

**THE RELATIONSHIP BETWEEN INSPIRATIONAL MOTIVATION,
RETENTION, AND PROFITABILITY WITHIN PUBLICALLY TRADED FOR-
PROFIT COLLEGES**

by

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Abstract

This study aims to illuminate associations that exist between leadership styles and the effects they have on employee behaviors, such as commitment, retention, and ultimately an organization's profitability. A Qualtrics panel of 255 staff and faculty employed by publicly traded colleges and universities participated in an online survey. Data collected and analyzed sought to provide an understanding if an association exists between inspirational motivation, commitment, retention, and profitability. This study enhances our understanding of leadership style impacts on employees. In addition, this study extends the retention and profitability research, inspirational motivation research, and employee commitment research. Three instruments were in use including the Multifactor Leadership Questionnaire (Form 5x-short), the Global Measure of Job Embeddedness, and the Relationship Performance Scale. To date, no systematic investigations have included populations of publicly traded college and university staff and faculty or have used the combination of instruments in the manner this study did. Using a correlation analysis technique, Chi-Square provided levels of significance that occur through associations. The findings support there is no association between the use of inspirational motivation and the commitment, retention, and profitability. Future research may seek to understand inspirational motivation effects on alternative variables such as performance, job satisfaction, or organizational culture.

Dedication

This dissertation is dedicated to all of the women who have inspired me to become the very best I can be. Each one challenged me, supported me, and loved me through every challenge I took on. First, I dedicate this to my mother for her introduction to higher education. Her foundation of education has allowed me to develop a love of lifelong learning, to my stepmother who provided me the love and esteem to dream big and reach for a higher plane, to my sister, for her never-ending amounts of support. For my friends, coworkers, former colleagues, and remaining family, I appreciate every word, action, and expression of love and support while I took on this grand challenge. Finally, last but certainly not least to my son who is has remained on my journey of growth and development. You are my shining star, and I hope that I have inspired you to accomplish your dreams.

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CHAPTER 1. INTRODUCTION

Introduction to the Problem

According to Holmes, Chapman, and Baghurst (2013) turnover costs are of primary significance in every industry. Turnover expenses have a significant influence on a firm's operations, and costs that associate with the recruitment, application, interviewing, and onboarding process are often high (Maertz & Boyar, 2012). The most influential person in a firm to influence turnover is a leader because the leader is the person responsible for cultivating the culture that exists to support the organization's goals, employees' goals, production, and oversight (Oreg & Berson, 2011).

Turnover can be a result of a lack of organizational commitment (Nafei, 2015). Organizational commitment occurs when employees personally connect their values to the values held by the organization. Al-sharafi and Rajjani (2013) find organizational citizenship behavior (OCB) to influence retention and profitability. Those individuals commit to an organization's success are those who are the most productive employees who feel satisfaction (Alsharifi & Rajjani, 2013).

Several researchers approach turnover and employee retention to understand its affects, gains, consequences, and outcomes. Research works include authors by Mignonac & Richebé, Fernandez, Doh, Stumpf, and Tymon, and Hausknecht, Rodda, and Howard represent few studies that exist to comprehend retention. While most research focuses on turnover from a pessimistic viewpoint, turnover challenges and the

interpretation of such is an opportunity to bring fresh talent along with energy and creativity, as well reducing or eliminating conflict within existing team members (Alhamwan & Mat, 2015). Turnover research includes leadership, employee, and organizational culture perspectives alike. According to Nafei (2015), leaders maintain interest in turnover prevention as a measure of organization health.

Background of the Study

An abundance of research exists on transformational leadership; however, the association between transformational leadership, more specifically inspirational motivation and retention, has research gaps. Research that associates leadership, employee organizational commitment, and retention exists. Research limitations exist on publicly traded for-profit colleges and university settings that include the effect of inspirational motivation on retention and profitability. Seminal authors on leadership, most specifically transformational leadership, include Bass, Avolio, Burn, Sharma, Yukl, and Kramer (1956). These authors are crucial to this research study, as their previous examinations into leadership, inspirational motivation, and retention provide a foundation for additional contributions to the field of the effects of leadership on profitability. Other early research includes work by Bass and Burns (1983), whose research is a compilation of inspirational motivation. Avolio, Yukl, and Sharma's (1979) research concentrates on leadership development and efficacy. Kramer's (2004) study focuses on employee retention and profitability.

Spangenberg and Theron's (2013) research features the Burke and Litwin (1992) leadership, change, and performance model. The authors find employee engagement to

be an essential performance measure for organizations, and state motivation is an internal influence that leads employees to achieve work goals and perform. In addition, leaders can inspire employees' commitment to their organization and positively affect retention by facilitating skill development and encouraging advancement.

Thwala and Monese's (2012) study emphasizes motivation factors that lead employees to engage and retain. The authors report successful businesses require the ability to attract, develop, and retain skilled workers, and that human capital is the most valuable asset to a firm. Additionally, the authors describe the incorporation of vision and motivation as a force of productivity and profitability, as a result.

Phipps, Prieto, and Verma (2012) find inspirational motivation to be useful in business environments that are ever changing. In addition, leaders who practice inspirational motivation develop closer relationships with their subordinates, which then increase the likelihood of employees striving and responding to greater levels of challenge (Joshi, Lazarova, & Liao, 2009). Gaan and Bhoon's (2012) examination includes inspirational motivation, human resources, and engagement. Once adoption of inspirational motivation occurs, productivity increases by 20% and attrition drops by 10%.

The inspirational motivation aspect of leadership theory is the dominant underlying theory in this research study. Schyns, Kiefer, Kerschreiter, and Tymon (2011) specify leadership is more than a set of skills one develops and utilizes. Leadership is a social process, one in which affects many people. By researching inspirational motivation, evidence of leadership effects and application strategies could likely benefit

firms by reducing turnover and increasing profitability (Jackson, Hobman, Jimmieson, & Martin, 2009).

Statement of the Problem

Kramar and Steane (2012) find relying on leaders to understand the needs of employees, to prevent turnover, provides insight into their engagement and commitment to the organization. Cherian and Farouq (2013) reflect on the high-commitment employment practices of leaders such as coaching, mentoring, and the use of transformative leadership styles.

Inspirational motivation can be a useful tool to manage individual subordinates by focusing on the strengths each brings, behaving inspirationally and providing motivation. In addition, the use of inspirational motivation is appropriate for rapidly fluctuating settings, as leaders provide support and motivation (Smith, Andras, & Rosenbloom, 2012).

The general business problem of this study is that leadership styles affect employee retention (Liu, Cai, Li, Shi, & Fang, 2013). The particular business problem is that inspirational motivation impacts retention and therefore profitability in publicly traded for-profit colleges and universities and the independent variable is inspirational motivation and the dependent variables are employee commitment, retention, and profitability (Bally, 2007).

Purpose of the Study

The intention of this quantitative study is to determine the relationship between inspirational motivation and employee retention in publicly traded for-profit colleges and

universities; the independent variable in the status is inspirational motivation, and the dependent variables are employee commitment, retention, and profitability. The specific population for this study is staff and faculty of publicly traded for-profit college and universities. The geographic region is throughout the United States. Approaches to understanding how firms can maximize their human capital (and associated recruitment and onboarding costs) are valuable to for-profit colleges seeking to maximize their net profits. Research may provide evidence that shows the value of using inspirational motivation techniques that positively affect organizational commitment and increase retention. Organizations with high turnover and low employee performance have less success in achieving their goals therefore, have reduced profitability. Publicly traded for-profit colleges and universities operate in a very competitive industry and contend for market share increases and greater profitability achievements (Wilfong, 2012).

Fresh knowledge is a requirement to keep abreast of the changing needs of employees. In the for-profit education industry, change is the only constant and managing change is inevitable (Van De Voorde, Paauwe, and Van Veldhoven 2010). Leaders assist their workforce in managing change and adapting to the needs of their employees (Oreg and Berson, 2011). Leadership techniques can be an effective (and low cost) mechanism to address the needs of employees and inspire them to achieve the goals their organizations require of them (Babakus, Yavus, & Ashill, 2011).

Rationale

Research is necessary to understand leadership techniques that will provide effectiveness to a for-profit education firm, improve employee retention, and maximize

profitability (Zehir, Akuyz, Eren, & Turhan, 2013). For companies to retain their market share and maximize their levels of profitability, there remains a need for firms to gravitate towards mechanisms (Benabess, 2010). Research that scours the core of leadership strategies, organizational commitment, work ethic, and retention can provide the detailed feedback often desirable (Ertureten, Cemalcilar, & Aycan, 2013).

According to Krivokapic-Skoko, O'Neill, and Dowell (2009), creating a theoretical foundation for a quantitative study, valuable insight will provide evidence that inspirational motivation positively contributes to retention and profitability. This research expects to substantiate the importance of inspirational motivation practices and provide methods of increasing cost-effectiveness and to find a relationship with retention (Dimaculangan, & Aguilin, 2012). Publicly traded for-profit colleges will understand inspirational leadership usage and techniques and may choose to seek those in future leaders (Zehir, Akuyz, Eren, & Turhan, 2013).

Years of inquiries exist on inspirational motivation, the leader-follower connection, and retention. Recent investigations include Spanyi's (2011) reflection on the optimistic influences of the organizational head, which displays inspirational motivation. Dey (2009) expressed "employee retention among other things leads to satisfied employees leading to satisfied customers leading to an improved bottom line" stemming from content employees (p. 45). Motivating and inspiring leaders encourage the development and growth of their followers and work to facilitate an association to the mission and goals of their organization (Tuuk, 2012). Investigations limitations exist on

the effects of inspirational motivation and the influence on retention (Ussahawanitchakit, 2011).

Research Questions

Dimaculangan and Aguilung (2012) report the value of retention and its impact on profitability. The authors concentrate their research on retention, organizational commitment, positive attitudes, work environments that support employees, and the use of inspirational motivation.

The variables in the study include one independent variable, a leader's use of inspirational motivation. The dependent variables include retention, organizational commitment, and profitability. Three research questions will investigate the linear association between the uses of inspirational motivation on turnover as it relates to organizational commitment and profitability:

RQ1: Is there a significant association between the level of a leader's use of inspirational motivation and employees' commitment to an organization?

RQ2: Is there a significant association between the level a leader's use of inspirational motivation and organizational profitability?

RQ3: Is there a significant association between the level a leader's use of inspirational motivation and an increase in employee retention?

The research will use perceptions through survey data to seek an understanding of the extent of the associations that exists between the use of inspirational motivation, employee work ethic, retention, and a firm's profitability. To understand this relationship, a correlational quantitative method utilizing the Multifactor Leadership

Questionnaire (MLQ 5X-Short), the Global Measure of Job Embeddedness (Crossley, Bennett, Jex, & Burnfield, 2007), and the Relationship Performance Scale (Wiley, Wilkinson, & Young, 2005) instruments will be in use. The MLQ quantifies experiences derivative of inspirational motivation while the Global Measure of Job Embeddedness quantifies commitment and retention. Finally, the Relationship Performance Scale quantifies profitability. All instruments are suitable for this study design. Two-thousand-five hundred survey invitations will go to staff and faculty within publicly traded colleges and universities.

Significance of the Study

Profitability is at the core of every business and without its existence will be short (Chen & Bozeman, 2012). Ways to increase and manage profitability are consistently under review, efficiencies under identification, and goals under development within each firm. Ongoing review of organizational goals allows leaders to assess progress and refine earlier target objectives. Study results seek to provide validation that inspirational motivation techniques are valuable tools the for-profit educational industry (and others) can incorporate. In addition, research includes the possibility to improve profitability and decrease turnover. The body of knowledge that ties inspirational motivation, turnover, and profitability in the for-profit education industry is slight. This research will create a foundation for later research into the body of knowledge that exists in other sectors (Groves & LaRocca, 2011; Williams, McCarthy, Kent, & Kester, 2012).

Definition of Terms

College by definition is a certificate, two-year, or four-year degree granting institution of superior postsecondary education (Merisotis, 2012).

Inspirational motivation is one of four characteristics of transformational leadership and by definition is the use of communication and motivation techniques that inspire the behavior of others (Bass, 1985).

Organizational commitment is by definition a commitment an employee makes to their organization of employment (Pierro, Raven, Amato & Bélanger, 2013).

Profitability is a measurement of a corporation's financial attainment as a reflection as net profit on the balance statement (Thalman & Brettel, 2012).

Publicly traded corporations are those who have allotment stocks through an initial communal offering, are purchasable, and for sale on the stock exchange (Public Company, n.d.).

Retention is by definition an employee making an organizational commitment to their organization and maintains that commitment (Mignonac & Richebé, 2013).

University is by definition an institution of higher education that offers postgraduate programming (Jaquette, 2013).

Assumptions and Limitations

This research will impose the following expectations of respondents and assume:

- Respondents will answer all questions honestly, objectively, and to the best of their ability.
- The sample size selection will truthfully represent the population.

- Limitations of bias, researcher error and risks are minimal.
- Credible results, as the conduct of research, will occur in an ethical manner.
- Promising privacy, confidentiality, and data security will occur.

This research conduct will transpire with an ethical intention through the strategy, implementation, examination, recording, and demonstration of their results (Academy of Management, 2006).

Limitations that are expected comprise:

- A reliance on honest self-reporting by participant
- Cultural impacts
- Lack of understanding of questions
- Personal values about leadership
- Design type
- Quantitative data analysis
- Technological challenges accessing online surveys
- A number of participants willing to partake in the research study and lack of data collected (Brutus, Aguinis, & Wassmer, 2013).

Theoretical Framework

Inspirational motivation will drive this research study. By standard definition, leadership is complex and measurement occurs in a myriad of ways. For the purpose of this research study, leadership effectiveness measures employee retention when inspirational motivation is present. A benefit of using the leadership theory is that it is fully applicable and supportive for this research study. Oberfield (2014) reflects on the

expectation of positive outcomes when leaders use transformational leadership. Inspirational motivation by its nature positively correlates with success, positivity, and garnering the best qualities of individuals. According to Muratbekova-Touron, (2009) disadvantages to using leadership theory is challenging because leadership theory focuses on subjective behaviors.

Figure 1. Leadership Impact Model.

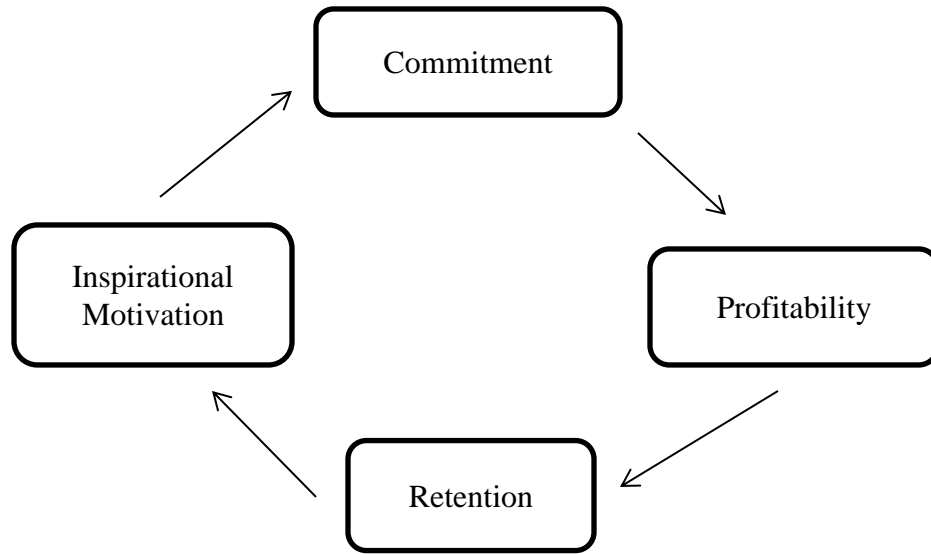


Figure 1. Leadership impact model using inspirational motivation on resulting employee behavior and organizational bearing

Organization of the Remainder of the Study

This introduction, purpose, and summary of the dissertation are inclusive within Chapter I. Chapter II includes a Review of the Literature and provides the Research on Inspirational Leadership, Turnover, and Profitability. Chapter III consists of the Methodology in use within the Study and includes the Research Design, Participants, Sample and Sample Size, Setting, Instruments/Measures, Data assembly, Suppositions,

Sata analysis, and ethical Attention. Chapter IV will include the Results of the Study including an Analysis Reflection, and Chapter V will deliver a Summary of the Outcome, Conclusion, and Endorsements for Future Research.

CHAPTER 2. LITERATURE REVIEW

The purpose of this research is to assess the effectiveness of inspirational motivation uses towards followers within for-profit education institutions. Measurements of inspirational motivation and associations to retention and profitability will provide evidence of the financial return that occurs when motivational leadership is in use. Relevant literature provides relational indications that leaders affect a follower's commitment to their organization, their retention, and, for this reason, the maximization of profitability (Al-sharafi & Rajiani, 2013).

This chapter includes the literature gathered from leadership, leadership impacts, transformational leadership, inspirational motivation, organizational commitment, retention, and profitability. Within each category, the pertinent literature includes references to the theoretical frameworks and concepts contributing to the context of this research study. Bass is a pioneer of transformational leadership research with several references existing. The creation of the Multifactor Leadership Questionnaire by Bass and Avolio is within the citation in thousands of leadership studies. Key terms widely in use include leadership behavior, development, performance, personnel management, and relationships. The research will focus on characteristics of inspirational leaders, and the effect they have on their followers, which then results in an increase in engagement, commitment, and retention (Oreg & Berson, 2011).

Managing employee capital through divisive recruitment efforts, training, employee engagement, and ongoing professional development offers solutions to leaders seeking maximization in the distribution of skills and talent among their workforce (Atkinson, 2013). Leaders hold tremendous power over the ability, motivation, and skill level of members to engage in acts that increase profitability. Leaders create cultures that affect the performance of its followers. For the success achievements and profit gains, an appropriate leadership culture is crucial. Knowledge and the expression of values and behaviors produce the culture of an organization (Green & Aitken, 2006).

Several gaps exist in the literature. For example, few empirical research studies focus solely on publicly traded for-profit colleges and universities. University level research that exists includes traditional state-funded colleges and universities. In addition, few studies exist that seek university staff and faculty experiences instead of student retention, graduation, or academic success. Finally, few studies are present that include profitability within the research structure of university-level information gathering.

Figure 2. Literature Review Map

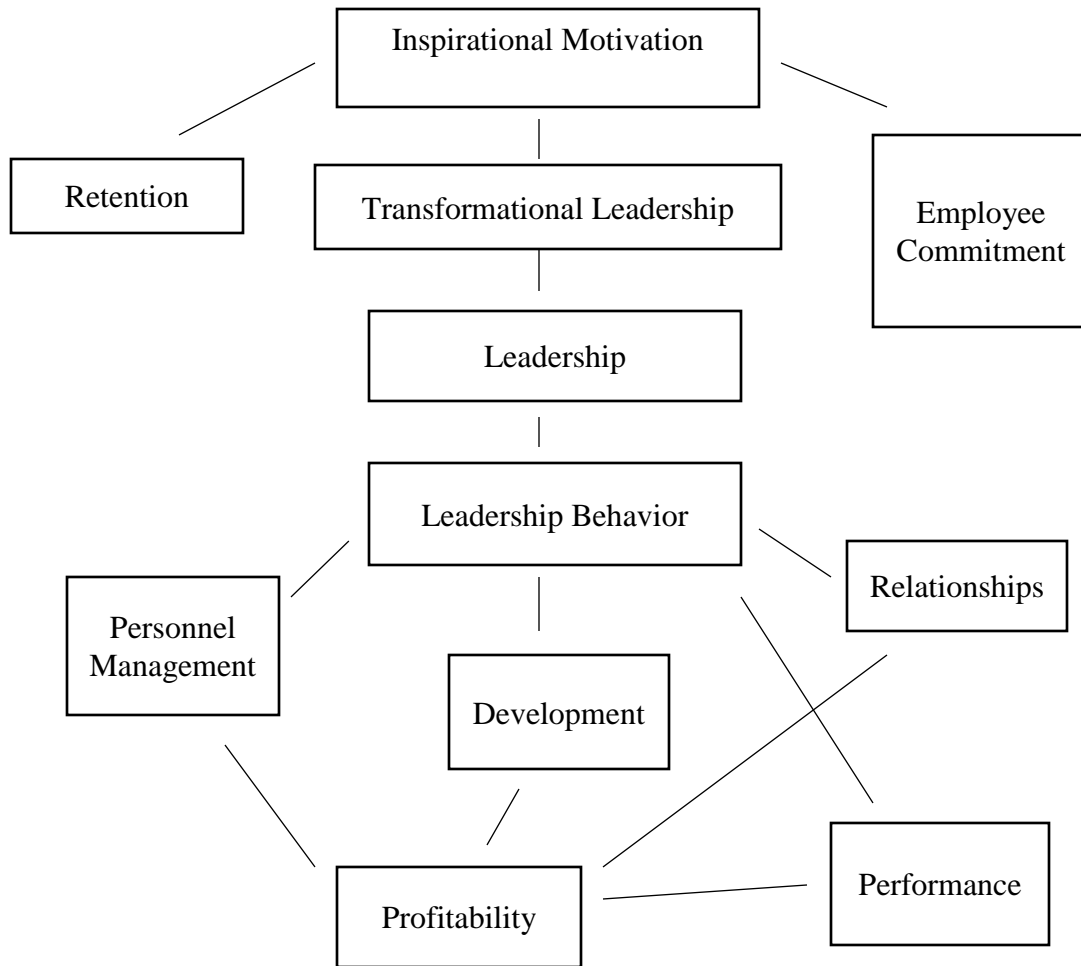


Figure 2. Literature review map outlines relevant works used within this research design

Leadership

Many leadership definitions exist with some estimates reaching over fourteen hundred (Volckmann, 2012). Leadership is one of the most widely researchable topics, due to its complexities and impact of every business environment. Leadership research takes on a multitude of perspectives. Within this review leadership theory, practices, styles, roles, and personality types reference various perspectives of leadership.

Leadership duties and behaviors will provide the research frameworks that further support leadership activities.

Leadership research includes measurements of perception, specifically how followers perceive their leader's behavior. Many data collection approaches are in use, although quantitative data is most typical. Most often use of data collection is through Likert-type scales due to their ranges of measurement. Through decades of leadership research, the development of over forty leadership theories is now in use (Volckmann, 2012). Leadership theory incorporates several facets of leadership including organizational structure and performance, organizational citizenship behavior, culture, and shared leadership. In addition, leadership theory includes employee engagement, employee performance, relationships with employees, leadership styles, leadership development, leadership roles, work environments, and leadership activities (Kim, 2012).

Eyal and Roth (2011), in their quantitative research with 122 followers, combine leadership styles, motivation types, and burnout and find an association between leadership behaviors and motivation. The author's use of the MLQ-5x as the questionnaire of choice and through their examination acknowledge motivation to occur at both an external and internal level. Eyal and Roth (2011) analyze data by using a confirmatory factor analysis, AMOS 5.0, and identify the descriptive statistics. The authors recognize leaders, as the most influential people in organizational relationships with followers, peers, and customers. The authors find managerial implications to include leadership style as an indicator of motivation type and ability to manage feelings of enervation.

Eyal and Roth (2011) recommend future research include both leaders and follower as both having valuable insights on the effect of leadership. This research applies to the current research, as contributions to the body of leadership effects knowledge. Strengths of the approach Eyal and Roth (2011) take are to include a broad spectrum of leadership attributes, leadership styles, and methodologies that associate with leadership. The lack of specificity around leadership factors leads to challenging cases made for leadership effects.

Kouzes and Posner (2007) identify five distinct leadership practices that encompass exemplary leadership: role modeling, inspiring a collective vision, challenging the process, inspiring others to act, and encouraging the heart. Leadership is a series of actions rather than personality or internal traits (Bowers & Hamby, 2013; Kouzes & Posner, 2007). Some researchers assert that leadership qualities are innate, and leaders are born while others believe leaders learn and develop their skills through instruction and practice (Rowley, 1997).

Three prominent leadership styles exist transactional, transformative, and laissez-faire. Seminal research provides layers of leadership research that include application, tests, and analysis. This research is valuable in understanding the approaches, instruments, and analysis methods in use to comprehend leadership characteristics, outcomes, and performance qualities, to name a few. While there are distinctive qualities of each style, some features are common. Understanding the depth, impacts, and results of each leadership style require a broad level measurement tool. The primary analysis tool for use in leadership research is the MLQ (Multifactor Leadership Questionnaire) by

Bass (1985). The MLQ uses a Likert-scale to rate and identify leadership traits and behaviors that followers feel and quantifies results for analysis (Hartog, Van Muijen, & Koopman, 1997). The MLQ continues to be in wide use and is appropriate for the current study due to its measurability of leadership effects.

Seminal research defines transactional leadership as production centric, as leaders focus on the performance of a firm (Hartog, Van Muijen, & Koopman, 1997).

Transactional leaders manage employees using an exchange. Employees produce and in return receive compensation for their time, effort, and contribution. Kuhnert and Lewis (1987) state mutual dependence frames the relationship between the leader and follower; however, relational dynamics varies considerably. Kuhnert and Lewis (1987) reflect on the types of relationships leaders develop with their followers and how aspects of transactional leadership can be beneficial. Kuhnert and Lewis' (1987) early research is important to the current study because mutual dependence is a core characteristic of the present study, as leaders and followers require each other's contributions to reach profitability.

Transformational leadership is employee-centric, and leaders utilize the values and beliefs held internally. Transformative leaders facilitate the behavior, performance, and engagement of their followers. Transformative leaders often lead to expressions of personal standards; leaders influence the goals and beliefs of their members (Bowen, Newenham-Kahindi, & Herremans, 2010; Kuhnert & Lewis, 1987).

Deluga (1990) describes laissez-faire leadership as passive, lacking direction to followers, minimal decision-making by the leader, and permissiveness. Members operate

with independence, prioritize their work, and make decisions independent of others. Laissez-faire breeds the greatest levels of conflict with leaders and members as assumptions and an expectation rarely align between the two (Sadeghi & Zaifdatol, 2012).

Leaders typically identify with one prominent style, although some may practice behaviors characteristic of the others. According to Deluga (1990), and his early research, to understand leadership, it is necessary to comprehend the organizational power and the process of influence. Deluga's research gives a foundation to understanding the essential components of leadership delivery and uses an experimental approach to incorporate characteristics of transformational, transactional, and laissez-faire leadership. Strengths to Deluga's research tactic is to incorporate all leadership styles of behaviors in use to capture influences and outcomes desirable of employees.

Leadership styles have several effects including the satisfaction, performance, and organizational commitment of employees. Effective leaders gain their employees' trust, motivate them, influence their organizational commitment, and engage their behaviors (Tser-Yieth, Shiu-Nan, & Liu, 2009). Ineffective leaders do not promote relationship building or effective communication but focus solely on increasing performance (Hamlin, Nassar, & Wahba, 2010).

Leadership roles are highly complex; expectations include the objectives driven by executives and supervision of employees to ensure the meeting of performance goals. Brooks (2009) finds using skillful leadership techniques and investments in staff development encourages followers to operate at the highest capacity. Cappelli (2009)

posits there are four principles of managing top talent, mitigating risk (and forecasting need for talent), reducing the uncertainty, earning a return by developing your employees, and finally, balancing employee interests with the outside job market.

Personal attributes of leaders assist in engaging with their employees. Lall (2009) states an essential characteristic of an effective leader is the ability to motivate others. Additionally, the researcher finds leaders with high emotional quotients to be happier and feel more satisfaction. Also important is the alignment of personal and subordinate intent to accomplish company goals, developing the motivation for each employee to be responsible for their performance, and engaging employees in their personal development plans.

Creating an organizational structure that encourages the commitment and enhances performance is an essential leadership activity. The role of the primary leader of the organization is to establish a culture in which followers perform under supportive and engaging working conditions are professional development and have ladder opportunities available to them (Thalmann & Brettel, 2012). Investments in employees with the intent they will make long-term commitments to their organization.

According to Basham (2012), investments in talent and resources can contribute to becoming a highly performing organization. His Delphi study includes an invitation, 300 presidents, using a random selection criterion method, of which 52 leaders willing to participate. Data collection includes three rounds of survey completion with an analysis using descriptive statistics. Basham (2012) concludes, “establishing an environment of excellence in the performance of their institution...inspires trust in their leader as well as

energizes the complete organization” (p. 346). The author identifies the study design using the Delphi method as a limitation and reports a challenge to using this study design is the communication process and study participation. A challenge of Basham’s research is the task that defines effective leadership. Effective, as some would consider subjective, using the term to apply to leadership can imply obscurity. In addition, the use of a Delphi study within leadership research is unique and provides a framework that encourages a larger percentage of participation than with other methods. The current study will build on Basham’s (2012) research as highly performing organizations correlate with achieving profitability.

Leadership behaviors shape organizational culture. According to Thalmann and Brettel (2012), leaders influence the customer-centric focus they promote in their employees. Leaders also communicate business needs that support a positive and successful customer experience. Spangenberg and Theron’s (2013) discussion is reflective of the Burke and Litwin leadership change and performance model. The authors find employee engagement and essential performance measure for organizations and find work cultures that enhance motivation as an internal influence for employees to achieve performance measures. Leaders can inspire employees’ commitment to their organization and positively affect retention. Armenakis, Brown and Mehta (2011) describe the elements necessary to transform the culture of an organization and include employee commitment to the organization as an essential characteristic of the transformation process.

Transformational Leadership

Bass (1985), an early researcher of leadership, defines transformational leadership as a leadership style that incorporates four distinct characteristics: inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. Understanding the framework of transformational leadership is essential to this study as inspirational motivation and the outcomes of use correlate with many follower behaviors.

Use of transformational leadership has an impact on recruitment, management, development, and retention of employees (Lavigna, 2012). Executives appreciate transformational leadership for its incorporative aspects of psychology, change management, relational aspects, and cultural impacts (Lavigna, 2012). Leadership research seeks to determine the effectiveness, outcomes, and commitment followers make to their organization. Gaan and Bhoon (2012) examine through a case study, transformational leadership, human resources, and engagement. The use of a case study approach allows authors a great deal more time and attention to focus on one organization and the mitigating factors that affect its successes and failures. The authors find followers who engage in relationships that provide inspiration and stimulation feel satisfaction, for this reason, retain longer.

Zacher, Pearce, Rooney, and McKenna (2014), find transformational leadership is an effective model of leadership for increasing the quality of relationships between leaders and followers. The authors use the LMX (leader-member exchange) theory to frame their quantitative study. Graen and Uhl-Bien (1995), Liden, Sparrowe, and Wayne (1997) define LMX theory as “leaders develop, maintain, and end unique exchange

relationships with each of their followers over time” (p. 68). The incorporation of leader’s wisdom within this study presents a complication, as the ability to apply wisdom often requires self-awareness that is not within the discussion. Though LMX theory is inclusive in many research studies, it is an especially useful framework for the current study as the theory addresses the very nature of leadership and followership and the relationships that leaders develop with their followers.

Zacher, Pearce, Rooney, and McKenna (2014) use a questionnaire to collect data, as the primary data collection tool within quantitative studies, for the convenience and anonymity. Of 600 questionnaires, 158 are usable. The authors find the responses are low with approximately 25% of participants responding and when an examination occurs, could not identify potential response bias. As the primary method of analysis, Zacher, Pearce, Rooney, and McKenna (2014) define the descriptive statistics and follow with a regression analysis. The authors identify some limitations including what they feel is a small and specialized sample of leaders within their study respondent group. The authors feel the study design does not allow inferences, and report conclusions would provide an alternative to the study framework and affect the results. A larger sample and a broader spectrum of response fields would provide a more significant rate of variability in answers to both leaders and follower experiences.

The authors reflect on impacts their study could make if a more diverse group of respondents participate. Future research framework recommendations by Zacher, Pearce, Rooney, and McKenna (2014) include the using a longitudinal approach and the inclusion of reciprocal relationships. Research gaps identify meaningless and

inconsiderate interactions between leaders and followers. Finally, additional LMX relationship research might produce attractive results if using a quantitative or mixed-method approach according to Zacher, Pearve, Rooney, and McKenna (2014).

Leaders who are inspirational motivators develop personal relationships with their employees, use positive affirmations, and focus on the strengths of their employees. Trust is another essential factor of inspirational motivation. Khattak, Shah, and Said use social exchange theory and social identity theory to frame their 2014 study. A strength the author's framework of trust to predict outcomes that relate to relationships employees develop their leaders. Social exchange theory occurs "when employees are provided with a fair treatment of their employees and values their contribution and well-being, employees feel a high level of support from their organizations and feel the need to reciprocate" (p.156). Social identity theory is by definition the classification individuals give themselves by demographic features such as gender or race. Both methods provide unique angles to this study as they both incorporate relational impacts.

Khattak, Shah, and Said's (2014) quantitative study using data collection from the MLQ, which is a frequently in use survey tool in transformational leadership studies. Participation includes four hundred leaders; 282 responses are usable through a convenient sampling technique. Analysis techniques in use are an index of fit, Chi-sq, p-value regression weights, gfi, agfi, nfi, and rmsea. Results indicate leaders who use inspirational motivation are trustworthy by their followers. In addition, transformational leaders encourage members to outperform their expectations, identify commonalities with

each other, and company goals, promote adaptability, and facilitate change management, which then often result in profitability.

Managerial implications Khattak, Shah, and Said (2014) identify are the importance of assessing the levels of trust within leader-follower relationships. The authors fail to describe how the assessment of the levels of trust carries out if at all. Creating a trusting climate is costly, but once it develops, it can lead to competitive advantage through a continuous process of effort and organizational identification by employees (Khattak, Shah, & Said, 2014). Leaders expect to discover new tactics to outperform their competitors in an unpredictable and quickly fluctuating market. Employees who trust leaders do not leave in times of crises and trusting cultures encourage continuous improvement efforts of employees. The authors conclude a climate in support by faith leads to performance improvements and organizational commitment. In addition, that to create an environment that incorporates faith; leaders must devote time and effort to it.

Idealized influence reflects the leader as the ideal role model; he or she follows company policies and encourages followers do the same. Teamwork and commitment are the key features of idealized influence, working together to meet organizational objectives. Ha and Nguyen's (2014) research confirm idealized influence affects job performance. Their mixed methods include a qualitative element with 10 participants and a quantitative element with 304 respondents. Ha and Nguyen's (2014) study use the MLQ, Form 5x short and Individual Work Performance Questionnaire - IWPQ scale by Koopmans et al. (2013) gather valuable data. The authors find "individualized

consideration behaviors like being an active listener or encouraging a two-way exchange of views will make the followers motivated for extra effort” (p. 168). Analysis methods include an exploratory factor analysis, correlation analysis, regression analysis, t-test, and ANOVA.

Ha and Nguyen (2014) recommend, for inspirational motivation to be effective, leaders must display ideal, ethical behaviors, and must demonstrate that they are experts so that followers can trust in them. This study reveals equal levels of job production between men and women; however, differences in age, income, position, and years working for the organization. The authors fail to reference why job production is similar while other factors are not; cultural influences are within the discussion. Managerial implications that identify include the more members depend on leaders, the more they comply with directives given by leaders. Leaders endorse the long-term vision of the firm, create trusting relationships with followers, and are facilitators of the company’s goals, vision, and mission (Bass, 1985). In addition, leaders are those that guide the completion of performance activities and behaviors.

Intellectual stimulation refers to the use of encouragement of employees to be innovative and creative; for this reason, leaders challenge followers to think in unconventional ways. These leaders create spaces in which their members are comfortable with idea sharing, innovative thinking, and frequent group discussions. Constructive disagreements and risk taking are common with leaders (Bass, 1985). Task assignments, flexible schedules, and engaging, colorful workplace environments support the creative energy of employees.

Organizational learning is critical. A quantitative study, Choudhary, Akhtar, and Zaheer's (2013) research reflects intellectual stimulation through transformational leadership is more impactful than other forms of learning including servant leadership. Unlike many other researchers, the authors Choudhary, Akhtar, and Zaheer (2013) incorporate an assessment of their study impacts on non-profit and for-profit organizations. The authors recognize goals of profitability are purpose inversely within the for-profit and non-profit settings. Their study uses a structured questionnaire with 400 participants and through non-probability judgment sampling, analysis of 155 surveys using Pearson correlation, AMOS, and SPSS software.

Study limitations do not indicate a lack of generalization for non-profit organizations, nor would the study design be appropriate in manufacturing or the public sector. Choudhary, Akhtar, and Zaheer (2013) recommend extending their research to examine the associations between transformational leadership, innovation, and behavior of followers. Further research may indicate technological advances that improve the use of intellectual stimulation between leaders and followers. Implications by the authors are a benefit for corporate level managers and leaders to understand and apply recommendations from this study.

Individualized consideration, the fourth and final component of transformational leadership, references a genuine concern a leader has for their followers. Leaders seek understanding of their follower's strengths and weaknesses, are assistive with professional development, and exhibit genuine care for their employees (Bass, 1985). Leaders offer advice and support employees through challenging personal life

occurrences. Employee engagement levels increase when transformational leadership is in use (Hoon, Kolb, Hee Lee, & Kyoung Kim, 2012).

Through a quantitative study design, Hoon, Kolb, Hee Lee and Kyoung (2012) reflect on past research engagement and leadership research. Their study frames using a trimodal approach to a theoretical application. Examinations include social exchange, leadership, and contingency theories. Using a tri-model approach allows a framework that encompasses collaboration, communication, teamwork, performance achievement, and relationship building. All concepts that directly apply to the current research and are an essential attribute of successful performance indicators.

Results from Hoon, Kolb, Hee Lee and Kyoung's (2012) study find leadership behavior correlates to communication channeling as a mechanism for executive leaders to employees. However, a weakness of the study is that a broader exploration in leader behaviors, performance outcomes, and employee work engagement is not within wider exploration. In addition, the focus of the study becomes organizational knowledge creation, innovation, and product development. The study instrument includes the MLQ Form 6S version. Of 2000 surveys in use, 432 responses are inclusive through purposive sampling. Analysis using a hierarchal multiple regression, structural equation, basic descriptive and inner construct correlation techniques are in use. Hoon, Kolb, Hee Lee, and Kyoung (2012) find transformational leadership to affect work engagement and organization knowledge creation practices. The authors suggest two implications of their research, empirical links between transformational leaders and followers and study

results provides a significant step in leadership and employee engagement research on how leaders can help engage employees.

Hoon, Kolb, Hee Lee, and Kyoung (2012) identify three study limitations: individual differences exist as followers react to leader behaviors and diverse things motivate individual employees. In addition, the nature of the study design's purposive sampling limits the generalization of results. Suggestions for future research include an examination of the dyadic relationships between leaders and followers, correlations of leader behaviors, employee engagement, and performance outcomes should be areas of exploration. In addition, research that reduces bias enhances reliability, uses a multi-angle oriented data collection strategy could adapt to future leadership and engagement research. The current research will seek to correlate leader behavior to follower commitment and build upon Hoon, Kolb, Hee Lee and Kyoung's (2012) research.

Relationships exist between transformational leadership, job satisfaction, and organizational commitment (Yang, Wu, Chang, & Chien, 2011). Leadership theory frames their quantitative study. Public sector military officers are in use as the population within their study of transformational leadership. Leadership styles historically are in use within the public sector is all but inclusive of transformational leadership. The authors carefully use perceptions of transformational leadership as a key study design element. Data collection uses include the MLQ instrument, including 300 participants and the use of 208 responses through convenience sampling (Yang et al. 2011). Analysis techniques in use are Cronbach's coefficient alpha, means, standard deviations, correlations, and a confirmatory factor analysis.

While study results by Yang, Wu, Chang, & Chien (2011) find associations between leadership styles, impact job satisfaction, performance, and engagement the authors identify two limitations. The authors suggest because their study design is a cross-sectional study, an inability to test causality direction exists. In addition, conclusions are not applicable or appropriate within a public sector, which does not present a challenge in this study, as research is within the private sector. Yang et al. (2011) suggest future studies should include longitudinal study designs and elude potential bewildering by gathering data from additional sources. Recommendations include future research to deliberate situational factors' effect on leadership effectiveness. In addition, supplementary focus toward situational variables that conclude that transformational leadership is useful. Yang et al.'s (2011) research is similar to the current study as both seek to gain knowledge of a correlation between leadership styles and performance.

Transformational leadership and core self-evaluation have a favorable influence on organizational commitment (Baek-Kyoo, Yoon, & Chang-Wook, 2012). Through a quantitative study, data from 439 respondents though 600 are in a position to participate. Data collection techniques included a 12-item Core Self-Evaluations Scale (CSES) by [45] Judge et al., Podsakoff et al. (1990) and transformational leadership inventory (TLI). Data analysis using descriptive statistics, hierarchal multiple regression with additional analysis tools SPSS, LISREL, and Cronbach's coefficients confirm transformational leaders are likely to be open-minded, agreeable, and conscientious. In addition,

fundamental self-evaluation and transformational leadership positively influence organizational commitment.

Baek-Kyoo, Yoon, and Chang-Wook (2012) identify two study confines: the use of data from self-report and the use of a cross-sectional survey method. A weakness in the study design is the inclusion of the employees' core self-evaluations. Only those employees who hold high self-awareness skills and confidence can express the truest form of authentic core self-evaluations. The authors feel the sample of data is a constraint to particular groups with similar demographic characteristics.

Recommendations for future research include human resource staff should recruit and select followers with higher core self-evaluation, although anonymity would disappear, and vulnerability to bias may occur. In addition, HR staff can assist leaders to increase their use of transformational leadership by offering training, coaching, and mentoring. Baek-Kyoo and Chang Wook's (2012) research is valuable as it focuses on transformational leadership and commitment, which this study seeks to understand as well.

Dimaculangan and Aguilin's (2012) essential research finds transformational leadership to decrease intentions and acts of turnover. The population includes employees within sales industries-real estate, pharmaceutical, and food/beverage whereas transactional leadership is widely in use. Their quantitative study uses survey invitations to 390 participants and data collection from 387 respondents using multi-stage sampling. Multiple early and proven data collection techniques is in use: the Transformational Leadership Behavior Inventory by Podsakoff et al. (1990), a scale by Schwepker, Ferrell,

and Ingram (1997), a scale by Netemeyer et al. (1997), and a scale by Meyer et al. (1993). A job satisfaction survey by Spector (1985) and a scale by (Wanous, Reichers, & Hudy, 1997) are also in use. Data analysis use includes the structural equation model-AMOS and confirmatory factor analysis.

Results from Dimaculangan and Aguilin's (2012) study confirm transformational leadership to reduce turnover intentions and indirectly decrease turnover actions. However, the authors note the use of transformational has indirect and direct effects on turnover intention. In addition, Dimaculangan and Aguilin (2012) note the author's states, "no study could be found that shows the strong influence of transformational leadership in reducing turnover intention through these variables" (p. 203). Perhaps, this is a weakness in the author's ability to locate seminal transformational leadership research.

Managerial implications identify the correlation between person-organization-fit and organizational commitment, supporting previous studies. Several limitations are present; first, the study design included an assessment of a model of turnover that includes transformational leadership, moral culture, employee-organization-fit, and the employee commitment to their organization. Second, needs exist to replicate conclusions. Third, this model relies on turnover intentions instead of acts of turnover actions. Lastly, this study is inadequate to investigating relationships between transformational leaders, moral climate, employee-organization-fit, organizational commitment, and turnover intentions. Impending research should contain alternative variables, and an analysis of their association with variables inclusive within this study

(Dimaculangan & Aguilin, 2012). Additional investigations could examine transformational leadership qualities similar to other leadership styles that reflect facilitating optimistic work relationships with followers to be critical. Lastly, future research could investigate if transformational leadership has a more robust influence on turnover intent than other leadership styles (Dimaculangan & Aguilin, 2012).

Performance is the highest under transformational leaders (Braun, Peus, Weisweiler, & Frey, 2013). Research by Shannahan, Bush, and Shannahan (2013) find coachability and transformation leadership to be in relation to each other. Strengths the authors capitalize on are achievement motivation theory to frame their study and highlight the relational aspects transformational leaders have with coaches. Achievement motivation theory involves a follower's personality traits and social background as drivers to achieve (Shannahan, Bush, & Shannahan, 2013).

A quantitative study by Shannahan, Bush, and Shannahan (2013) involves 485 participants with 271 respondents. Data collection includes Giacobbi's (2000) Athletic Coachability Scale, MLQ, Helmreich and Spence's (1978) four-item, seven-point scale. In addition, Yammarino and Dubinsky (1990) and Dubinsky et al.'s (1995) scales are in use and adapt for a self-reported five-point, ten-item measure of subjective sales performance. Shannahan, Bush, and Shannahan (2013) use an exploratory factor analysis to configure study results that find performance to be at the peak when employees are extremely coachable, competitive, and led by transformational leaders. Managerial implications are the significance of the recruitment and retention of coachable employees while nurturing an environment in which allows receptive characteristics to thrive.

Shannahan, Bush, and Shannahan (2013) identify study limitations that include casual relationships between variables but are not within in results. In addition, bias is a concern when self-reporting measures and reliance on other subjective measures are in use. Recommendations for future research include using an alternative coachability scale that is more appropriate. Future research should also include leadership styles other than transformational leadership as well as alternative situational variables and the assessment of reciprocal effects of the leader-follower relationship. Not surprisingly transformational leadership behaviors share commonalities with coaching behaviors. Shannahan, Bush, and Shannahan's (2013) research aligns with the current study as transformational leadership and performance are linkages within both studies.

Chipunza and Gwarinda's (2010) research is a focus on the use of transformational leadership and leadership commitment. An objective of their research is to establish an understanding of transformational leadership. Perhaps, seminal research may provide that understanding. A mixed methods study using a quantitative approach surveying 350 respondents and a qualitative approach interviewing 159 participants are in use. The authors find the most engaging employees are those who experience role modeling, stimulating activities, and feel their individual contributions are recognizable. Their data analysis include the use of Chi-Square for goodness of fit and find additional results that indicate inspirational motivation is in use more than other leadership characteristics.

Managerial implications include the results affecting the attitude and satisfaction of the employees within the study. Limitations by Chipunza and Gwarinda (2010)

include a generalization of results due to the utilization of a case-study method. In addition, data collection through a two-year span, so inaccurate recollections could transpire. Future research could focus on a broader study involving other institutions and industries. The current research will follow the recommendations for further research made by Chipunza and Gwarinda (2010).

Leaders using transformative leadership style as a management tool expand their management portfolios to meet the demands of a corporate mission (Smith, Andras, & Rosenbloom, 2012). Transformational leaders, challenge budgets, consider new ways of thinking, creatively offer alternative solutions, and engage effectively with the workforce. Those who invest in developmental learning will have a highly trained workforce.

Through their research Smith, Andras, and Rosenbloom (2012) find transformational leader's focus on strengths and provide a unique motivation types to each employee. In addition, the strength of the authors' approaches to their research on relational aspects is critical to the leader-follower and sales industry (in which relationships are essential). The transformational theory of leadership frame their study and they sent out 565 questionnaires with 132 respondents providing usable data.

Analysis techniques in use are partial least squares, a component technique of structural equation modeling

Smith, Andras, and Rosenbloom (2012) find leaders use transformational leadership as a tool for building one-on-one relationships with followers. Implications of using transformational leadership results are an enhancing relationship quality that then can intensify effort level by the member. A limitation of the study from the authors find

by examining a culture at the employee level can be more enlightening for understanding the nature of personal interactions within work settings. The authors may find an alternative research design to include a group approach provides varying results than from their individual focusing research did. A recommendation to utilize transformational leadership styles as a mechanism to prevent cultural distance that leads to poor relationship outcomes and minimal output.

Inspirational Motivation

Inspirational motivation, a central characteristic of transformational leadership, is by definition the use of inspirational communication and motivating vision for the future (Bass & Avolio, 1994; Zacher, Pearce, Rooney, & McKenna, 2014). The use of inspirational motivation is the leader's use of visible optimism and excitement about the future. Honesty, delegation, confidence, courage, realism, energy, and purpose are additional traits seen with inspirational motivation (Bass, 1985). Bass identifies several components to inspirational motivation that are relational. Leaders through regular interactions with followers either enhance or decrease the quality of their working relationship. Leader interactions are important to understanding because this study focuses on relational experiences. Leaders commit to a vision, captivate others to do the same and use virtue as its reward (Bi, Ehrich, & Ehrich, 2011). A shared experience is essential to inspirational motivation.

Trust is an additional characteristic of inspirational motivation. Employees that believe their leaders may consider not leaving their organization even during a crisis. (Khattak, Shah, & Said, 2014). Additionally, trust enables a willingness to listen to

others, absorb and share knowledge, and work more independently (Al-husseini & Elbeltagi, 2014). Inspirational motivation results in followers who directly communicate using honesty and a lack of tension (Eftelhary, Nazem, & Afkaneh, 2014). Trust also allows for an environment in which communication is open and constructive.

Tuuk (2012), claims transformational leadership to be the most efficient form of leadership, of transformational leaders to be more loyal, present, and feel satisfaction in the work and claim employees environment. According to Densten (2002), outcomes from the use of inspirational motivation include follower's use of extra effort, ethical behavior, successful completion of projects and tasks, and independent learning orientation.

Densten's (2002) outcomes are a result of his early quantitative study, which includes data collection via the MLQ 5R, through 958 surveys, and 480 responses using a stratified sample. Using the examination strategy to illuminate the differences between inspirational motivation and the leader's use of extra effort suggests overlapping of behavioral characteristics common to inspirational motivation. The structural equation model is the data analysis technique. Results indicate inspirational motivation is a reflection of a critical element of leadership that is transformational. Study limitations are as follows: a single population is in use and may not be entirely exemplifiable, a single quantitative instrument is in use, and finally, generalizability could require attentiveness around findings.

Recommendations by Densten (2002) are to validate and advance examination of inspirational, motivational uses within leadership contexts. Strategy within a firm is

essential to the company's direction and priorities. Vision is a requirement to ensure the plan occurs (Densten, 2002). Using lenses that incorporates future needs, enhancements, desires of subordinates and consumers is necessary for leaders. Concepts and images relate to inspirational motivation explains the consistency of "sense-making communication" and "meaning making language" while relational concepts include "strategic vision" and "direction giving language" (Densten, 2002, p. 42). Often, this is helpful to followers as they gain a deeper understanding of their role in their organization and strengthen their commitment to its success, which this study seeks to provide a further understanding.

McClelland's human motivation theory is a corresponding theory of inspirational motivation. The method references three character traits: achievement, power, and affiliation (Fisher, 2009). Leaders associate success with performance, which fuels a competitive spirit and may involve a monetary award. Additional factors that are essential to motivation include influencing, competing and winning.

Quantitative research by Barling, Christie, and Turner (2008) confirms inspirational motivation "was associated with the lowest levels of disobedience, dependence, and job insecurity among followers" (p. 858). Thirty-six item measurements of high involvement work practices surveys went to 2774 participants, with 611 usable. Data analysis includes using multiple regression models, descriptive stats, and zero-order correlations.

Barling, Christie, and Turner (2008) identify limitations in their study as measurement challenges that limit their model testing and survey design, as well as the

methodology, in use. A weakness in the study design is that two of the four transformational leadership characteristics are within the analysis. The authors express a desire to seek a detailed understanding of the impacts of inspirational motivation and identify future research recommendations to include a broader sample that extends beyond an executive level, disproportionately male and well-educated participants. In addition, while study focuses on adverse outcomes future research may focus on positive or more impactful attributes of inspirational motivation. The current study is likely to meet the recommendation by Barling, Christie, and Turner (2008) as study participants will include both men and women and from a range of demographical identifiers (Nazem & Eftekhary, 2014). Leaders talk optimistically and use inspirational motivation to exhibit behaviors such as praising for acts well done are expressive of optimism and excitement about the future and feel assurance that performance is an achievement about the future and uses articulation of a compelling vision of purpose (Ha & Nguyen, 2014). Follower effects of inspirational motivation correlate with leader-follower relationships. The confidence of members increases with the use of inspirational motivation, and, results find in strengthening member job satisfaction (Khattak, Shah, & Said, 2014).

Leadership strategies by Dabke (2012) find inspirational motivation provides an emotional appeal to competitiveness, affiliation, power, and self-sacrifice. The study design in which correlates emotional intelligence (the ability to manage emotions) with transformational leadership (the expression of leadership skills). The tactic to correlate the two is a strength to the inspirational leadership research gap. In addition, study participation requires respondents to be parents of adolescent children. Dabke (2012)

uses elements of personal skills in a professional environment to capture an understanding of the management of emotions.

Through his empirical study, Dabke (2012) uses the MLQ-5x and MSCEIT V.2 test, datum collection from a sample of 200 respondents. The Pearson's Product Moment Correlation coefficient is the data examination technique in use. Study results confirm, "equipping a person to use all the emotional information strategically and experientially, greater are his/her chances to engage in inspirational, motivational behavior" (p.25).

Dabke (2012) acknowledges managerial implications as leaders often assist others to achieve self-actualization by coaching, guiding, instructing, and motivating them to reach their goals. Limitations include the use of the MSCEIT, as it is not applicable to all cultures. Next, the study design requires leaders to have a teenage child, which places them in a middle-aged category. Eliminating this requirement would provide a broader range of age of the head that may also affect life experience and years of professional experience. The current study does not include the requirement of identifying factors that would limit the population demographics.

Performance and loyalty influence outcomes from the use of inspirational motivation (Ha & Nguyen, 2014; Riaz, Ramzan, Ishaq, Akram, & Karim, 2012). Riaz, et al.'s (2012) quantitative research include 280 respondents and confirms a positive relationship exists between inspirational motivation and career salience. Providing meaningful work enables leaders to engage deeper with their followers (Sadeghi & Pihie, 2012).

A quantitative study by Cheok and O'Higgins (2013) identify a positive relationship between emotional intelligence and inspirational motivation exists. The authors report a result is a harmonious work environment, trusting relationships between team members and reliance on each other to work towards goal achievement. The authors use a population of Chinese employees and managers to understand the association between emotional intelligence and leadership styles. Study participants offer their identify gender, age, education level, and work experience. Few research studies identify the length of work experience and use it as a measure to relate to any correlations that may exist.

Cheok and O'Higgins (2013) use the Wong Emotional Intelligence Scale (WEIS) and MLQ to collect usable data from 323 respondents though 709 participants receive invitations to participate. An analysis of the data includes using descriptive statistics, a paired sample t-test, and a Pearson correlation analysis. Results from Cheok and O'Higgins's (2013) study indicate leadership styles, model, definitions are not culturally specific, and there are universalities in transformational leadership archetypes. Limitations of their study include common method biases may transpire, and the use of a cross-cultural study may be advantageous in future research.

Managerial implications by Cheok and O'Higgins (2013) include transformational leadership is teachable and enhancements through training and feedback, perhaps becoming more frequently in use. In addition, transformational leadership is most effective leadership style in many organizations and industries. Future research would provide a deeper understanding of how leadership styles are changing with respect to

different levels of exposure to cultural applications, foreign values, and practices. The current study expects participants to be of several cultural backgrounds.

Lewis-Duarte and Bligh (2012) find inspirational motivation to be highly effective when in use as an executive coaching model. Their quantitative study includes 110 respondents and confirms coaching strategies align with concepts of inspirational motivation. The authors identify eleven coaching tactics that correlate with four-influence outcomes, which strengthens the understanding of when to use the appropriate tactic based on a desirable outcome. A weakness in this study design is the sole inclusion of the executive leader's participation. Should a broader group of leaders be inclusive within future research study results could vary.

In addition, inspirational motivation is valuable within executive support networks, due to role modeling, use of optimism and the use of a shared vision. McDonald and Westphal (2011) report a correlation between inspiration and motivation. The use of inspirational motivation supports CEO's and their ability for engagement within their corporation.

Researchers find the use of inspirational motivation in higher education to be the most active leadership style in use (Sadeghi & Pihie, 2013). The landscape of higher education is evolving, and the use of inspirational motivation allows leaders to use innovative and sophisticated approaches to motivating their followers and influencing the production (Al-husseini & Elbetagi, 2014).

Organizational Commitment

Organizational commitment describes an attitude towards a profession or vocation (Major, Morganson, & Bolen, 2013). An alternative definition by Meyer, Becker, and van Dick (2006) explains commitment as a “force that binds itself to a target” (p. 666) and describes that bond stems from personal development and personality. Employees shape their from organization commitment are those employees who commit to the vision of the organization have similar values, are loyal, and work to achieve organizational objectives (Pierro, Raven, Amato, and Bélanger, 2013). Lueneburger (2012) find that employees who capitalize on their strengths engage and commit.

In their extensive quantitative study Major, Morganson, and Bolen (2013) find organizational commitment correlates with “satisfaction with growth opportunities, job security, job stress, and work-family culture” (p. 301). The authors design choice to include only the information technology field and a gender difference examination limits an understanding of organizational commitment when other related factors include an inspection. Other factors may include departmental cultural influences due to the underrepresentation of women and non-traditional work shifts that may conflict with the needs of working mothers.

Through their study, Major, Morganson, and Bolen (2013) invite 1,701 participants and capture a useable sample from 1229 respondents. Participants receive a nine-item scale from Mowday et al. (1979) and a Job Diagnostic Survey (Hackman & Oldham, 1975) that provides a single-source data collection. Major, Morganson Bolen

(2013), use a hierarchical, and linear modeling, relative weight analysis, and bivariate correlations to evaluate the data.

According to Major, Morganson, and Bolen (2013), limitations include recognition of understanding characteristics of commitment, for practicality purposes. In addition, examining commitment from a retention framework may be useful if a theoretical approach is in use, which this current study will do. Recommendations from Major, Morganson, and Bolen (2013) include conducting future commitment research through a longitudinal lens because outcomes would provide a broader level of assessment of personal attribute affects.

A trigonal model of organizational commitment by Meyer, Allen, and Smith (1993) provide a context to the psychological states employees make when committing to their organization. The author's study is a follow up from an earlier study by Meyer and Allen (1991) and includes nurses as the population. Though this study is exploratory towards organizational commitment at the time, the replication may provide varying outcomes, resulting from changes in the healthcare industry, specifically, the nursing profession.

Affective, normative, and continuance commitment encompasses the organizational commitment, model. Early research by Meyer, Allen, and Smith (1993) involves a large-scale quantitative study that uses commitment theory as a framework to investigate commitment, predictors. Becker's side-bet theory frames Meyer, Allen, and Smith's (1993) extensive research study. Side-bet theory is by definition a commitment

made because of links minor interests with a commitment to an occupation (Aranya & Jacobson, 1975).

One thousand, six-hundred, sixty-two participants participate in a quantitative study, with 1265 providing functional data. Questionnaires include 7-point scales that to measure organizational commitment, continuance commitment levels, and normative commitment. In addition, a five-item Facet-Free measure is in use to supplement the data collection process. Data analysis includes using a confirmatory factor analysis of the covariance matrices, descriptive statistics, fit indexes, and reliability estimates.

Through data analysis, Meyer, Allen, and Smith (1993) find it likely to differentiate between the three aspects of commitment. The authors confirm the commitment employees make to their organization and the commitment to occupations are dependent. Considerations of duty are predictive of particular behaviors including lack of satisfaction and intentions to leave the organization. Human resource staff uses this model to assess better and facilitate longer periods of retention within their organizations, which this study seeks to capitalize on as well.

Affective commitment reflects the positive emotional attachment employees have with their organization. Employers provide the kinds of work environments that include fun events, snacks, and meals to employees, and rewards such as gift cards. Employees with an affective commitment enjoy the work they perform, their peers, and the culture in which they function. Demographic characteristics are one predictor of commitment (Meyer, Allen, & Smith, 1993). Employees who practice affective commitment seek

particular employers due to location, compensation, benefits, or reputation and retain despite financially advantageous offers.

Normative commitment occurs when employees feel an obligation towards the organization. Employees who make length-based commitments to their employers are normative committers (Meyer, Allen, & Smith, 1993). Employees who work in family-owned businesses make normative commitments throughout financially challenging times and feel allure retain until a more financially advantageous position is an achievement, or alternative employment conditions are an offer.

Continuance commitment refers to a commitment made out of fear (Meyer, Allen, & Smith, 1993). Employees who retain their employment do so out of obligation to do what they believe is right, feel they will lose friendships and will miss seniority-based benefits (such as paid time off). Employees retain their employment for many years, have tenure or an increase in age are likely to make a continuance commitment.

For a transformation to occur, the leader must be credible and provide inspiration, which results in the creation of a stronger organizational commitment. Chawla and Joshi (2010) report on the results of their qualitative study involving 16 organizations. Their research concludes the role of the CEO as the driver of the culture and developer of policies that encourage organizational commitment. The CEO creates a dynamic work culture that results in greater levels of engagement and retention. Strength to the approach taken by the authors is to include employees from both the public and private sectors, eliminating the effects independent of each other. Alternatively, because both

sectors are inclusive within the research, a comprehensive assessment of the employee and leader experiences are large and general.

Employee commitments relate employees and their ability to perform in a personally desirable culture. Calo, Roche, and Shipper (2012) refer to a company culture that is built on employee ownership, and one in which employees are inspired to a higher level of employee engagement and commitment. Turner (2012) discuss' an inclusive culture that supports higher profitability and retention, which includes a commitment by leaders, is a requirement to retain employees.

Lueneburger (2012) finds in his quantitative study involving 89 participants that a significant role of leaders is to create a culture that capitalizes on employee strengths and reinforcement through coaching. The current study seeks to build on the research by Calo, Roche, and Shipper (2012), Turner (2012), and Lueneburger (2012) that focuses on leadership and commitment. The research provides by the author an expansion of current leadership research to include the recommendation that leaders identify opportunities to capitalize on the strengths of their employees. A challenge many leaders face as they command to meet the needs of the organization simultaneously with the needs of their followers.

Employee commitments are fluid. Early quantitative research by Vandenberg and Scarpello (1994) involves a population of 455 participants, 100 through random selection. The authors design a longitudinal study that includes a large group of participants. Vandenberg and Scarpello (1994) reference cultural and occupational norms as a reality and reference occupational sociology and vocational psychology from

even earlier employee commitment research. In fact, many early research studies are in use as a foundation for their research study. Data analysis includes two phases; first, the cross-legged technique is in use. Secondly, fit was a point of examination with descriptive statistics and correlations through identification.

Vandenberg and Scarpello (1994) and Vandenberg and Seo (1992) reference the influences of employees to join their organizations and what factors lead them to retain. Those factors include “personal characteristics, expectations, job-choice experiences, and other factors brought into the organization by the individual” (p. 543). Vandenberg and Scarpello (1994), find the strength of the employee’s organizational commitment long term is by definition primarily by personal qualities, expectations, job-choice decisions and other factors t into the corporation by the employee. Managerial limitations identify ways to combat retention challenges is by increasing employee's understanding of their roles and how performance contributes to the overall success of the firm, the application of inspirational motivation does.

Limitations to the Vanderberg and Scarpello (1994) study include using only one employment setting because the authors state in particular professions employees may value the occupation more than they do the work setting. Understanding the research effects is especially useful in work settings in which humans serve such as higher education and health sciences, which this study will do as it concentrates on publicly traded for-profit colleges and universities. The authors recommend future studies identify the impactful characteristics of the employment setting as the work setting might have a greater impact on organizational commitment than personal characteristics.

Organizational commitment is necessary for the long-term success of an organization. Turnover costs negatively impact budgetary priorities; for this reason, minimizing them is purposeful. Hashim (2013) describes the relationship between leadership styles on organizational involvement, by using organizational learning and reports employee commitment contributes to the fulfillment of overall organization performance and profitability.

Fu (2014) correlates organizational commitment with job satisfaction, team cohesion, ethical behavior, and promotion. The author carefully selects the population in which to capture ethical actions, from three organizations in the construction industry where ethical decisions likely occur. In addition, Fu (2014) incorporates a large number of variables (17) that includes promotion, coworker, and supervisor satisfaction degrees that associate with leadership studies.

Fu (2014) contends employees who feel satisfaction with their employment experiences are those who take steps towards development. His quantitative research study uses a population of 1000 employees, of which 507 provide usable data. Data analysis includes zero-order correlations, ordinary least square regression, and standards regression coefficients. Study results indicate factors that affect employee commitment: character of the organization, equality, care, and concern for employees, belief in employees, and resources available (Fu, 2014; Bernardi & Guptill, 2008).

Managerial implications by Fu (2014) include growth and competition. Limitations of the study are that one industry is in use, which also had a high concentration of male employees. Fu (2014) recommends alternative industries, ones

that include a level of equality of both male and female employees and incorporates measures to capture job satisfaction and organizational commitment factors.

Hansen, Alge, Brown, Jackson, and Dunford's (2012) quantitative study includes 201 respondents who name leadership qualities as the primary influence on employee commitment. Strength to the authors approach is to incorporate ethics into a correlational study of organizational commitment. A thread common to leadership research is examining the effects of ethical or unethical behavior within organizations. In their quantitative study Hansen, et al., uses surveys to collect data and analyze the data using the structural equation modeling (SEM, using AMOS software) and defining descriptive statistics. Managerial implications include the application of social exchange theory is a predictor of employee commitment.

Limitations and future research identify as results withhold generalizations beyond the chosen corporation and the use of firm-specific variables affecting study results. Hansen, et al. (2012) state "it is important to find out if the mediating roles of social exchange will hold up when other potential mediators are investigated and/or controlled for at the same time" (p. 447). The current study will build on Hansen, et al. (2012) as alternative mediators are included as concepts.

Retention

Retention describes employees maintaining their employment through organizational commitment and loyalty (Mignonac & Richebé, 2013). Firms that experience the greatest satisfaction level of workers are those that are employee-centric (Wiley, Brooks, & Lundby, 2006). Herzberg's motivation-hygiene theory suggests

employees associate job characteristics with either satisfaction or dissatisfaction (Udechukwu, 2009).

Social exchange theory frames a quantitative study by Mignonac and Richebé (2013). The author's longitudinal study provides feedback from employee intention to turnover. A weakness of this approach avoids alternative reasons for turnover increases salary desires, geographic location changes, and educational attainment for example. Data performance uses include longitudinal, online survey, the perception of disinterested support (PDS) scale and organizational commitment levels. Seven hundred sixty-four participants qualify and participate, with 151 usable responses. The author's data analysis methods are inclusive of many techniques: exploratory factor analysis, confirmatory factor analysis, hierarchical logistic regression, the Sobel (1982) test, and non-parametric bootstrapping procedure. The authors confirm retention is an understanding through "enhancing perceptions of organizational support, organizational commitment, and lessening turnover intention" (p. 72). Human Resources agents and employees agree on terms that support the vision of the firm while compensating the employees for their performance.

Mignonac and Richebé (2013) find their implications to include an expectation that support offers will instinctively have an optimistic impact on employees' commitment and retention. Study limitations include an unawareness of the relational history between the individual and the organization. Consequently, more state-of-the-art and a refinement of methodological designs are necessary for an examination of the social exchange processes within the organization. Mignonac and Richebé (2013)

recommend in order producing relational outcomes; motions of support should receive complements by communication in an attempt to highlight the importance of a long-term relationship with employees.

Fernandez (2011) uses transformation leadership theory and grounded theory in a qualitative research study to explore the relationship between retention and transformational leadership. In-depth interviews with 25 employees use purposeful sampling from a group of 10,373 total employees. Data analysis includes the use of van Kaam's data analysis method.

Fernandez (2011) finds transformational leadership has a positive influence on retention. An identification of organizational culture or values system might provide different insight from other countries and suggests, "leaders may want to consider investing in retention because the cost of attracting and training new employees is high, and the recruitment cycle would start again, provided employees chose to leave the organization" (p. 120). Implications for leaders to consider are to understand that a lack of retention influences timeliness of product or service delivery (Fernandez, 2011). This research will build upon Fernandez (2011) in that it will seek to gain a broader understanding of associations between inspirational motivation and retention.

Doh, Stumpf, and Tymon's (2011) research study provides for an examination of leadership and retention. The author's use of stakeholder theory provides a theoretical framework for their study. Stakeholder theory addresses morals and values in managing an organization (Doh, Stumpf, & Tymon, 2011). A vast quantitative study with online surveys from 9301 random employees with random identification; include 4352

responses using a random sampling technique. Unique from other studies, the large participation rate is beneficial to the study analysis process as bias is virtually non-existent. In addition, the authors support from 28 global organizations rarely seen in previous studies. Analysis of data occurs through principle component factor analysis with Varimax rotation, descriptive statistics, and coefficient alpha estimates of internal consistency.

Study results by Doh, Stumpf, and Tymon (2011) provide strengths and highlights the critical role of leadership in the retention of employees, and propose that there may be both individual and organization effects on retention. The authors find creating a leadership paradigm and focusing on a retention assessment a year later reduces the mistake that associates interpretation effects of retention. In addition, highly effective leadership, retention, and successful performance of an organization are a correlation. The current research will seek similar associations.

The use of leadership qualities inhibits turnover and builds engagement through relationship building, trust, and the use of motivation. Recommendations Doh, Stumpf, and Tymon (2011) offer are meaningful leadership actions are only through appreciation and recognition if of value to their followers. Implications include evidence of the imperative effects of administration and its components in a major emerging market country.

Hausknecht, Rodda, and Howard (2009) create a model of 12 retention factors including organizational commitment and found higher performing employees are more likely to display engagement. The author's use of the theory of organizational

equilibrium implies attractiveness and ease of movement are the primary drivers of retention. In addition, equity theory is in use to frame their study as well. Equity theory correlates employee satisfaction, performance, and retention.

An enormous mixed-methods study that utilizes data collection through an annual employee opinion open-ended survey includes one question that employees are a requirement for the type of response. Invitations to thirty-four thousand, eight hundred forty-two employees to participate and 24,829 provide responses. Studies of this magnitude are rare, as the level of resources necessary to carry out such a study is not often devotion. In addition, the authors in the study design process create a content model of 12 retention causes, typically unseen in previous studies.

Data analysis includes an examination of the written responses through ATLAS, including a withdrawal of raw data 5%. Hausknecht, Rodda, and Howard (2009) identify collective responses using a grouping of the line-by-line analysis and word frequency techniques link to categories and keywords. In addition, ANOVA and MANOVA techniques are in use.

Hausknecht, Rodda, and Howard (2009) find retention factors by high performing and salaried workers are more likely to identify advancement possibilities and organizational status as retention factors. Whereas, under performers and hourly workers are more likely to identify extrinsic rewards. Study limitations include a lack of descriptions to describe central psychological processes underlying retention by participants. In addition, other economic factors such as market-related, behavioral, or demographic factors occasionally affect retention. The current study will use an

alternative approach, one that focuses directly on leadership behaviors and the effect on retention.

Recommendations by Hausknecht, Rodda, and Howard (2009) include an identification of the value employees place on organizational prestige and correlate it with retention. In addition, the authors suggest there might be value in applying retention strategy designees for individuals and groups instead of a large-scale program.

Managerial implications identify indicate organizational commitment is present in nearly every model of employee turnover.

Profitability

Beasty (2007) describes profitability as “the ultimate determinant of a company’s success or failure” (p. 19). While every firm seeks to gain profit, for the purpose for financial allocation is variable. Executives identify revenue sources and develop policies to support them.

Based on a mixed-methods study by Rundall, Oberlin, Thygesen, Janus, and Schrimsher (2012), the authors find organizational culture; management, monitoring systems, and governance policies correlate with profitability. The authors seek to understand how profitability can reach achievement on the industry average of only 33% reaching a profitable position. While most research studies use frameworks to apply recommendations that result in profitability, this study focuses on direct applications that would likely provide financial returns.

The authors use a quantitative approach to analyzing a public financial data collection from 22 organizations that experience profitability. Second, a qualitative

approach is in use to capture leadership insights from 28 leaders whose organization that also had experience profitability. Firms of interest for analysis are by determination of robust financial performance and additional financial criteria including Moody's and S&P credit ratings. The authors prefer a qualitative data analysis by content analysis in use of constant comparative and independent comparison methods.

Results by Rundall, Oberlin, Thygesen, Janus, and Schrimsher (2012) find strategic initiatives, operational practices, organizational vision and values, governance, workforce recruitment and commitment, and a robust management leadership team as high indicators of profitability. Study limitations include a research structure to include only profitable firms. The authors question whether companies that are not profitable would provide similar results. Future research Rundall, Oberlin, Thygesen, Janus, and Schrimsher (2012) identify a more comprehensive study design that encompasses comparisons of policies and practices that affect profitability. As well, future research should include longitudinal studies to understand a broader impact on profitability resulting from other effects that affect a firm's performance and outside impactful factors. The current study will gather profitability data and evaluate firms that both do or do not experience profitability.

Employee performance is critical to a firm's financial success (Thalman & Brettel, 2012). A primary role of a leader is to influence profitability and employee performance is a frequent source of emphasis. Thalman and Brettel's (2012) quantitative study assesses the correlations among corporate structure, organizational culture, leadership style, and profitability.

The authors frame their study using contingency theory from a behavioral and organizational context. The authors reflect on the combination of internal and external pressures leaders face to achieve profitability. The drive to achieve financially while balancing the needs of their employees is the goal of the study designers.

Questionnaires that include questions with Likert-style scales are in use as data collection instruments. Three hundred eighty-one responses are viable for analysis. Thalmann and Brettel's (2012) analysis includes the use of using the confirmatory factor analysis to eliminate bias and test validity and to test multicollinearity. Descriptive statistics is inclusive with managerial implications reporting bureaucracy as a challenge within firms.

The authors report high levels of impact on a firms' ability to reach profitability because time and human capital are in demand whereas concentrations of bureaucracy involves higher levels of independence, decision making, and less human capital is in use. The authors identify the methodological and theoretical approaches to limitations and recommend future research could incorporate leadership styles as a variable to analyze, with an additional limitation resulting from one employee representing one firm. Thalmann and Brettel (2012) suggest future research include study designs that incorporate a large number of employees participate, because many employees provide variable responses with a goal of a larger scale of comprehensiveness, which the current study will do.

Competitive advantage is regularly the attainment firms strive for (Fabling & Grimes, 2007). Linking performance to profitability through organic means is a driver

for many leaders. Innovating technology, products, and services that will attract new customers or enhance business offerings are a common business focus. Strategic leadership activities comprise aligning strategic direction, vision, and managing talent simultaneously.

Toor and Ofori (2010) study leadership and human capital as measures of competitive advantage. The authors frame their study from a positive psychology stance and use an optimistic strategy when outlining factors such as hope, optimism, resiliency, and self-efficacy. In addition, predictions of outcomes are available. In their mixed-methods study, the authors use a cross-sectional design. The authors suggest firms should “manage their talent and train the professionals to be better leaders and followers who are inspired to think innovatively, possess positive psychological capacities, and have the highest sense of authenticity to contribute to the achievement of the organizational objectives” (pg. 341).

Toor and Ofori (2010) use the MLQ Form-5x and PsyCap instruments within the questionnaires. Interviews with study participants are the first stage of the study with 90 managers, from nominations by senior leadership to participate. Managers participate using a systematic purposive sampling approach in selecting managers. Questionnaires are incorporative within the second stage of the study, of which 32 responses are providers of responses. Data analysis methods include Cronbach’s coefficient analysis, descriptive statistics, and zero-ordered correlations.

Results by Toor and Ofori (2010) suggest firms should invest further in human resources and human capital to increase organizational performance. The authors

identify future research to include a larger sample of data to analyze. Toor and Ofori (2010) reflect on the use of purposive sampling technique and the resulting small sample size. The authors recommend future studies seek to gather a larger sample size. The authors also suggest a longitudinal design approach that could provide additional validation attempts. Finally, the authors recommend data from self-reporting as a limitation, and future research could incorporate data collected from peers and subordinates to examine associations.

Summary

Due to the vital roles leaders play within an organization, future research is necessary to understand the relationships that exist between leadership, organizational commitment, retention, and profitability. O'Connell and Larrere (2010) reference the link between a firm's successes, leadership development, and suggest prodigious leaders create environments that drive performance and inspire employees to achieve goals. Leadership styles and development, in particular, are of interest, as associations exist between profitability (Zenger, Folkman, & Edinger, 2009). Leadership supporters insist executives are responsible for strategy formation and performance (Waldman, Ramirez, House & Puranam, 2001). Nwabueze (2011) note an effective leader is one who motivates others to achieve organizational goals.

This research study will contribute to the body of inspirational motivation effects on organizational commitment, retention, and profitability research. Insights from past research provide a framework, study design influence, and approach to associations that

may exist. Finally, this research can provide valuable offerings to leaders who seek to enhance the performance of their followers and increase profitability gains within their organization.

CHAPTER 3. METHODOLOGY

Transformational leadership research is abundant, yet few studies approach characteristics of transformational leadership within higher education from an employee retention or profitability standpoint. This research will provide a better understanding of inspirational motivation, followers connect with to retain within their organization and extend the hypothesis further by purporting higher retention achievements impact the profitability of the organization. According to Hartog, Van Muijen, and Koopman (1997), transformational leadership theories forecast employee's emotional attachment to their leaders and stimulate desirable behaviors because of the leader's behavior.

Research Questions

Three research questions will investigate the linear association between the uses of inspirational motivation on retention as it relates to organizational commitment and profitability:

Table 1. *Variables in the Study*

Variable	Independent	Dependent
	A leader's use of inspirational motivation	Retention Organizational commitment Profitability

RQ1: Is there a significant association between the level of a leader's use of inspirational motivation and an employees' commitment to an organization?

RQ2: Is there a significant association between the level of a leader's use of inspirational motivation and organizational profitability?

RQ3: Is there a significant association between the level of a leader's use of inspirational motivation and an increase in employee retention?

Research Design

Maximizing profitability is paramount for publicly traded for-profit colleges and universities. Effectively managing employee retention will effectively reduce the costs turnover present (Holmes, Chapman, & Baghurst, 2013). The aim of this research is to gather data, using a correlational quantitative approach that provides insight into behaviors inspirational motivation influence within for-profit educational settings. Leaders are responsible for generating profit-influencing activities and are the primary cultivators of the culture of an organization (Oreg & Berson, 2011).

The population for this study included publicly traded for-profit college and university employees. The study design established a frame of reference as the administrator within for-profit educational institutions. It is their experience and desire to retain by Thwala and Monese's (2012) locus that human capital is a firm's most valuable asset.

Population Sample

The population for this study consists of employees from publicly traded colleges and universities, who meet the participant definition described below. Participants are all

working part or full time and receive supervision from a leader in a position as supervisor, manager, or director. In addition, a publicly traded, for-profit college or university must employ all participants.

The population will be derivative from existing Qualtrics panelists. Qualtrics, a panel aggregator, develops panels of individuals that employ the qualifications and requirements to participate in this study. Only individuals that result from Qualtrics recruitment will participate in this research study. Qualtrics normally uses active market research panels and social media to access pools for recruitment purposes. In the event specific market groups are a need for targeting, customization can be a request made (“Esomar”, 2014).

Potential participants will receive an email requesting their participation in a market research survey. Within the invitation, participants will learn that the survey is solely for research purposes, if there are incentives they will receive, and an approximate suggestion of time they survey can take (“Esomar”, 2014). Participants then decide their willingness to participate in this voluntary survey.

A requirement that all respondents must meet the design requirements: that they are a staff or faculty member, working for a publicly traded college or university who works under a leader who holds the title of leader, manager, or supervisor. The sampling method with preference is the random sampling method. The random sampling method will be in use to select a minimum of 250 participants from the population of respondents. A random sampling technique will be in use to minimize any bias that might exist (Singh & Solanki, 2013). A collection of demographic information from

respondents includes gender, age, and educational attainment and is for statistical purposes only. Electronic survey invitations with explicit directions on how to participate, length of the survey and approximate time to complete provide the respondents preparation information.

Setting

An ontological approach stemming from a structural equation model (Thompson, 2011) is in use to construct this correlation-based study. Participants will be completing their surveys within their personal environments. Providing direction around the confidentiality of their responses and an explanation of the value will seek to influence honest answers and a consideration of the genuine experiences they face. In addition, encouragement to respondents to maintain the privacy of their participation in the study and not share their responses with others (including other participants) will be within their survey directive. Sampling invitations will provide and will allow respondents a three-week window to respond. After ten days without a response, an email reminder to respondents reminding them to complete the survey link sent to them.

Instrumentation/Measures

Instrumentation in use will consist of a custom survey to include all aspects of study design: inspirational motivation, employee commitment, retention, and profitability. A survey built using the MLQ (Form 5x-Short), the Global Measure of Job Embeddedness, and the Relationship Performance Scale will provide questions to capture leadership, commitment, retention, and profitability measures. The questions in use within this survey include all questions that exist within the MLQ (5x-Short) (including a

subordinate rating scale for their leader), the Global Measure of Job Embeddedness, and the Relationship Performance Scale. Questions within the MLQ (5x-Short), Global Measure of Job Embeddedness, and the Relationship Performance Scales are answerable using a Likert-scale. Within the MLQ (5x-Short) respondents choose from one of five answers ranking from *not at all* to *frequently, if not always*. Respondents answering the Global Measure of Job Embeddedness questions within the survey will choose between five answers ranging from *strongly disagree* to *strongly agree*. Finally, respondents answering the Relationship Performance Scale will choose between five answers ranging from *very bad* to *very good*.

Deletion or modification of questions will not occur. Qualtrics will be the provider of choice due to the customization options, quality of products, and the capability to incorporate a combination of instruments, individual needs of the researcher and data analysis tools available.

Data Collection

Respondents will submit data to Qualtrics. Once the response period ends, an examination of responses will complete the collection process. An assessment will determine whether the minimum number of responses is in receipt. If not, an additional request to further the study through the collection of additional surveys to ensure a minimum number of usable responses is within the study design.

Treatment/Intervention

A correlational design will be in use and is important to represent the approach to understanding the various impacts of inspirational motivation on retention, commitment,

and profitability. According to Ghauri and Gronhaug (2010), quantitative research designs involve seeking the relationships between variables and once understood the additional evidence that will either support or nullify the hypothesis.

The independent variable is a leader's use of inspirational motivation.

The dependent variables include employee commitment, employee retention, and profitability.

Measurements will seek to support the following hypotheses:

RQ1: Is there a significant association between the level of a leader's use of inspirational motivation and an employees' commitment to an organization?

H1₀: A significant association does not exist between the level of a leader's use of inspirational of motivation and employee engagement.

H1_A: A significant association exists between the level of a leader's use of inspirational motivation and employee engagement.

RQ2: Is there a significant association between the level of a leader's use of inspirational motivation and organizational profitability?

H2₀: A significant association does not exist between the level of a leader's use of inspirational motivation and profitability.

H2_A: A significant association exists between the level of a leader's use of inspirational motivation and profitability.

RQ3: Is there a significant association between the level of a leader's use of inspirational motivation and an increase in employee retention?

H3₀: A significant association does not exist between the level of a leader's use of inspirational motivation and retention.

H3_A: A significant association exists between the level of a leader's use of inspirational motivation and retention.

An ordinal scale will be in use to understand associations between dependent variables and is appropriate for this type of study since the measurements of attitudes and perceptions are in relation. Statistical tests will be in use to capture the significance of variables includes a Chi-Square test that will provide a p-value. Statistical significance to be in use within this study is .05. For this reason, a rejection of the null hypothesis will occur if $z \leq .05$. Expectations of normality departures exist. However, the normality assumptions are within anticipation to be symmetric to its mean (Anderson, Sweeney, & Williams, 2015).

Data Analysis

In addition, calculations of, scrutiny of, and hypothesis testing will support or reject through analysis and standard deviation collections. Performances of supplemental analytical activities including regression procedures to enhance the examination of data understand bias, and judge normality and validity will complete the analysis process. SPSS software the preferable tool to conduct such analysis, SPSS software is widely in use within social science research, is easily accessible by the researcher, user-friendly (to reduce errors) and editable (Ghuri & Gronhaug, 2010). In addition, a probability sample is a preferable method to decrease the occurrence of sampling errors that may transpire (Ghuri & Gronhaug, 2010).

Validity and Reliability

Valid and reliable data is crucial to the credibility of this research study. Multiple normative checks will complete the data collection validity testing. Identifying, questioning, and removing outliers are also within the plan (Anderson, Sweeney, & Williams, 2015). Considerations made in the selection of the instruments include the validation and reliability (including Cronbach's alpha) of past uses of the MLQ (5x-Short) and Organizational Commitment Questionnaire, tools both in extensive use and for many years, proven as reliable and validating. The Cronbach's alpha for the MLQ (5x-Short, inspirational motivation dimension is 0.91 (Zacher, Pearce, Rooney, & McKenna, 2014) while the Cronbach's alpha for the Global Measure of Job Embeddedness is .88 (Crossley, Bennett, Jex, & Burnfield, 2007). The Relationship Performance Scale is a single item of measurement thus; no test of invariance across samples is plausible (Wiley, Wilkinson, & Young, 2005).

Ethical Considerations

The research conduct planning structure includes a thorough consideration, design, implementation, examination, and staging of their findings (Academy of Management, 2012). Institutional Review Board approval was received and an informed consent form of acceptance was required by all respondents. Privacy and confidentiality agreements will be in use and management with the utmost care by the researcher will occur. While privacy and confidentiality are within the study design, as all responses are, anonymous respondents will have the encouragement to participate wholeheartedly with the intent of improving leadership techniques within for-profit educational institutions

and ultimately improving their workplace enjoyment and satisfaction. Data is within the plan to existing with the utmost of security and is within a secure location for at least seven years. Only the researcher will hold study results once the study is to completion. At no time will individual survey results be available for public viewing with any of the participating institution staff.

CHAPTER 4. RESULTS

Ongoing leadership research is necessary as the business environment is dynamic, and the needs of employees, leaders, and operations are constantly changing. Grasping an understanding of effective leadership methods can assist in understanding the needs of employees, and facilitate the implementation of company policies. In addition, leadership models affect an employee's experience with their leader and their organization (Oreg & Berson, 2011). An analysis using a dataset and examination of employee participants who rate their experience with their current leader and attitudes around their leader, culture, and profitability provide insight into associations between leadership styles and commitment, retention, and organizational profitability.

Advancing the Research

This research is useful for enhancing the delivery of quality and effective leadership. Gaps in leadership research exist within the for-profit college and university settings, and this research sought to reduce that gap. Leadership research within the higher education industry has mainly been a focus within the brick and mortar traditional delivery methods of higher education. Only in the last three decades have for-profit, publicly traded education providers become an alternative to gain higher education. Online or hybrid delivery models are convenient and flexible options, busy working professionals find attractive (Longden & Bélanger, 2013).

Summary of Methodology

The methodology chosen for this study was quantitative. This approach was an attractive choice due to its ease and acceptance already in use within the online and hybrid environments for-profit publicly traded colleges and universities. In addition, using a broad spectrum of likely participants provides a vast scope of respondents. The minimum age of respondents, was 18 and who all reported to a supervisor, manager, or leader in order to participate.

Employees within the for-profit publicly traded college and university comprised the Qualtrics panel in use within in this study. A panel ensured wide ranges of employees participated. This study mimicked the size and methodology in use within alternative research; however, the population was much broader and contained fewer limitations. Few targets were in use in soliciting participants. Opening a large scope of panelists for Qualtrics assured the participation level sought would be adequate.

Descriptive and inferential statistics analysis will comprise the following sections of Chapter 4. Statistical methods including the use of SPSS software assist in Chi-Square test for independence, correlation, and Cronbach's Alpha. Finally, limitations and assumptions provide clarification into insights into bias or associations within the data.

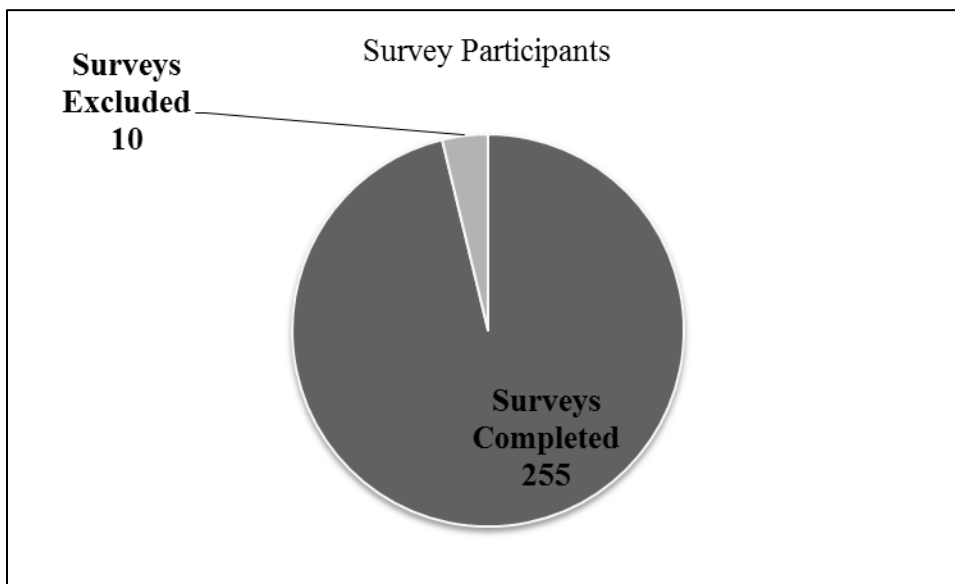
Data Analysis

Data Collection

An IRB approval of this study was granted on June 22, 2015, and data collection occurred between June 22 and June 24, 2015. The objective was to collect a minimum of 250 responses through a Qualtrics panel surveying technique. Two hundred fifty

participants providing usable data is considered a suitable sample size representing the broad population of staff and faculty members who work with publicly traded colleges and universities. More than 2,500 staff and faculty of publicly traded colleges and universities reported receiving the surveys. Of these, ten surveys are unusable, as they are not complete, or the participant did not agree to consent, or there were concerns with a lack of quality. Two hundred fifty-five surveys are usable for analysis.

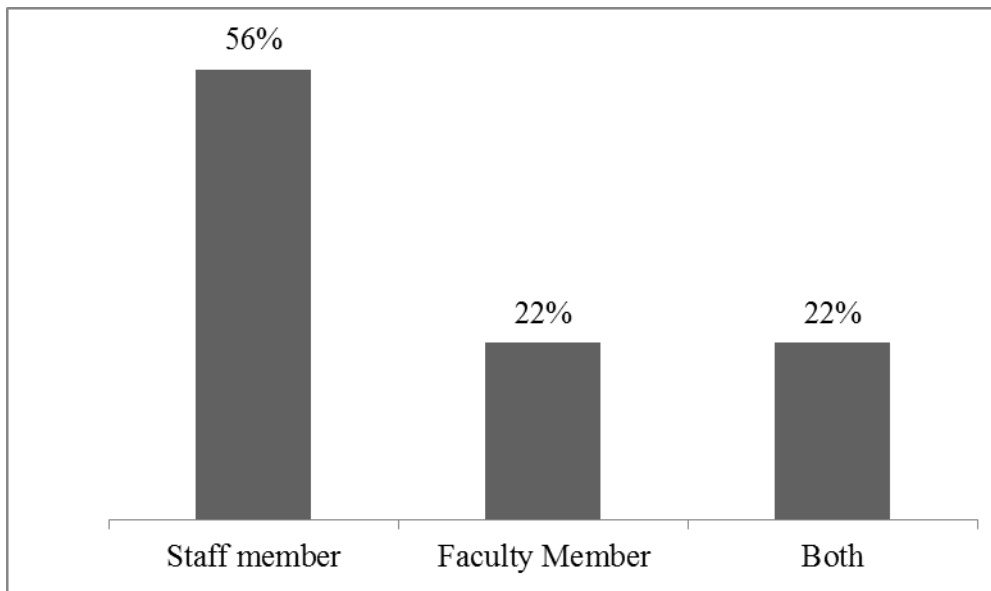
Figure 3. Survey exclusion and completion results



Descriptive Statistics

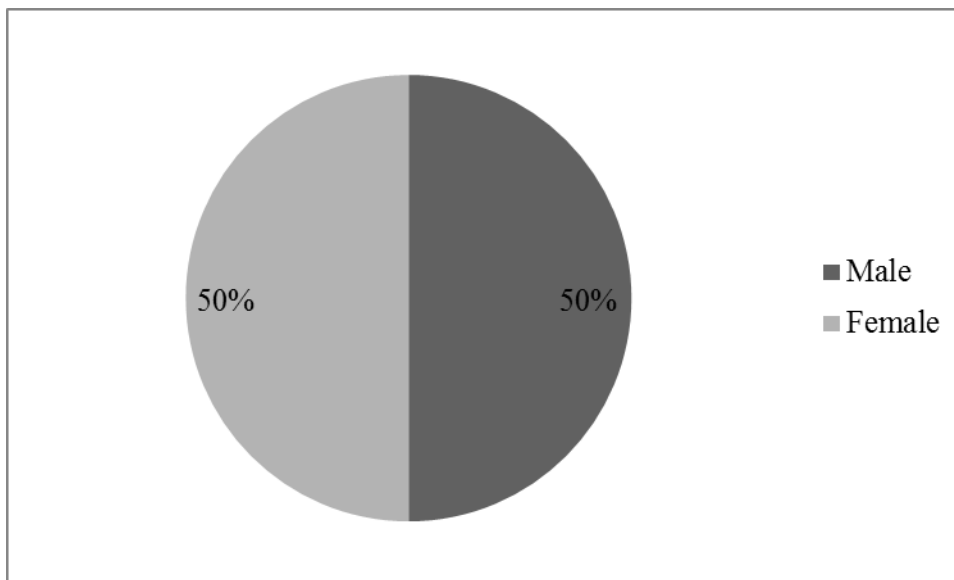
The study design included staff and faculty of publicly traded colleges and universities with additional demographic characteristics collected. Respondents identified whether they are staff, faculty, or considered themselves holding a combination of roles, gender, age (by groups), and their educational attainment. From a role perspective, Figure 4 shows that 56% of the respondents were staff, 22% were faculty, and 22% were both.

Figure 4. Number and percent of respondents by role



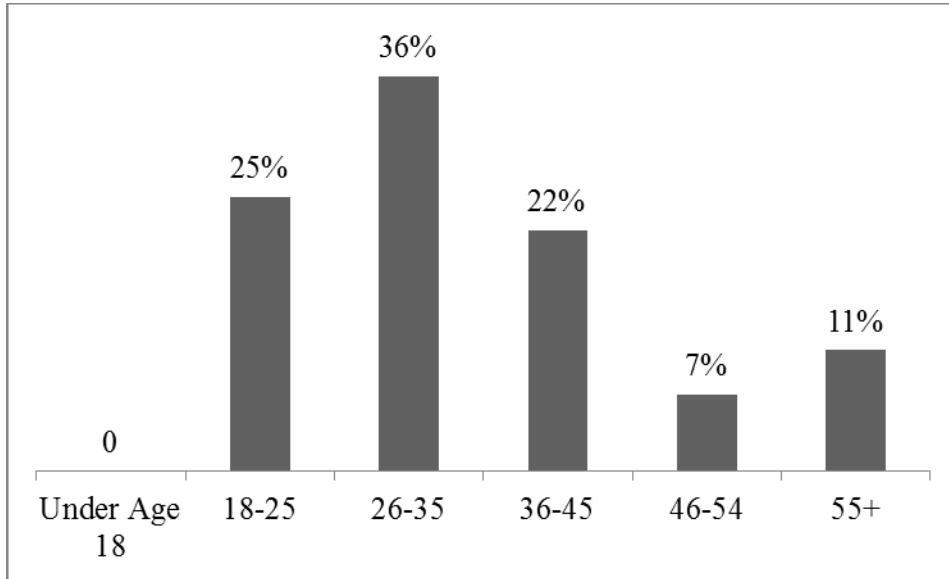
From a gender perspective, Figure 5 shows that 50% of the respondents identified themselves as men and 50% as women.

Figure 5. Number and percent of respondents by sex



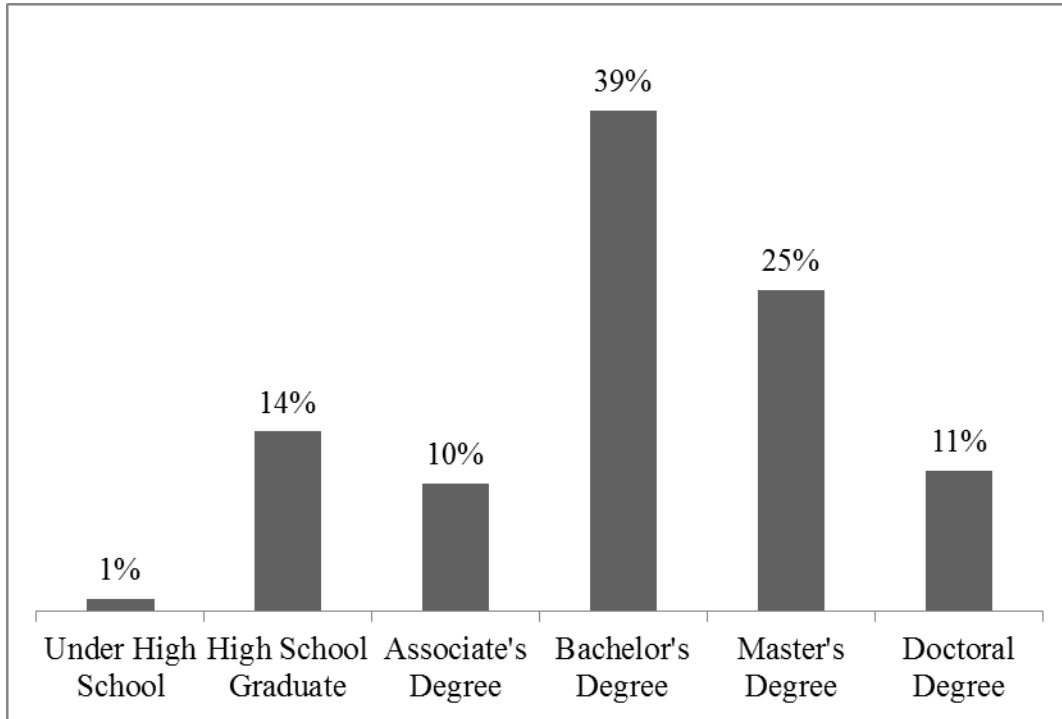
Screening requirements required respondents be a minimum of 18 years of age. Twenty-five percent of respondents were within 18-25 years of age, 36% were within 26-35 years of age, 22% were within 36-45 years of age, 7% were within 46-54 years of age, and 11% were aged 55 or over.

Figure 6. Number and percent of respondents by age



Staff and faculty of publicly traded colleges and universities hold a wide range of educational achievements. One percent of the respondents report not holding a high school diploma, 14% of respondents were high school graduates, and 10% hold an associate's degree. 39% of respondents hold a bachelor's degree, 25% hold a master's degree, and 11% of respondents hold a doctoral level degree.

Figure 7. Number and percent of participants by educational attainment



Inferential Statistics

The reliability measures of variable categories are a predetermination by an assessment of Cronbach's Alpha. Categories of assessment include four items from the leader's use of inspiration and the MLQ (5x-Short) and seven items from The Global Measure of Job Embeddedness identifying commitment and retention. The variables of a leader's use of inspirational motivation and a combination of organizational commitment and retention rate high reliability with .859 and .814, respectively. A reliability assessment of profitability was not possible as the instrument that measures profitability,

the Relationship Performance Scale, includes only one question, and was therefore under the minimum level of analysis measurement requirements.

An exploratory factor analysis provides parametric data that separates items from

The Global Measure of Job Embeddedness into commitment and retention respectively.

Table 2. *Cronbach's Alpha*

Variables	Cronbach's α items	Cronbach's α standard items	M	$var(X)$	$std(X)$	Items
IM	.859	.858	14.75	13.765	3.710	4
OC/RET	.814	.837	30.80	64.053	8.003	7
OC	.869	.875	23.000	46.165	6.375	5
RET	-.044	-.048	7.80	5.79	2.276	2
PROF						1

Note: IM = Inspirational Motivation, OC/RET= Organizational Commitment/Retention, PROF=Profitability.

An exploratory factor analysis (EFA), a widely used statistical tool, was in use to extrapolate data necessary for analysis within this study (Osborne, Costello, & Kellow, 2008). Commitment and retention components from the Global Measure of Job Embeddedness are a determination of by conducting an exploratory factor analysis (EFA). The EFA provide results that are then further analyzed for the purpose of addressing research question 1 and research question 3.

Table 3. *Exploratory Factor Analysis*

Component	Matrixa	Component
	1	2
OC/RET1	.822	-.179
OC/RET2	.870	.074
OC/RET3	.867	.197
OC/RET4	.701	-.115
OC/RET5	.836	.121
OC/RET6	-.047	.972
OC/RET7	.817	-.077

Note: Extraction Method: Principal Component Analysis

a. 2 components extracted

A variable analysis assesses inspirational motivation, commitment, and retention data. A parametric relationship between the organization commitment/retention factors two and six was a determination using an exploratory factor analysis. Factors one, three, four, five, and seven are characteristics that are measurements of commitment.

Chi-Square for independent measurements was the primary technique in use throughout the analysis. Chi-Square was a common tool in use due to its strength in determining whether relationships exist and if so, whether the relationship was significant. The level of significance chosen for this study was $p > 0.05$ for assessing the data for validity and hypothesis testing. The null hypothesis was rejected at 0.05 significance levels or greater.

Findings

Research Questions

Research Question 1: Is there a significant association between the level of a leader's use of inspirational motivation and an employees' commitment to an organization?

An evaluation of whether a significant association exists between the level of a leader's use of inspirational motivation and an increase in organizational commitment was answered by The first research question and the following two hypotheses provide the answer:

H₁₀: A significant association does not exist between the level of a leader's use of inspirational of motivation and employees' commitment to an organization.

H_{1A}: A significant association exists between the level of a leader's use of inspirational motivation and employees' commitment to an organization.

Table 4. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Commitment (Factor 1)*

Variables	Pearson Chi-Square	Df	p-val
IM1	.000	16	.411
IM2	.000	16	.486
IM3	.000	16	.474
IM4	.000	16	.489

*Significant at the $p < 0.05$.

Table 5. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Commitment (Factor 2)*

Variables	Pearson Chi-Square	Df	p-val
IM1	.102	16	.303
IM2	.003	16	.377
IM3	.000	16	.485
IM4	.000	16	.485

*Significant at the $p < 0.05$.

Table 6. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Commitment (Factor 3)*

Variables	Pearson Chi-Square	Df	p-val
IM1	.019	16	.342
IM2	.005	16	.366
IM3	.001	16	.401
IM4	.001	16	.396

*Significant at the $p < 0.05$.

Table 7. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Commitment (Factor 4)*

Variables	Pearson Chi-Square	Df	p-val
IM1	.053	16	.320
IM2	.005	16	.368
IM3	.001	16	.488
IM4	.001	16	.469

*Significant at the $p < 0.05$.

Table 8. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Commitment (Factor 5)*

Variables	Pearson		
	Chi-Square	Df	p-val
IM1	.000	16	.431
IM2	.000	16	.474
IM3	.000	16	.559
IM4	.000	16	.552

*Significant at the $p < 0.05$.

Tables 4-8 report p-value results from each of the Chi-Square tests associating the inspirational motivation and commitment provide results indicating a lack of significant association between the two variables. Therefore, the null hypothesis should be accepted, and the alternative hypothesis rejected because in all cases $p > 0.05$.

Research Question 2: Is there a significant association between the level of a leader's use of inspirational motivation and organizational profitability?

The second research question and the following two hypotheses provide the answer to an evaluation of whether a significant association exists between the level of a leader's use of inspirational motivation and an increase in organizational profitability.

H₂₀: A significant association does not exist between the levels of a leader's use of inspirational motivation and profitability.

H_{2A}: A significant association exists between the levels of a leader's use of inspirational motivation and profitability.

Table 9. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Profitability*

Variables	Pearson		
	Chi-Square	Df	p-val
IM1	.000	16	.612
IM2	.000	16	.525
IM3	.000	16	.610
IM4	.000	16	.626

**Significant at the $p < 0.05$.*

Table 9 reflects high levels in all p-values and indicated that a significant association does not exist between a leader's use of inspirational motivation and profitability. For research question two, the null hypothesis is accepted, and the alternative hypothesis rejected because $p > 0.05$.

Research Question 3: Is there a significant association between the level of a leader's use of inspirational motivation and employee retention?

The third research question and the following two hypotheses provide the answer to the evaluation of whether a significant association exists between the level of a leader's use of inspirational motivation and an increase in employee retention.

H₃₀: A significant association does not exist between the level of a leader's use of inspirational motivation and retention.

H_{3A}: A significant association exists between the level of a leader's use of inspirational motivation and retention.

Table 10. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Retention (Factor 1)*

Variables	Pearson		
	Chi-Square	Df	p-val
IM1	.000	16	.433
IM2	.000	16	.432
IM3	.000	16	.507
IM4	.000	16	.458

*Significant at the $p < 0.05$.

Table 11. *Chi-Square Test of a Leader's Use of Inspirational Motivation and Retention (Factor 2)*

Variables	Pearson		
	Chi-Square	Df	p-val
IM1	.070	16	.313
IM2	.121	16	.298
IM3	.018	16	.343
IM4	.002	16	.383

*Significant at the $p < 0.05$.

Tables 10 and 11 reflect results that indicate a lack of association exists between a leader's use of inspirational motivation and retention. Results confirm the null hypothesis should again be accepted, and the alternative hypothesis rejected based on $p > 0.05$.

Summary

The purpose of this study was to assess whether a significant association exists between the independent variable inspirational motivation, and dependent variables organizational commitment, retention, and profitability within for-profit publicly traded

colleges and universities. Building on the inspirational motivation research by Phipps, Prieto, and Verma (2012), understanding the effects of inspirational motivation on employees and their performance is significant. Qualtrics distributed the online survey to a broad range of panelists throughout the United States, representing a wide distribution of the employees employed as staff and or faculty within publicly traded colleges and universities. Two hundred fifty-five responses were used through an analysis analyzed for descriptive and inferential statistics. Cronbach's Alpha, Chi-Square for independence testing, and an explanatory factor analysis were the analysis techniques in use within this study. Results confirmed there was no association between the independent variable inspirational motivation, and dependent variables commitment, retention, and profitability within for-profit publicly traded colleges and universities.

A limitation of the data collection process includes a reliance on Qualtrics panel respondents. Participants completed the survey with the assumption that they were in a private setting provided an honest assessment of their interpretation of their leader and their organization. Less than 10% of the respondent population chose to return surveys, which resulted in a lack of a true representation sample. In addition, there was insignificant evidence within this study to suggest the relational qualities that respondents had or did not have with their leader. Had inclusions been made to address the length of time a respondent worked with their leader or a request to understand the quality of the relationship with the leader been addressed, results may have been more indicative of the relational characteristics between respondents and their leaders. Chapter 5 will further examine the results from this research and propose conclusions and recommendations.

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

Discussion

The research objective was to evaluate if an association between inspirational motivation and commitment, retention, and a firm's profitability exists. Through a quantitative study, using Chi-squared testing and p-value determinations, data analysis resulted in no associations existing between a leader's use of inspirational motivation and commitment, retention, or profitability among staff and faculty of for-profit, publicly traded colleges and universities. In addition, a rejection of all three research questions occurred resulting in an acceptance of the null hypotheses. The findings are inconsistent with earlier transformational leadership studies and fail to provide insight into the effects of inspirational motivation, on commitment, retention, or a firm's ability to increase its profitability.

This research builds upon the work of Phipps et al.'s (2012) inspirational motivation and research within the higher education industry representing for-profit colleges and universities. The findings of leadership research within higher education primarily focus on traditional colleges and universities and retention research tends to comprise student retention, rather than employee retention. As business leaders seek profitable solutions to promote engagement, commitment, and retention of their staff, identifying and utilizing, leadership styles and approaches can optimize employee performance, signifying the importance this research holds.

The researcher expected this research would follow earlier research and lead to positive associations between inspirational motivation, commitment, retention, and profitability. Leadership with positive and affirming qualities associates with positive outcomes and employee experiences in the workplace, was another expectation, but did not lead to a confirmation. Past researchers identify trust as a major component of inspirational motivation, resulting in following studies linking trust to engagement and commitment (Khattak, Shah, & Said, 2014). The researcher inquired about trust specifically through the MLQ (5x-short) instrument, the data analysis did not reflect analysis of trust as a study variable.

An assessment of the lack of association between inspirational motivation and commitment, retention, and profitability was important to note. Through three separate analyses, inspirational motivation was found each time to lack an association to the dependent variables. This result raises questions about the efficacy of inspirational motivation.

This research was an important contribution to the body of leadership knowledge because the study resulted in a lack of associations between inspiration motivation and commitment, retention, and profitability, which indicates more research, is needed to understand inspirational motivation effects in this particular industry and others. While inspirational motivation did not prove to be relational to the variables within this study, future research could or could not result in the validation of inspirational motivation outcomes. In addition, by singling out inspirational motivation from the three other characteristics of transformational leadership (idealized influence, intellectual

stimulation, and individualized consideration) an awareness of variable outcomes that are only in use with inspirational motivation was available.

New knowledge from this study was not consistent with earlier research of the validity of inspirational motivation and positive profitability outcomes. Examinations of profitability outcomes are a key to understanding ways in which leaders can positively influence profitability gains in their organization. Consistent assessments of capital usage are important because inefficiencies and performance inhibitors interfere with profitability gains. Further research into leadership associations and profitability are necessary to draw additional conclusions.

Practical applications of this research are necessary to the use of inspirational motivation as it was not associated with employees desire to commit, retain, or affect the profitability of an organization. Alternative sources that drive employee experiences within organizations are necessary to understand ways to increase profitability. In addition, considering transformational leadership in its entirety within organizations instead of separating inspirational motivation from the other characteristics provide relational outcomes to commitment, retention, and profitability.

Implications

Inspirational motivation is a key characteristic of leadership approaches as evidenced in previous research. However, through this study the associative qualities are not found to be useful when encouraging employees to commit to their organization, nor retain for longer periods, or affect the organization's profitability. Perhaps, an

association with other employee behaviors exists between inspirational motivation within organizations.

An implication of this study to the greater research community was that the results do not align with the outcomes of previous studies. Several research studies link transformational leadership to employee engagement, commitment, and retention (Lavigna, 2012; Gaan & Bhoon, 2012; Yang, et al. 2011). In addition, the research design includes one of four characteristics within this study and suggests the importance of future examinations of transformational leadership characteristics, separately, instead of as a group.

Random sampling provides a representative sample approach to the generalizability of data collection. Capturing a wide sample provides a truer representation of the total population. In addition, assumptions can offer information as a foundation to develop theories and reduce bias (Singh & Solanki, 2013). The sampling method in use within this study provides respondent data that fits the qualifications. In addition, as a wide sample from a very broad population of staff and faculty that work within for-profit publicly traded colleges and universities, provides a generalizability and a representation of the population as a whole.

Employee commitment, retention, and profitability gains exist within for-profit publicly traded colleges and universities, however this research does not glean reasons why, it only indicates the inspirational motivation was not a contributing factor. Furthermore, alternative research designs may provide insight this study did not, such as a quantitative approach that would allow more dialogue into employee responses. Future

research is needed into leadership effects and organizational culture to understand where the relational aspects exist.

A significant lack of associations between a leader's use of inspirational motivation and commitment, retention, and profitability was a surprising conclusion. Of the three dependent variables: commitment, retention, and profitability, none of the variables are a linkage to a leader's use of inspirational motivation, within this study. Based on this outcome, a researcher may seek to understand the inclusion of inspirational motivation as a sole independent variable and in future research consider using a substitute independent variable.

Several theoretical and practical applications are useful from the perspective of this research. Leadership theory was associated with several facets of human behavior, social practices, and communication techniques (Kim, 2012). Leadership theory is frequently a theoretical framework within leadership studies, due to the wide nature of theoretical applicability. In addition, leadership theory is often an associative model illustrative within employment attributes including engagement, job satisfaction, commitment, retention, and a value system correlation

Recommendations

Recommendations for further research include expanding inspirational leadership into different types of research designs. By utilizing several types of research designs, associative qualities of inspirational motivation may appear. Conducting further research studies on inspirational leadership characteristics and outcomes could provide a platform of leadership characteristics and outcomes useful to leadership, coaching, and mentoring

training programs. In select industries likely to incorporate a leadership style with behaviors similar to those of inspirational motivation, leaders may find positive impacts on employee performance.

Duplicating this research within other markets/industries such as the hospitality, healthcare, retail or within traditional colleges and universities may provide alternative outcomes or provide support for this research. In addition, discussions of inspirational motivation effects could provide insights into advancing leadership research and identify most effective leadership strategies to optimize performance and increase employee retention.

Leadership research provides mixed results, and several linkages to the performance of followers exist (Cheek & O'Higgins, 2013). Associations to employee engagement, commitment, job satisfaction, ethical practices, turnover, and the quality of the employee/leader relationship within the organization are sources of research. As gaps in leadership research decrease, a deeper understanding of the most effective relational characteristics will become clearer. This research contains evidence of the effects of inspirational motivation within the leader-follower relationship and research that focuses on engagement, commitment, and retention attributes should be a source of ongoing research and provide advancements into the knowledge in the field.

Selecting for-profit education providers as a population captures a unique experience in the higher education space. As the for-profit education provider network grows, research into student and employee experiences will likely be an area of expanded research. Recommendations to advance leadership research within the for-profit

education network could provide understandings of distinct experiences and relational aspects unique to serving a population solely online or over the phone.

Publicly traded colleges and universities are required to publicize their earnings information on a quarterly basis. Garnering stakeholder value is critical to their operationalabilities. Through proven profitability strategies, leaders can implement measures to increase profitability outcomes. Incorporating profitability data from these sources could offer a deeper level of awareness and correlational understanding of profitability effects on inspirational motivation, engagement, commitment, and retention.

This research has several limitations that may affect its applicability. A collection of data from a Qualtrics panel led an assumption, expectation, and reliance on the honest and true answers from employees. Employees accessed the survey through an online portal; barring any discussion during the survey from the researcher. Lack of privacy was out of the researcher's control. The researcher did not interpret any inferences that respondents made, leaving respondents mandated to respond to every question.

Another limiting contribution was the survey return rate, an occurrence of less than a 10% participation in the study. Low participation results in less than a true representation of the population in question. Larger representations 15%+ provide higher levels of accuracy of population generalizability than those with smaller amounts of study participation.

The survey lacked employer identification. Excluding the college or university, each respondent worked for increased the level of anonymity and likely encouraged a higher level of transparency in responses given. In turn, outcomes of this research are

generalizable to leadership effects within the for-profit higher education industry. Each respondent answered questions considering their relationship and experiences with their leader. The researcher trusted the level of closeness the respondent felt they had with their leader. A survey completed by respondents included a combination of three instruments which incorporated elements of commitment retention, and profitability and instructions reported the survey purpose focused on seeking a greater understanding of leadership styles.

Inspirational motivation specific research is limited and is rarely a topic of research individually outside of transformational leadership. As a characteristic of transformational leadership, inspirational motivation is but one of four characteristics that transformational leaders utilize. Understanding the exclusive effects of transformational leadership may provide leaders a mechanism to incorporate aspects of transformational leadership individually through role modeling, and lead to additional sources of research opportunities.

A final limitation of this research included an exclusion of the length of employment. Had the length of employment been a request, its correlation would be an inclusion of the analysis and an association to features that may influence the relationships employees have with their leader. In addition, length of employment could influence the employee's level of engagement and commitment, and retention within their organization.

The outcomes of this research are a foundation to build upon. Further research is necessary to understand the effects of a leader's use of inspirational motivation, outcomes

resulting from its use, and industries most apt to benefit. Learnings from this study can drive future inspirational motivation research and result in understanding whether there is valid in its use or if other leadership characteristics drive the performance and organizational outcomes leaders desire.

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