Those threats include selection effects, testing effects, volunteer effects, attrition, history, maturation, and communication among subjects (Christensen et al, 2014). The threats to internal validity for the study included selection and testing-effects.

### **External Validity**

External validity refers to the researcher's ability to take the results from the current research study to create assumptions across other platforms such as people, settings, or times (Christensen et al, 2014). To create an externally valid research study, the researcher must achieve results that can be used by others outside of the comforts of the proposed population (Vogt, 2007). Although the concept of external validity is based upon generalizations and assumptions made about the research study's results, external validity is a necessary function of quantitative research.

Population validity refers to how a study is generalized from the sample to the population (Christensen et al, 2014). When researchers use a random sample from the accessible population, the study should generalize to the accessible population. To move from the accessible population to the target population is more difficult when the sample is selected from the accessible population and not the target population. Generalizing to the target population usually involves repeating the study using different accessible populations.

The sample for the study consisted of a population of grocery managers and individuals identified as the primary shoppers for the household. Due to predictive correlational analysis used in the research, the sample group were not randomly selected which may serve as a threat to population validity. The researcher needed to select a sample of managers from a larger population to increase the degree to which a study can generalize from the sample population to the general population. This particular study was not be able to perform the task due to lack of time and funds. Increasing the sample size is expensive and requires additional time (Christensen, Johnson, & Thomas, 2014; Vogt, 2014).

### **Reliability**

Conducting research using statistical analysis is a manner to establish reliability on a specific topic. Although the research conducted in this research study was specific to the retail industry and an even more general aspect of the retail industry, the ultimate goal was to provide research results that can and hopefully will be applied to several other industries and workplaces. Researcher results are only as good as the ability to replicate those results in additional research studies (Vogt, 2007). Furthermore, best way to achieve the goal of reliability in research is to clearly define the operational parameters of the variables used in the study (Vogt, 2007). This is imperative to the outcome of the study and in turn, its reliability as well. The utilization of multiple component measurement instruments such as the MLQ has provided past researchers with the results considered reliable (Reykov & Penov, 2007).

### **Chapter Summary**

The research methodology in this chapter provided the details of the research for the purposes of replicating this research for future studies. The purpose of this quantitative, multivariate regression analysis was to examine what leadership styles influence the highest

employee engagement necessary to meet or exceed customer satisfaction expectations. A qualitative study may have been appropriate if the research study's goal was to explore themes from the data collection. Chapter 4 consists of the results of the study. This includes a concise introduction followed by an explanation of data collection and analysis. Chapter 4 concludes with a brief summary.

## Chapter 4

### Data Collection and Analysis

The present study investigated the extent of the relationship between contemporary leadership styles and employee engagement. Additionally, the researcher investigated the potential relationship between contemporary leadership styles and employee engagement against the potential to increase or decrease of customer satisfaction. The purpose of this quantitative correlation study was to examine the relationship between contemporary leadership styles and employee engagement as predictors of customer satisfaction in grocery stores within the eastern United States.

#### **Research Questions/Hypotheses**

Based on the current literature on contemporary leadership styles and employee engagement as it relates to customer satisfaction, the researcher established following research questions and subsequent hypotheses:

RQ1. What relationship, if any, exists between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States?

H<sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

H<sub>0</sub><sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

RQ2. What relationship, if any, exists between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States?

H1<sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

H1<sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

RQ3. What relationship, if any, exists between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States?

H2<sub>0</sub>: There will not be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

H2<sub>1</sub>: There will be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

### **Data Collection**

The researcher sent a link to complete the electronic surveys to 52 salaried store management and hourly department managers within Harris Teeter Supermarkets (HTS) by

email. The researcher obtained permissions from a corporate official within HTS to distribute the surveys electronically and collect the data, under the condition of anonymity. The first question of the survey was a qualification and consent to participate question. If the potential participant answered yes, they were allowed to move forward and answer the 45-question MLQ questionnaire. The survey was made available for two weeks. Data collection ended after two weeks because the required number of 47 participants had been obtained by that time.

The Multifactor Leadership Questionnaire (MLQ) is one of the most popular instruments used to measure the behaviors of transactional and transformational leaders within organized science analysis (Tejeda, Scandura, & Pillai, 2001). The MLQ is a research instrument designed to measure a leader's effectiveness based on a general range of contemporary leadership styles (Bass & Avolio, 1995). Specific leadership styles measured using the MLQ questionnaire have been the charismatic, transformational, and transactional styles of leadership. The MLQ served as a successful instrument to measure the effect leadership behaviors has on influencing employee engagement with consumers. Additionally, the use of the MLQ provided applicable data regarding the effects organizational leadership has on the customer satisfaction expectations of consumers.

The researcher received permission to use a version of the MLQ in this study. The MLQ used in this study included the contemporary leadership styles. There is research arguing the construct validity of the MLQ when contemporary leadership styles are not considered valid themselves (Tepper & Percy, 1994). Contrarily, additional research considered the MLQ as the best instrument to validate a leader's ability to lead an organization and followers through transformational or transactional leadership (Muenjohn & Armstrong, 2008). Past research



including the MLQ as the primary research instrument, focused on transactional and transformational leadership styles of leadership.

### **Data Sources**

The participants of the study included 52 salaried managers and hourly department managers within the 260 grocery stores of HTS. There were 49 total respondents to the survey. The 49 respondents were from different stores throughout the organization. The response rate for the study was 94%. All survey respondents were active employees of HTS at the time of the surveys completion. The respondents also were either male or female, over the age of 18 and resided in the eastern United States.

The most recent study conducted by the ACSI concluded in 2018. Based on those results, the ACSI determined the industry leader in customer satisfaction to be Trader Joe's with a normalized score of 86. According to the ACSI survey, the least performing organization with respect to customer satisfaction was Walmart with a normalized score of 72. ACSI determined the industry average for customer satisfaction to be a score of 79.

### **Data Analysis**

The researcher exported data from SurveyMonkey to Microsoft Excel to sort and organize responses into a numerical, likert-type 1-5 scale. Data was calculated by following the instructions to use the scoring key provided to the researcher in the MLQ manual. The MLQ contained 45 questions requiring a response from each participant. Of the 45 questions, the MLQ designed 36 questions to measure current behavioral traits found in the transformational, transactional, and laissez-faire current leadership styles. The transformational leadership scales were identified as attributed idealized influence (IA), behavioral idealized influence (IB), inspirational motivation (IM), intellectual stimulation (IS) and individualized consideration (IC).

The transactional leadership scales were identified as contingent reward (CR) and active management by exception (MBEA). Combined, the seven scales represented the contemporary leadership styles and independent variables of the current study. Nine questions were designed to measure employee engagement behavioral outcomes identified as satisfaction (SAT), extra effort (EE), and perceived leadership effectiveness (EFF), which are the dependent variables for the current study. The researcher computed score of the 12 scales of the MLQ by averaging the scores corresponding to each question according to the MLQ scoring key. The researcher detailed the averages of the scores for each scale in tables 2, 3, 4 and 5.

Table 2

*Scale Averages Transformational Leadership*

IA	IB	IC	IM	IS
2.89	2.87	2.55	2.83	2.49

Table 3

*Scale Averages Transactional Leadership*

CR	MBEA
2.85	2.06

Table 4

*Scale Averages Laissez-Faire Leadership*

MBEP	LF
0.95	0.56

Table 5

*Scale Averages Leadership Effectiveness / Employee Engagement*

EE	EFF	SAT
2.72	3.05	3.06

A comparison of the score averages to the norm table found in Appendix B of the MLQ manual provides an analysis of the survey results. Based on that comparison, the theme of the study seems to support the assumption that grocery store managers appeared to be more transactional leaders than the normal leadership population. This assumption would likely suggest the need for a change or evolution in leadership styles as competition rises within the industry. The researcher imported the averages from Microsoft Excel to IBM SPSS, version 26 to conduct the multiple regression analysis.

### **Results**

The researcher used a quantitative, multiple regression analysis to examine the significance of the relationship between current leadership styles and employee engagement and the effects the relationship has on customer satisfaction. The research question associated with this research study was: What relationship, if any, exists between contemporary leadership styles and employee engagement for customer satisfaction within grocery stores in the eastern United States? The researcher completed a multiple regression analysis to determine the extent of perceived relationship. The researcher displayed the results of the multiple regression analysis in table 9.

The researcher assumed the normality based off of skewness and Kurtosis values as well as graphical histograms. The theme for the study as it is identified in Table 5, suggests evidence of normality within the study. The values of skewness and Kurtosis for transformational leadership were equal to -.85 and -.2, respectively. For transactional leadership, the skewness value equaled -.47 and the Kurtosis value was equaled -.99. Finally for employee engagement, skewness equaled -.99 and Kurtosis equaled .137.

Table 6

*Descriptive Statistics: Skewness and Kurtosis*

	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic
Transformational Leadership	1	5	3. 76	1.222	-.847	.0 79	-.198
Transactional Leadership	1	5	3. 46	1.362	-.468	.1 25	-.988
Employee Engagement	1	5	3. 94	1.156	-.985	.1 17	.137

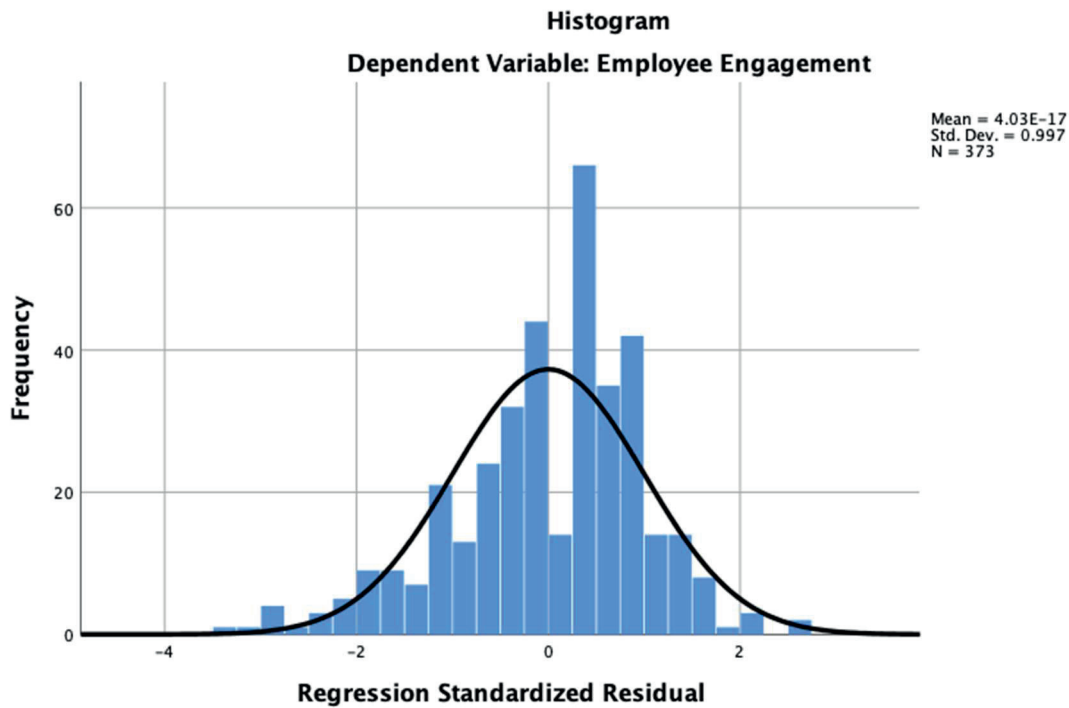


Figure 1.

Normality Histogram

The data in Table 6 and Table 7 display the results of the regression analysis.

Table 7

*Multiple Regression Correlations*

		Employee Engagement	Transactional Leadership	Transformational Leadership
Pearson Correlation	Employee Engagement	1.000	.265	.492
	Transactional Leadership	.265	1.000	.292
	Transformational Leadership	.492	.292	1.000
Sig. (1-tailed)	Employee Engagement	.	.000	.000
	Transactional Leadership	.000	.	.000
	Transformational Leadership	.000	.000	.
N	Employee Engagement	373	373	373
	Transactional Leadership	373	373	373
	Transformational Leadership	373	373	373

Past studies identified both transformational leadership and transactional leadership styles as positive predictors of employee engagement (Geier, 2016; Ghasabeh, Reaiche, & Soosay, 2015; Zareen, Razzaq, & Mujtaba, 2015). The results of this multiple regression analysis indicate a positive correlation exists between the predictor variables, transformational leadership and transactional leadership, and the criterion variable, employee engagement. On the surface, this would suggest that both transactional leadership and transformational leadership are equally important influencers of employee engagement. Based on the results above, there is a stronger

relationship between employee engagement and transformational leadership than transactional leadership and employee engagement. The stronger correlation is evident because the Pearson Correlation,  $r$ , is valued at .492 for transformational leadership and .265 for transactional leadership. However, based on the analysis, combining the two contemporary leadership styles generated the strongest relationship with  $r$  equal to .757. Therefore, the researcher rejected the null hypothesis and accepted the alternative hypothesis.

Table 8

*Model Summary*

					R Square Change	F Change	df1	df2
1	.265 <sup>a</sup>	.070	.068	1.132	.070	27.954	1	371
2	.508 <sup>b</sup>	.258	.254	1.012	.188	93.929	1	370

Although the transformational leadership style is a larger singular, predictor of employee engagement, in this study, the inclusion of the transactional leadership style increases the likelihood of a positive employee engagement. Both  $r$  and  $r$  square indicate transactional leadership as a positive predictor customer satisfaction with scores of .265 and .070 respectively. However, when the researcher combined both leadership styles as predictors, the corresponding  $r$  and  $r$  square values increase to .508 and .258 respectively. Thus, the researcher rejected the first null hypothesis and accepted the alternative hypothesis. The addition of supplementary predictors increases the likelihood of a positive employee engagement.

After identifying a positive correlation between transactional and transformational leadership styles, also referred to as current leadership styles, and employee engagement, the

researcher performed additional quantitative analysis to determine the extent of the relationship as a predictor of customer satisfaction. The data in tables 8 and 9 display the results of the regression analysis.

Table 9

*Multiple Regression Correlations*

		Customer Satisfaction	Employee Engagement	Contemporary Leadership Styles
Pearson Correlation	Customer Satisfaction	1.000	-.111	.237
	Employee Engagement	-.111	1.000	.534
	Contemporary Leadership Styles	.237	.534	1.000
Sig. (1-tailed)	Customer Satisfaction	.	.312	.144
	Employee Engagement	.312	.	.005
	Contemporary Leadership Styles	.144	.005	.
N	Customer Satisfaction	22	22	22
	Employee Engagement	22	22	22
	Contemporary Leadership Styles	22	22	22

Past studies identified a relationship existed between the predictor variables of contemporary leadership styles and employee engagement and the criterion variable customer satisfaction (Heyman, 2015; Popli & Rizvi, 2017). The results of this multiple regression analysis indicated a positive correlation exists between the predictor variable, contemporary leadership styles and the dependent variable, customer satisfaction. The regression analysis also shows a negative relationship exists between the predictor variable employee engagement and customer satisfaction. Based on the results above, there is a stronger relationship between customer satisfaction and contemporary leadership styles. The stronger correlation is evident

because the Pearson Correlation,  $r$ , is valued at .237 for contemporary leadership styles and -.111 for employee engagement. However, based on the analysis, combining the contemporary leadership styles and employee engagement also would generate a positive predictor relationship with  $r$  equal to .135. Therefore, the researcher rejected second null hypothesis and accepted the corresponding alternative hypothesis.

Table 10

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2
1	-.111 <sup>a</sup>	.012	-.037	3.547	.012	.249	1	20
2	.367 <sup>b</sup>	.135	.044	3.406	.122	2.689	1	19

Although the combination of employee engagement and contemporary leadership styles acts as positive predictor variables of customer satisfaction, the predictor variable of contemporary leadership styles alone increases the likelihood of positive customer satisfaction. Both  $r$  and  $r$  square indicate contemporary leadership styles and employee engagement as positive predictors customer satisfaction with scores of .367 and .135 respectively. However, when employee engagement is left alone a the sole predictor of customer satisfaction, the corresponding  $r$  and  $r$  square values decrease to -.111 and .012 respectively. In this case, the addition of supplementary predictors appears to increase the likelihood of positive customer satisfaction. Therefore, the third null hypothesis is rejected and the corresponding alternative hypothesis is accepted.



## Chapter Summary

As a result of the quantitative analysis the answers to the research questions were as follows:

Research question 1 examined the contemporary leadership style of transactional leadership as a predictor of employee engagement within grocery stores in the Eastern United States. The predictor variable, transactional leadership predicted the outcome, employee engagement with a positive relationship. These findings are consistent with past research results describing transactional leadership as a positive predictor of customer satisfaction (Geier, 2016; Ghasabeh, Reaiche, & Soosay, 2015; Zareen, Razzaq, & Mujtaba, 2015). Although the relationship was positive, the outcome was predicted less strongly and with a lower significance based on the  $r$  and  $r$  square scores of .265 and .070, respectively. However, due to the positive correlation of the analysis, the researcher rejected the first null hypothesis, and accepted the alternate.

Research question 2 assessed the contemporary leadership style of transformational leadership as a predictor of employee engagement within grocery stores in the Eastern United States. The predictor variable, transformational leadership predicted the outcome, employee engagement with a positive relationship. The results of the study are considerably similar to the results of past research conducted identifying transformational leadership as a significant predictor of employee engagement (Geier, 2016; Ghasabeh, Reaiche, & Soosay, 2015; Katou, 2015). The predictor variable predicted the outcome strongly and with significance based on the  $r$  and  $r$  square scores of .492 and .242, respectively. In this analysis, due to the positive correlation of the analysis, the researcher rejected the second null hypothesis, and accepted the alternate.

Research question 3 examined the predictor variables of contemporary leadership styles, the combination of both transactional and transformational leadership styles, and employee engagement, as predictors of customer satisfaction within grocery stores in the Eastern United States. The predictor variables, contemporary leadership styles and employee engagement predicted the outcome, customer satisfaction, with a positive relationship. These findings are broadly in line with previous research conducted using contemporary leadership styles as predictors of positive customer satisfaction (Heyman, 2015; Popli & Rizvi, 2017). However, the results of my research study identified a collaboration of specific contemporary leadership styles designed to positively influence employee engagement as a predictor of customer satisfaction. The predictor variables predicted the outcome less strongly and with a limited significance based on the r and r square scores of .367 and .135, respectively. Based on the multiple regression analysis, the researcher established the customer satisfaction equation as Customer Satisfaction (CSat) is equal to 1.201 times contemporary leadership styles (CLS) minus .884, times employee engagement (EE), plus 77.443, or  $CSat = (1.210 * CLS) - (.884 * EE) + 77.443$ . In this analysis, due to the positive correlation of the analysis, the researcher rejected the third null hypothesis, and accepted the alternate.

Chapter 4 provided an overview of the results the study. The researcher presented the methods of the data collection and the corresponding results of the study first. The researcher presented the sources of data next. The sources included generic demographics made available to the researcher to protect the anonymity of the respondents and the source of the customer satisfaction scores obtained through secondary data on the ACSI website. The researcher presented the results of the multiple regression analysis of the perceived relationship. The researcher then discussed the results of the hypotheses testing and analysis. Finally, chapter 4

closed with a concise summary of the results. The results of the study seemed to encourage the need for an evolution of the leadership tactics of grocery retail managers. The researcher will use chapter 5 to discuss the findings, conclusions, and recommendations of the study.

## Chapter 5

### Conclusions and Recommendations

The purpose of this quantitative, correlational research study was to examine the degree a relationship exists between contemporary leadership styles and employee engagement as predictors of customer satisfaction within grocery stores. The study first sought to investigate the extent of the relationship between transactional leadership and transformational leadership as predictors of employee engagement. Additionally, a subsequent investigation into the extent of the relationship between contemporary leadership styles, the combination of transactional and transformational leadership styles, and employee engagement as predictors of customer satisfaction was conducted. The aim of the study was to create a leadership environment focused on inhibiting a culture of employee engagement designed to meet and exceed customer satisfaction expectations in grocery stores in the Eastern United States.

The study involved a quantitative approach to examine the extent of the relationships between the predictor variables of contemporary leadership styles and employee engagement and criterion variable of customer satisfaction. The target population was current grocery store salaried managers and hourly department managers working in Harris Teeter Supermarkets in the Eastern United States. The researcher used a MLQ survey assessing grocery store leadership styles and employee engagement. The researcher included the MLQ survey instrument in the study to assess for the relationship between the respondents perception of industry leadership styles and the criterion variables of employee engagement and customer satisfaction.

Customer satisfaction was the criterion variable in the study. The American Customer Satisfaction Index (ACSI) provides detailed information regarding the level of satisfaction customers receive across the US in several retail industries (2019). On a yearly basis, more than

250,000 customers are surveyed regarding the goods and services received from retail establishments across the US (ACSI, 2019). The researcher used the industry customer satisfaction benchmarks for the last year as recorded by ACSI in the study analysis as indicators of customer satisfaction within the grocery industry.

### **Research Questions/Hypotheses**

Based on the current literature on contemporary leadership styles and employee engagement as it relates to customer satisfaction, the researcher established the following research questions and subsequent hypotheses:

RQ1. What relationship, if any, exists between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States?

H0<sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

H0<sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transactional leadership and employee engagement within grocery stores in the Eastern United States.

RQ2. What relationship, if any, exists between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States?

H1<sub>0</sub>: There will not be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

H1<sub>1</sub>: There will be a significant difference in the relationship between the contemporary leadership style of transformational leadership and employee engagement within grocery stores in the Eastern United States.

RQ3. What relationship, if any, exists between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States?

H2<sub>0</sub>: There will not be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

H2<sub>1</sub>: There will be a significant difference in the relationship between the combined contemporary leadership styles of transactional and transformational leadership and employee engagement as predictors for customer satisfaction within grocery stores in the eastern United States.

### **Discussion of Findings**

There were three key findings that resulted from the quantitative analysis conducted in the research study.

#### **Research Question One**

Research question 1 examined the contemporary leadership style of transactional leadership as a predictor of employee engagement within grocery stores in the Eastern United States. The predictor variable, transactional leadership predicted the outcome, employee engagement with a positive relationship. Although the relationship was positive, the outcome was predicted less strongly and with a lower significance based on the  $r$  and  $r$  square scores of

.265 and .070, respectively. However, due to the positive correlation of the analysis, the researcher rejected the first null hypothesis, and accepted the alternate.

### **Research Question Two**

Research question 2 assessed the contemporary leadership style of transformational leadership as a predictor of employee engagement within grocery stores in the Eastern United States. The predictor variable, transformational leadership predicted the outcome, employee engagement with a positive relationship. The predictor variable predicted the outcome strongly and with significance based on the r and r square scores of .492 and .242, respectively. In this analysis, due to the positive correlation of the analysis, the researcher rejected the second null hypothesis, and accepted the alternate.

### **Research Question Three**

Research question 3 examined the predictor variables of contemporary leadership styles, the combination of both transactional and transformational leadership styles, and employee engagement, as predictors of customer satisfaction within grocery stores in the Eastern United States. The predictor variables, contemporary leadership styles and employee engagement predicted the outcome with a positive relationship. The predictor variables predicted the outcome less strongly and with a limited significance based on the r and r square scores of .367 and .135, respectively. Based on the multiple regression analysis, the researcher established the customer satisfaction equation as Customer Satisfaction (CSat) is equal to 1.201 times contemporary leadership styles (CLS) minus .884 times employee engagement (EE) plus 77.443 or  $CSat = (1.210 * CLS) - (.884 * EE) + 77.443$ . In this analysis, due to the positive correlation of the analysis, the researcher rejected the third hypothesis, and accepted the alternate.

## Interpretation of Findings

The current research available discussed transformational and transactional leadership styles as well as employee engagement (Mozammel & Haan, 2016; Hamstra, Van Yperen, Wisse, & Sassenberg, 2014; Meswantri, & Ilyas, 2018; Zareen, Razzaq, & Mujtaba, 2015). Past studies identified both transformational leadership and transactional leadership styles as positive predictors of employee engagement (Geir, 2016; Ghasabeh, Reaiche, & Soosay, 2015; Zareen, Razzaq, & Mujtaba, 2015). However, the researcher determined the stronger relationship to be between the transformational leadership style and employee engagement rather than the transactional leadership style (Geier, 2016; Ghasabeh, Reaiche, & Soosay, 2015; Katou, 2015). The results of this study are in line with those studies.

The researcher concluded both transactional and transformational leadership styles were positive influencers of employee engagement; however, the research indicated transformational leadership to have a more significant relationship than transactional leadership. Additionally, the researcher also determined employee engagement as a derivative of leadership behavior that had a positive correlation with contemporary leadership styles. Furthermore, the researcher resolved a collaboration of contemporary leadership styles and employee engagement positively predicted customer satisfaction. In other words, the presence of employee engagement had a positive impact on customer satisfaction when interceded with the proper contemporary leadership style.

The more significant relationship between transformational leadership and employee engagement over the relationship between transactional leadership and employee engagement can be explained by using servant leadership theory. Blanchard (2015) suggested servant leaders employ leadership tactics leading to increased employee ownership, development and engagement. The theory can help explain the increased significance in employee engagement



when employees work with transformational leaders rather than transactional leaders.

Transactional leadership predicted employee engagement more significantly when combined with transformational leadership. A larger collaboration of contemporary leadership styles rather than a singular method may continue an increase in employee engagement.

Additional research available discussed contemporary leadership styles and customer satisfaction (Popli & Rizvi, 2015; Heyman, 2015; Popli & Rizvi, 2017). Past studies identified a relationship existed between the predictor variables of contemporary leadership styles and employee engagement and the criterion variable customer satisfaction (Heyman, 2015; Popli & Rizvi, 2017). The results of this study are also in line with those studies.

Servant leadership theory provides a potential explanation for the significance of the relationship between contemporary leadership styles, employee engagement and customer satisfaction. A leader's commitment to the servant leadership philosophy encourages employee development and selfless service for the well being of the organization (Sendjaya & Sarros, 2002; Blanchard, 2015). Contemporary leadership styles focused on inspiring and motivating employee behavior to model the organizational objective may positively influence customer satisfaction in such a relationship.

### **Limitations of the Study**

The researcher found two limitations in the data collection aspect of the study. The first limitation was the researcher was unable to obtain approval for data collection from an organization of choice. The researcher's intent was to increase the diversity among the managers surveyed and provide an analysis of the leadership from two grocery store chains in Eastern states of the US. Fortunately, the request for approval was denied before the data collection

began. The researcher could have encountered additional limitations had the denial come during the data collection process.

The second limitation was identified with the data collection of the customer satisfaction scores. As explained in chapter 4, the customer satisfaction scores were obtained from the ACSI website. ACSI based the scores off of the grocery industry benchmarks compiled in 2018.

Although the results of the study were consistent with current research, a different result may have been achieved with organizational specific customer satisfaction scores.

### Recommendations to Leaders and Practitioners

The results of the MLQ survey revealed grocery store managers appear more likely to be transactional than transformational leaders. The results of the study indicated a positive relationship existed between transactional leadership styles and employee engagement; however, the researcher discovered a more statistically significant relationship between managers with transformational leadership styles and employee engagement. Table 10 shows the regression model determined from the analysis.

Table 11

#### *Regression Model*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B Lower Bound
	B	Std. Error	Beta			
(Constant)	77.443	2.622		29.541	.000	71.956
Employee Engagement	-.884	.673	-.332	-1.314	.204	-2.292
Contemporary Leadership Styles	1.210	.738	.414	1.640	.118	-.334

The data presented in the research study would seem to suggest the complete abandonment of transactional leadership to obtain the requisite employee engagement for complete customer satisfaction. This suggestion is not practical within the grocery industry. Within the grocery industry, like most other retail industries, transactional leadership is necessary to achieve the normal standards for business operations. Based on current research and the results of this study, leaders and practitioners with an interest in the grocery industry should focus on establishing a leadership model based on the principles of multiple contemporary styles, to include transactional leadership, to produce a more significant employee engagement relationship.

### **Recommendations for Future Research**

Due to the results of the study, future research should focus more on the use and the relationship between additional contemporary leadership styles as predictors of employee engagement leading to customer satisfaction. The results of this study identified a positive relationship between two contemporary leadership styles, employee engagement and customer satisfaction. A study focusing on the addition of other contemporary leadership styles such as charismatic and situational leadership, in a quantitative analysis focusing on motivating and inspiring employees may provide additional insight to predictors of employee engagement. Such research ultimately may lead to a positive and more consistent understanding of customer satisfaction.

Additional research should also focus on further analysis of contemporary leadership styles to incorporate all facets of grocery retail management. While transactional leadership is necessary within the industry, the current employee workforce group must be lead in a different manner. This group must be motivated and inspired by different means, which would require one

or more separate leadership styles to be successful on a consistent basis. This research study did not firmly identify the importance of the leader-follower relationship as it pertains to employee engagement.

It is recommended that future research be conducted using additional correlational or hierarchal analysis of the relationship between multiple contemporary leadership styles and employee engagement as predictors of customer satisfaction. Furthermore, qualitative research focusing on contemporary leadership styles and whether employee engagement is perceived and accepted as influencers of customer satisfaction can also provide insight for this question.

Finally, future studies might include a more specific investigation into the roles geographic location and demographic characteristics play in the perception of contemporary leadership styles. The current research conducted in this study was limited to only eastern states, which may have unintentionally added bias to the results. A study involving the entire country or retailers located in wider geographical areas may provide more specific results universally accepted in all areas and geographic locations.

### **Chapter Summary**

There were positive relationships found between contemporary leadership and employee engagement as predictors of customer satisfaction. The transformational and transactional leadership styles were both positive predictors of employee engagement. The combination of both contemporary leadership styles turned out to be a statistically larger influencer of employee engagement than the leadership styles in a singular stature. As competition in the already overly saturated grocery industry increases, organizations must find a consistent way to differentiate from potential challengers. An emphasis on improved customer satisfaction is offered as a solution to this issue. By focusing on incorporating multiple contemporary leadership styles and

encouraging employee engagement as an additional factor leading to customer satisfaction, the organization ultimately may reap the benefits.

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## Appendix A: Survey Letter

Hello perspective participant:

You have been selected at random to participate in a very important research study. The purpose of this research study is to determine to what degree a relationship exists between contemporary leadership styles and employee engagement as predictors of customer satisfaction within grocery stores in the eastern United States. Lateef Melvin, of The University of Phoenix, is the researcher responsible for this research study. You have been selected because of the position you hold as a manager or employee within your respective organization. Your participation is solely voluntary, but it is the sincere wish of the researcher that you do participate openly and honestly. If you choose to participate, please click on link below and take 10-15 minutes to complete the survey. If you have any questions regarding this research study, please do not hesitate to contact Lateef Melvin directly at (202)257-5662 or by email at [LMelvin30@email.phoenix.edu](mailto:LMelvin30@email.phoenix.edu).

Best Regards,

Lateef Melvin

## Appendix B: Informed Consent Document

### **Informed Consent: Participants 18 years of age and older**

Greetings,

My name is Lateef Melvin and I am a student at the University of Phoenix working on a Doctor of Management. I am conducting a research study entitled Effects of Contemporary Leadership Styles and Employee Engagement on Customer Satisfaction.

In the grocery industry, inadequate customer satisfaction levels can be directly attributed to management and leadership styles adopted by retail management. Additionally, the manager's or leader's ability to encourage employee engagement among employees may have a positive impact on a customer's satisfaction. The purpose of this research study will be to determine to what degree a relationship exists between contemporary leadership styles and employee engagement as predictors of customer satisfaction within grocery stores in the eastern United States. In your current role, the responses you provide from your everyday interactions with customers will be a vital piece of the equation to consistently meet or exceed customer satisfaction expectations.

In order to participate in this study, you must be a current grocery store salaried manager or hourly employee who is age 18 or older, working on the Eastern Coast of the United States. States included within the population are Delaware, Florida, Maryland, North Carolina, South Carolina, Virginia and Washington, D.C. Participants must also have a valid company sponsored

email address. The length of time one has been a manager is not relevant in this study to ensure any personal identifiable information remains anonymous throughout the study.

Your participation will involve your commitment to complete an online-survey via SurveyMonkey. The survey will take 10-15 minutes to complete. The survey will remain available for five weeks or until 47 managers and workers have completed the survey. All information obtained via SurveyMonkey will remain anonymous and also password protected.

You can decide to be a part of this study or not. Once you start, you can withdraw from the study at any time without any repercussions; however, since individual data cannot be matched to an individual participant, withdrawal of data is not possible. Your anonymity will be maintained throughout the duration of the study. The results of the research study may be published but your identity will remain anonymous and your name will not be made known to any outside parties. Furthermore, upon completion of the survey, there will be no way for the researcher to identify the individual responses of any participant.

In this research, there are no foreseeable risks to you. Although there may be no direct benefit to you, a possible benefit from your being part of this study is will be a vital piece of the equation to consistently meet or exceed customer satisfaction expectations.

If you have any questions about the research study, please call me at (202) 257-5662 or email me at [LMelvin30@email.phoenix.edu](mailto:LMelvin30@email.phoenix.edu). For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board at [IRB@phoenix.edu](mailto:IRB@phoenix.edu).

As a participant in this study, you should understand the following:

1. You are not obligated in any way to participate in this research study.
2. Your identity will be kept anonymous.
3. Lateef Melvin, the researcher, has fully explained the nature of the research study and has answered all of your questions and concerns.
4. Data will be kept secure by the use of encrypted flash drives and the website privacy settings available through the SurveyMonkey website. The anonymous option will be used on the SurveyMonkey website to ensure that IP addresses are not gathered and that SurveyMonkey will not collect any personally identifiable information (PII) such as names or email addresses. The use of the encrypted flash drives will ensure the raw data will remain separated from any and all personally identifiable information. The flash drives will remain in the researchers possession throughout the duration of the study and be secured in a locked desk drawer when not in use. The data will be kept for three (3) years, and then destroyed by shredding all hard copy data and deleting all electronic data. Any electronic data saved to any cloud-based platforms will also be deleted after three years.
5. The results of this study may be published.



Do you agree to the terms above? By clicking yes, you agree that you understand the nature of the study, the possible risks and benefits to you as a participant, and how your identity will be kept anonymous. When you click yes, this means that you are 18 years old or older and that you give your permission to volunteer as a participant in the study that is described here.

Clicking no will take you to the disqualification page and disqualify you from participating in the survey.

Yes

No

**(CLICK ONE)**

Appendix C: HT Letter of Permission



**PREMISES, RECRUITMENT AND NAME (PRN) USE PERMISSION**  
**Harris Teeter Supermarkets, LLC.**

Please complete the following by check marking any permissions listed here that you approve, and please provide your signature, title, date, and organizational information below. If you have any questions or concerns about this research study, please contact the University of Phoenix Institutional Review Board via email at [IRB@phoenix.edu](mailto:IRB@phoenix.edu).

**Study Name:** Effects of Contemporary Leadership Styles and Employee Engagement on Customer Satisfaction: A Quantitative Study

**Study Description:** In the grocery industry, inadequate customer satisfaction levels can be directly attributed to management and leadership styles adopted by retail management. Additionally, the manager or leader's ability to encourage employee engagement among employees may have a positive impact on a customer's satisfaction. The purpose of this research study will be to determine to what degree a relationship exists between contemporary leadership styles and employee engagement as predictors of customer satisfaction within grocery stores in the eastern United States.

I hereby authorize Lateef Melvin, a researcher from University of Phoenix, to recruit subjects for participation in this study at the facility identified above.

I hereby authorize Lateef Melvin, a researcher from University of Phoenix, to use the name of the facility, organization, university, institution, or association identified above when publishing results from this study.

Title and printed name of official granting permission:

Christy Hubbard Senior Director of Associate Relations  
Signature of official granting permission: Christy Hubbard

Date: 10/2/19

Address of Facility: 701 Overdale Rd. Matthews, NC 28105

Email Address: CHUBBARD@HARRISTEETER.COM

Phone Number: 704-577-3810

URL/Link (if applicable): \_\_\_\_\_

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Appendix D: MLQ Letter of Permission

For use by Lateef Melvin only. Received from Mind Garden, Inc. on October 1, 2019



[www.mindgarden.com](http://www.mindgarden.com)

To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

**Multifactor Leadership Questionnaire**

The three sample items only from this instrument as specified below may be included in your thesis or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

**Citation of the instrument must include the applicable copyright statement listed below.  
Sample Items:**

As a leader ...

- I talk optimistically about the future.
- I spend time teaching and coaching.
- I avoid making decisions.

The person I am rating....

- Talks optimistically about the future.
- Spends time teaching and coaching.
- Avoids making decisions

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Sincerely,

Robert Most  
Mind Garden, Inc.  
[www.mindgarden.com](http://www.mindgarden.com)

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