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**The Impact of Transformational Leadership on Multinational
Corporation Performance**

Master's thesis

Programme International Business Administration

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I hereby declare that I have compiled the thesis independently and all works, important standpoints, and data by other authors have been properly referenced and the same paper has not been previously presented for grading.

The document length is 14 589 words, from the introduction to the end of the conclusion.

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ABSTRACT

This Master's Thesis investigates the impact of Transformational Leadership on the performance of multinational organizations. Effective leadership styles have become crucial in achieving success with the increasing complexity of global business environments. This study aims to determine the extent to which Transformational Leadership influences various aspects of organizational performance, including employee engagement, satisfaction, and financial performance.

The research methodology comprises a comprehensive literature review, Microsoft Corporation and Apple Inc. case study analysis, and quantitative data collection through questionnaires and interviews.

The results of this study confirm that Transformational Leadership can positively impact multinational organization performance. This leadership style fosters a collaborative work environment where employees feel valued and motivated, leading to increased employee engagement and satisfaction. Additionally, the study suggests that Transformational Leadership practices can influence financial performance by creating a dedicated and motivated workforce.

In conclusion, this Master's Thesis emphasizes the importance of Transformational Leadership in multinational organizations. By promoting a positive work environment, transformational leaders contribute to their organisation's overall performance, growth, and long-term success. This study underlines the need for organizations to recognize the value of Transformational Leadership and invest in developing their leaders to thrive in the global market.

Keywords: Transformational Leadership, Strategic Planning, Financial Performance, Employee Well-being, ESG.

INTRODUCTION

In today's modern, fast-paced business environment, organisations constantly focus on remaining competitive, creating a safe and just space for everyone, pushing progress so everyone would benefit, and making the world better for everyone (Raworth, 2017). One of the primary key factors influencing an organisation's performance is the leadership style that company managers apply. The effectiveness of the organisation/company may be significantly impacted by how managers manage their staff members, allocate their resources and motivate their teams. Also, a leadership style's efficiency can differ based on the environment, industry, organisational structure, culture and norms.

Managers have five main functions (Figure 1): planning, organising, staffing, directing, and controlling (Davis, 2021). It comprises the mindsets, actions, and procedures that managers apply in their regular contact with staff members, clients, and other stakeholders. Leadership style can differ significantly amongst firms depending on the sector, culture, leadership philosophy, and from various external factors.



Figure 1. Five Functions of Management
Source: Davis (2021), Five Principles of Management.

As we can see from the illustration (Figure 2) below, company performance can be significantly impacted by the environment in which they operate. Factors such as political and regulatory

environment, economic environment, competitive environment, technological environment, and social and cultural environment are the major ones. Consequently, multinational company procedures, systems, and regulations must be adjusted to apply to the external environment. As different procedures, systems and regulations are implemented, company managers/leaders need to adjust how they approach their subordinates and implement the most appropriate leadership styles within the organisation, to maximise employee productivity.

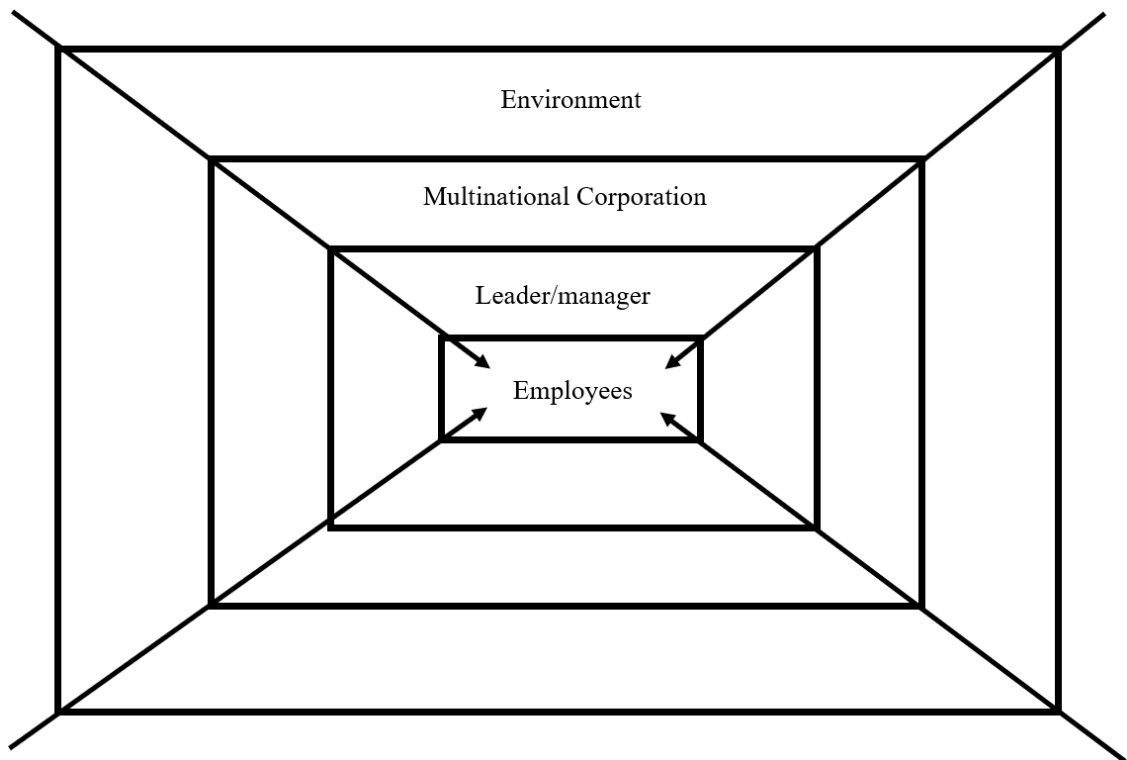


Figure 2. Organisational Impact Web
Source: Author of the work

Even though leadership and management are commonly interpreted as related, they are two different concepts that play critical roles in the success of an organization. While both are important for effective organisational performance, they cover different skills, approaches, and responsibilities.

Leaders can inspire, motivate, and guide people towards a shared vision and goal. Their task is to set a common direction for everyone, align people towards that direction and inspire their followers to achieve it. To put it in other words, leaders are visionaries who focus on the big picture and inspire others to follow them. On the other hand, managers are primarily focused on the process of planning, organizing, controlling, and directing resources to achieve specific goals. The main

difference between leadership and management is in the focus and approach. While leaders are more focused on people, vision, and innovation, managers are more focused on getting things done, therefore – processes, systems, and efficiency. The difference between these two concepts can significantly impact multinational corporations' performance and their employee satisfaction (Kniff, Detert, & Leroy, 2020).

Multinational corporations operate in complicated, dynamic environments with diverse workforces covering multiple countries, cultures, and regulatory contexts. These organisations require a strong leadership capable of inspiring, motivating, and guiding their workforce towards the common goals while effectively managing the obstacles and opportunities that come with operating in various markets (Prahalad & Doz, 1999). Therefore, the transformational leadership style has received a significant attention in recent years, due to its ability to generate high-performance businesses.

Transformational leadership, as introduced by Burns (Burns, 1979) and later developed by Bass (McCall, 1986), is a leadership style that emphasises the role of the leader as an inspirational figure who motivates and empowers employees to achieve their full potential. Transformational leaders create a compelling vision, provide intellectual stimulation, offer individualised support, and serve as role models for ethical behaviour, all of which can contribute to improved organisational performance (Bass & Riggio, 2005). Research has shown that transformational leadership can positively influence employee satisfaction, engagement, and commitment (Gang, Oh, Courtright, & Colbert, 2011), which are key drivers of organisational success.

There are various ways in which success in a company's performance can be interpreted. One of the most commonly used is achieving set goals and objectives by the organisation. Nevertheless, there are many other success indicators, such as how well companies manage their resources, sustain their growth, improve their profitability, and how capable they are of returning value to their key stakeholders and customers. Therefore, success in a company's performance is many-sided and depends on various factors. It is essential to set clear goals and objectives, understand and prioritise customer needs and wants, and maintain a positive culture of innovation and continuous improvements to become a successful company.

Even though there is existing research on the impact of transformational leadership style on multinational corporations, there is still a lack of understanding of how to measure and weigh out

its impact of on company performance. Some of this research might be outdated. While various performance indicators are commonly used, such as financial metrics and employee well-being, it is unclear which metrics are most appropriate for evaluating the impact of transformational leadership style. With the rapidly evolving business environment and competitiveness, there is a need for up-to-date research.

Problem Statement

The scarcity of relevant knowledge regarding the influence of transformational leadership on the performance of multinational corporations highlights the need for the discussion on what role leadership styles play in an organization's success and its lifespan.

Research Questions

Therefore, the author of the work aims to address the following research questions:

- 1) What are the transformational leadership practices employed by leaders in selected multinational corporations?
- 2) How do these transformational leadership practices influence organisations' financial performance in the context of multinational corporations?
- 3) How do these transformational leadership practices influence organisations' Environmental, Social and Governance (ESG) rates in the context of multinational corporations?

Thesis Structure

Chapter 1: Literature Review - This chapter comprehensively reviews the existing literature on transformational leadership, organisational performance, and the transformational leadership impact and organisational performance. The research will identify research gaps and opportunities for further research.

Chapter 2: Methodology - This chapter describes the research design, data collection methods, sample selection, and data analysis techniques.

Chapter 3: Findings and Analysis - This chapter presents the findings of the study, including an overview of the selected multinational corporations, an analysis of the transformational leadership practices employed within these organisations, an examination of their organisational performance, and an analysis of the relationship between transformational leadership and organisational performance.

Chapter 6: Conclusion - This chapter summarises the study and its key findings, highlighting the contributions of the research to the field of leadership and organisational performance and providing recommendations for future research in the area of transformational leadership and organisational performance.

This study aims to contribute to understanding the impact of transformational leadership on organisational performance in the context of multinational corporations. By examining the specific practices employed by transformational leaders within these organisations and analysing their relationship with corporate performance, the research seeks to provide valuable insights for both practitioners and scholars interested in the role of leadership in shaping the success of multinational corporations and developing further research on it.

1. Literature Review

Organisational behaviour researchers and practitioners have shown a keen interest in leadership styles and their impact on organisation performance. The goal of this literature study is to examine different leadership theories and review studies that have looked at the connection between leadership style and organisational performance. The results of this review will guide the research technique for a master's thesis on this subject. They will help construct a conceptual framework for comprehending the effect of leadership style on organisational performance and answer set-out research questions.

1.1. Evolution of Leadership Theories

Leadership theories have significantly evolved over time in response to changing organisational and social requirements. This chapter will present an overview of leadership theory evolution over time and its connection to transformational leadership. It is fundamental to understand the historical development of leadership theories in order to see the context and relevancy of transformational leadership's impact on multinational businesses.

1.1.1. Trait Theory of Leadership

The Trait Theory of leadership, which emerged in the early 20th century, focused on identifying distinctive characteristics were shared by good leaders. These theoretical speculations suggest that individuals possessing these traits, such as intelligence, self-confidence, and charm, were immediately suited for leadership positions. However, the Trait Theory has been criticised for its limited applicability and inability to account for situational circumstances that may impact leadership effectiveness (Kelly, 2021).

1.1.2. Behavioural Theory of Leadership

In response to the limitations of Trait Theory, behavioural theorists shifted their focus to the behaviours and actions of leaders in the middle of the 20th century. This opened a new era in leadership theories. This theory highlighted that effective leadership was not wholly dependent on inherent traits but on learnable behaviours (Van Seters & Field, 1990). Two key dimensions of leadership behaviour were set forward: task-oriented behaviour, which focused on accomplishing goals, and relationship-oriented behaviour, which focused on developing a strong connection

within the team (Yukl, 2012). Although Behavioural Theory improved our knowledge of leadership, it did not take into consideration contextual elements that can affect leaders' efficiency. Recent studies continued to support the relevancy of behavioural leadership theories, indicating that task and relationship-oriented behaviours are positively associated with leadership effectiveness (Derue, Nahrgang, Wellman, & Humphrey, 2011).

1.2. Contingency and Situational Leadership Theories

After realising the shortcomings of both Behavioural and Trait Theories, researchers started looking at the influence of situational factors on leadership effectiveness. In the late 20th century, contingency and situational leadership theories evolved, suggesting that a leader's performance depended on how well their leadership approach complemented the particular environment in which they operated (Kelly, 2021).

1.2.1. Contingency Theories of Leadership

According to contingency theory, a leader's success relies on how much control and influence they have over a specific situation. This theory emphasises the need for flexibility in leadership and the necessity for leaders to modify their approach depending on the circumstances (Fidler, 1964). Several researchers have recently supported and expanded the usefulness of contingency theory in various contexts and sectors. In the context of public relations, Waters used the contingency theory of leadership to examine the function of stewardship in leadership. The study found that the effectiveness of stewardship as a leadership practice is contingent upon the organisation's goals, culture, and internal and external environments. These results emphasise the necessity for leaders to modify their leadership techniques in light of situational conditions, supporting the core principles of contingency theory. Moreover, it illustrates how contingency theory may be used in a variety of industries and work settings (Waters, 2013).

1.2.2. Situational Leadership Theory

The situational Leadership Theory emphasises the need for leaders to adapt their leadership style based on the maturity and competence of their followers. Hersey and Blanchard initially introduced this concept. This theory emphasises that there is no universal effective leadership style and that successful leaders adjust their approach depending on their team members' readiness and development level (Novit, 1971).

This theory was tested in three versions by Thompson and Vecchio (2009), including the original model by Hersey and Blanchard. This study examined the relationship between leadership styles, follower maturity, and follower satisfaction, as well as the effectiveness of the three Situational Leadership Theory versions. The results indicated that the relationship between leadership style and the follower maturity was more complex than initially proposed in the original theory. Even though some support was found for the models, the study indicated that further research is required to understand better the correlation between leadership style, follower maturity and other situational factors. This suggests that there is still relevance to the Situational Leadership Theory and its evolving nature as researchers seek to improve its core concepts (Thompson & Vecchio, 2009).

1.3. Leadership Styles

Choosing an appropriate leadership style is one of the most crucial factors for the success of an organisation. The leadership style establishes the tone for the company culture, which can impact employee behaviour and performance. Various situations call for different leadership styles, and selecting the appropriate one may significantly affect the organisation's performance. A mismatch between the leadership style and the organisational needs can lead to low staff morale, reduced productivity and reduced job satisfaction. Therefore, it is critical for leaders to analyse the corporate environment and apply the appropriate leadership style for their individual scenarios. By doing so, they create a healthy and productive work environment that encourages employee engagement and adds to the organisation's potential success.

Authentic Leadership is a style of leadership demonstrated by individuals who have high standards for honesty and ethics, take responsibility for their decisions, consider their responsibility for choices made, and prioritise long-term gain over short-term advantage. They base their daily actions on their principles, which helps them win over the trust of their coworkers, subordinates, and stakeholders. They provide favourable results by promoting a friendly work environment and improving performance (Gavin, 2019).

Autocratic Leadership is a leadership style where a leader makes choices without consulting or soliciting opinions from others. The decision-making process remains entirely in the leader's

control, and they also give orders to followers. Autocratic leaders often tend not to seek feedback from their team members, leading to decisions solely based on the leaders' perspectives or opinions. Usually, when swift judgement must be made, or the leader has knowledge that others lack, this leadership style might be beneficial. However, it can also result in low morale, a high staff turnover rate, and a decline in innovation and creativity (Cherry, 2022).

Bureaucratic Leadership refers to a leadership style in which leaders rely on established rules and procedures to make decisions and give instructions to their staff members based on these predetermined rules. A strict hierarchy distinguishes this approach, focusing on formal policies and already established protocols. This type of leadership usually results in a lack of flexibility and resistance to change (Oxford University Press, 2009).

Charismatic Leadership is a leadership style in which leaders leverage their own strengths, such as charm, self-assurance, and vision, to inspire and motivate others to achieve a common goal. Charismatic leaders often have strong communication abilities and the ability to develop distinct future visions, which they communicate enthusiastically and persuasively. Their charismatic characteristics allow them to establish a strong emotional bond with their subordinates and win their trust and loyalty. Applying this leadership style can be effective when there is a need for a significant/immediate change and team members have become demotivated (Anderson & Sun, 2017). However, it is crucial to remember that charismatic leadership may also have drawbacks, especially when leaders use their charm to control or take advantage of their followers.

Democratic leadership is a participative leadership style that promotes open communication, cooperation and participation among team members. Also, the decisions are shared with the team members, and the leader functions as a facilitator rather than a dictator. This leadership style can benefit those teams with knowledgeable and skilled team members that can provide valuable input. This leadership style is also known as participative leadership (Cherry, 2022).

Laissez-Faire Leadership refers to a leadership style where team members are given a great deal of authority to decide for themselves and take actions with little to no directions from the team leader. This leadership style is often used when team members are highly skilled or experienced, can work independently, and do not need oversight from the management side (Al-Daibat, 2017).

Servant Leadership is a leadership style that prioritises the needs of others. It entails building solid relationships with team members by empowering them in order to reach their full potential. To be an effective servant leader, one must focus on understanding team members and assisting them in their growth while setting a positive example and recognising their personal goals. This type of leadership can improve communication and lower the potential threat of conflicts between stakeholders. Also, this relationship type can create a peaceful work environment, increasing team loyalty and productivity (International Institute for Management Development (IMD), 2023).

Transformational Leadership is a leadership style that encourages and motivates the team to reach their full potential and work together towards positive change. The leader focuses on promoting an excellent corporate culture, establishing a shared vision and values by supporting and motivating team members to reach their objectives and empowering their team. As stated in the article titled "Transformational Leadership and employee voice behaviour: A Pygmalion Mechanism" (Duan, Li, & Wu, 2016) a leader that practices transformational leadership encourages and motivates their team to reach their best potential and works towards good change. The leader focuses on empowering their team by promoting a good corporate culture, establishing a shared vision and set of values, and supporting and motivating team members to reach their objectives.

1.4. Transformational Leadership Theory

In the late 20th century, the transformational leadership theory emerged as a significant development in leadership research (Burns, 1979). This theory, pioneered by James V. Downton and later expanded upon by James MacGregor Burns and Bernard M. Bass, shifted the focus from transactional leadership, which involved an exchange process between leaders and followers, to a more holistic, transformational approach (Bass & Riggio, 2005).

1.4.1. Characteristics of Transformational Leadership

Transformational leadership is characterised by four key components: idealised influence, inspirational motivation, the capability of stimulating employees intellectually, and consideration of individuals (Bass & Riggio, 2005). Transformational leaders exhibit charisma and high ethical standards, inspire and motivate followers to achieve their full potential, challenge conventional thinking, and provide personalised support and coaching to their team members.

1.4.2. Impact on Organisational Performance

Several studies have demonstrated a positive relationship between transformational leadership and organisational performance, particularly in the context of multinational corporations. Transformational leaders are more likely to foster innovation, enhance employee commitment, and improve overall organisational effectiveness (Bass & Riggio, 2005), (Waldman, Ramirez, House, & Puranam, 2001). Throughout this literature review, it has become evident that transformational leadership can significantly impact organisational performance. Such positive aspects can be visible in Table 1.

Table 1. Transformational Leadership Impacted Segments in Organisation

Impacted aspect	Description
Employee Engagement and Satisfaction	It has become evident that leaders try to ensure that their subordinates share the same vision and purpose in the work environment can lead to higher employee engagement and satisfaction towards the work they are doing. This increase in engagement can lead to improved organisational performance and reduce employee rotation.
Innovation and Creativity	As transformational leaders encourage their employees towards continuous learning and, therefore, stimulate innovation and creativity within the organisation, there is a higher possibility for the development of new or improved goods, services and processes (Gumusluoglu & Ilsev, 2009).
Collaboration and Teamwork	As transformational leaders believe in open communication among their team members, encouraging them to share their opinions and express concerns, it can improve decision-making, problem-solving processes and overall team performance.

Employee Development	Transformational leaders tend to provide their employees with tools that could stimulate their personal and professional growth and push them to their full potential. This kind of support from the leaders' side not only contributes to employees' individual performance but also the development of potential future leaders within the organisation.
Adaptability	As we live in a continuously developing world where the business environment is constantly changing, it is crucial to have employees that can quickly adapt to various situations. All of these previously mentioned points significantly contribute to ensuring this. Additionally, Transformational leaders possess the skills to navigate these changes, helping organisations stay agile and responsive to market demands.

1.4. Key Takeaways

The literature review has presented an in-depth analysis of the evolution of leadership theories, with a particular focus on the impact of transformational leadership on multinational corporation performance. This review examined a range of leadership styles, and leadership theories, including trait theory, behavioural theory, contingency theory, situational leadership theory, and transformational leadership theory. Each theory has contributed to our understanding of effective and efficient leadership and has influenced the development of subsequent theories.

Trait theory was the earliest approach to understanding leadership, focusing on the identification of specific personality traits associated with effective leaders. However, the inability of trait theory

to account for the varying effectiveness of leaders across different situations led to the development of behavioural theory. This theory shifted attention to the actions and behaviours of leaders, emphasising the learnable aspects of management rather than inherent traits.

Contingency theory emerged in response to the limitations of both trait and behavioural theories, recognising that situational factors influence leadership effectiveness. This theory posits that no universally effective leadership style exists, and successful leaders must adapt their approach based on the context. Situational leadership theory expanded upon contingency theory, proposing that leaders should adjust their style according to the maturity and competence of their followers.

Finally, transformational leadership theory emerged as a holistic approach to leadership, emphasising the role of leaders in inspiring and motivating followers to achieve their full potential. This theory has been widely recognised for its positive impact on organisational performance, particularly in the context of multinational corporations. Transformational leaders foster innovation, enhance employee commitment, and improve overall organisational effectiveness, making this approach particularly relevant in today's complex and rapidly changing global business environment.

Overall, the evolution of leadership theories has significantly advanced our understanding of effective leadership, with each theory building upon the insights of its predecessors. Transformational leadership theory, in particular, has demonstrated its value in enhancing multinational corporation performance, offering a valuable framework for leaders seeking to navigate the challenges of the global business landscape. As the field of leadership research is continuously evolving, it is essential for scholars and practitioners to be open-minded to new perspectives and approaches, ensuring that our understanding of leadership remains relevant, comprehensive, and adaptable to the ever-changing demands of the business world.

2. Methodology

In this section of the master's thesis, an in-depth overview of the methodology will be presented, which will show how the impact of transformational leadership on multinational corporation performance will be researched, addressing the following research questions:

- 1) What are the transformational leadership practices employed by leaders in selected multinational corporations?
- 2) How do these transformational leadership practices influence organisations' financial performance in the context of multinational corporations?
- 3) How do these transformational leadership practices influence organisations' Environmental, Social and Governance (ESG) rates in the context of multinational corporations?

The following subchapter will provide a more detailed view of the research design, data collection methods, sample collection methods, and participant selection methods so that other interested parties can replicate this research.

2.1. Research Design

This study applies a mixed-method approach for this research, a combination of both qualitative and quantitative research methods, in order to explore the impact of transformational leadership on the performance of multinational corporations.

The author of the work posits that this particular method is suitable for this research as it allows us to gain more detailed information on the relationship between transformational leadership and multinational corporation performance while providing empirical evidence to support the findings from qualitative research.

Both qualitative and quantitative methods have been designed so that after data collection and analysis, it will be possible to combine the findings and arrive at conclusions. It will be possible to provide a clear understanding of the research problem and set out research questions.

2.1.1. Case Studies of Microsoft Corporation and Apple Inc.

The qualitative approach will cover multiple case studies that will explore the experience and perception of leaders as well as employees in various multinational corporations, which will allow us to gain a clearer understanding of transformational leadership's influence on organizational success.

The first step in this research is to gather information about companies, understand their leadership styles, and provide all necessary information to back up claims that these companies follow transformational leadership. However, to successfully analyze interested companies, there is a need to specify the criteria on which basis multinational corporations will be selected. The requirements will cover size, geographic location, publicly available financial information, and whether the company demonstrates transformational leadership practices. As one of the initial steps in this study is to identify the leadership practices off all the CEOs some strong limitations arises. Determining leadership practices that were applied by former and current CEOs can be hugely dependant on the authors subjective opinions. However, multiple sources, such as book called “Steve Jobs”, “Apple Confidential 2.0” and other academic sources, were used to identify these leadership practices as accuratley as possible. After understanding whether selected companies fall in the criteria, it will be possible to answer the first research question - **What are the transformational leadership practices employed by leaders in selected multinational corporations?**

The second step in the research is to gather information about the company's financial performance, which is crucial to understand whether there is a relationship between transformational leadership and the financial performance of multinational corporations. To accurately assess the financial performance of multinational corporations, there is a need to set key indicators for further analysis. Therefore, the author of the work has selected five main indicators – revenues, net income, earnings per share (EPS), return on assets (ROA), and return on equity (ROE).

After collecting the financial data, it will be combined with the information gathered in the previous step regarding leadership practices. By integrating these data sets, the study will establish an understanding and address the second research question – **How do these transformational**

leadership practices influence organizations' financial performance in the context of multinational corporations?

The third step in the research is to gather information about the company's environmental, social, and governance (ESG) framework, which is essential for understanding the relationship between transformational leadership and the ESG performance of multinational corporations. Therefore, the author of the work will look at company ESG scores – Environmental Score, Social Score, and Governance Score.

After collecting the ESG data, it will be combined with the information gathered in the first step regarding leadership practices. By integrating these data sets, the study will establish an understanding and address the research question – **How do these transformational leadership practices influence organisations' Environmental, Social and Governance (ESG) rates in the context of multinational corporations?**

Regarding the financial analysis of the company some limitations arises as there are various economic factors that can impact financial performance of the company. Such economic factors covers inflation, deflation, and other similar factors.

Throughout this pilot research, the author of the work shows the impact of transformational leadership on multinational corporation performance, which can inform both leaders in the companies and researchers that are planning to conduct similar research on related topics.

2.1.2. Questionnaire and Interviews

The quantitative choice in this study will incorporate a survey-based and interview-based data collection process, which will gather information from employees working in international organisations and see their view on transformational leadership's impact on organisations' performance based on their experience. The participants were selected based on the authors' knowledge which has had experience in the international business environment. Some of the key factors that this approach will reveal are employee engagement, productivity, and innovation.

Utilizing questionnaires for gathering data has multiple benefits, such as efficiently reaching sizable populations regardless of their geographical location. It allows to quickly exclude those individuals who have not encountered the transformational leadership style. Gather information

from those that would not be willing to participate in one-on-one interviews. Moreover, questionnaires typically yield organized, quantitative information that can be readily analyzed through statistical techniques. Additionally, they offer convenience to respondents, allowing them to choose the most suitable time and location for participation.

In addition to the survey-based data collection, the author of the work will conduct interviews which will allow him to gather more in-depth information from managers of multinational corporations. These interviews will offer a clearer understanding of transformational leadership's impact on organisational performance, complementing the observations in the survey.

After the data is analyzed with statistical measurements, it will provide significant input for the author to measure the transformation leadership impact on organisational performance and, in combination with the qualitative case studies, derive valuable conclusions.

2.2. Data Collection

Selecting the right data collection approach can be critical in any research as it can be crucial for the success and reliability of the collected information. This means that selecting the right approach can minimize the risk of researchers' biases and ensure the accuracy of the collected data. To avoid the unnecessary risk of authors' biases and gather as accurate data as possible, the author has carefully evaluated the data collection methods described in this chapter.

2.2.1. Case Studies of Microsoft Corporation and Apple Inc.

To collect as much relative information author of the work will focus on the selection of multinational companies. A review of existing literature will be conducted to understand the transformational leadership practices within the selected multinational corporations. Additionally, such sources as news articles, industry reports, and online forums may also be reviewed to gain further insight into the companies' leadership styles.

To gain a deeper understanding of financial performance, the author has written a Python-based query that will fetch all available financial reports for the selected companies, including Income Statements, Balance Sheets and Cash Flow Statements. These reports will provide all the necessary

information to understand companies' performance in the financial year. Additional information regarding environmental, social, and governance data was requested within the same query.

Python-based query

DISCLAIMER! The work's author used services provided by "Financial Modeling Prep" as the primary source of collecting all necessary companies' financial information for the proposed research. However, it is essential to point out that the work's author is in no way associated with the company and purchased a monthly subscription to get access to the API key for the purpose of this research.

According to the information provided by IBM, the Application Programming Interface (API) key serves as a unique identifier that gives external parties who are interested and permitted to use the data (IBM, n.d.).

The Python-based query was written in such a manner that it would gather all financial and environmental, social, and governance (ESG) data for selected companies based on its ticker. The query takes Financial Modeling Prep API and sends the request to return the requested information. More details about the requested information can be found in Table 2.

Table 2. Requested Information in Python-Based Query

Information requested	Key information returned
Income Statement	All information that is available in Income Statements.
Balance Sheet	All information that is available in Balance Sheet.
Cash Flow Statement	All information that is available in Cash Flow Statements.
ESG Score	Environmental Score Social Score Governance Score

After this information was returned from the database, fetched information was saved in an Excel workbook. Additionally, the requested information (Income Statement, Balance Sheet, Cash Flow

Statement, ESG Score, and ESG Risk Rating) was saved in separate sheets for easier data readability. The detailed Python query with comments is available in this works **Appendix 1**.

The received data set provides comprehensive and up-to-date financial, environmental, social and governance (ESG) data of the selected companies, which can be further analysed.

It is essential to point out that this is a small-scale study and should be considered a pilot study. The primary purpose of a pilot study is to test the feasibility and effectiveness of the research, tools, and procedures to identify the design of the main study. This decision has been made since this research has too small a sample size to provide concrete evidence for full-size research due to time limitations encountered by the researcher.

After data are collected, analyzed and visualized, it will be possible to establish how each of these indicators was performing during their tenure as CEO. Therefore, the work's author will introduce a new table, as shown in Table 3 below, to establish a more precise understanding of the observations.

Table 3. CEO Indicator Trends

	CEO 1	CEO 2	CEO 3
Indicator 1	↑↑	↑	↑
Indicator 2	↑↑	↑	↑
Indicator 3	↑↑	↑	↑
Indicator 4	↑↑	↑↓	↓↓
↑↑	Sharply Increased		
↑	Increased		
↑↓	Remained the same		
↓	Decreased		
↓↓	Sharply Decreased		

2.2.2. Quantitative Approach

This research applies a quantitative data collection method through an online questionnaire to gather information on various factors related to transformational leadership and its impact on organizational performance. The given questions will cover the below-described elements. For more details, please see Appendix 2.

Demographics: This provides insight about the respondents themselves. Such information has been collected – age, country of employment, gender, educational level, job title, and years of experience within the field.

Understanding of transformational leadership: This provides information on whether participants in the questionnaire have experienced or implemented transformational leadership within the organisation that they work/have worked in, understanding of this concept, and interpretation of how well this concept work/worked in their field.

View on the impact on performance: This will provide more detailed information on how each participant would evaluate transformational leadership's impact on the organisation's performance if they have observed any.

After the data from the online questionnaire was gathered and analyzed, the quantitative data collection moved to the next stage – one-on-one interviews. These interviews are based on more specific questions that have been derived from the questionnaire results. The purpose of these interviews is to provide more concrete evidence of people's beliefs about transformational leadership's impact on organizational performance. More detailed information about the interview can be seen in Appendix 3.

3. Findings and Analysis

The study of Transformational Leadership and its impact on multinational organisation performance has gained significant attention in recent years. This type of leadership style has demonstrated its potential to inspire employees, encourage innovation, and push organisational success forward.

As this master's thesis aims to research the effect of transformational leadership on multinational organisations, appropriate cases need to be selected for this case study. Therefore, the author has chosen globally recognized and innovative companies – Apple Inc. and Microsoft Corp.

Apple Inc. has been selected for this case study due to its exceptional success, innovative culture, and the strong presence of transformational leadership practices in its history, which stood out when late co-founder and CEO Steve Jobs was in charge of the company. This is a well-recognized multinational technology corporation that provides a large variety of products and services all around the globe. Additionally, Apple Inc. is a publicly listed company which means that the financial information is accessible to all interested parties. Therefore, it is possible to conduct an in-depth qualitative case study.

The second company selected for this case study is Microsoft Corporation due to its impressive accomplishments, pioneering culture, and significant focus on transformational leadership practices. Similarly to Apple Inc., Microsoft Corporation is a multinational technology giant with a massive global presence as they provide products and services in numerous countries. Additionally, this is a publicly listed company which means that the financial information is accessible to all interested parties. Therefore, it is possible to conduct an in-depth qualitative case study.

As already stated before, this is a small-scale study and should be considered a pilot study. This decision has been made since this research has too small a sample size to provide concrete evidence for full-size research due to time limitations encountered by the researcher.

3.1. Leadership Practices Applied by Selected Companies

3.1.1. Apple Inc. CEOs

Apple Inc. is one of the leading technology companies in the world. It was founded in 1976 by Steve Jobs, Steve Wozniak, and Ronald Wayne. This company's success can be associated with their commitment to innovation, design, and user experience. The company consistently tries to go beyond what is possible in the technology environment. They have created products that have shaped the technology industry and defined entire generations of users. Apple's dedication to excellence has led to a loyal customer base and a strong brand presence, making it a dominant force in the global technology landscape. In the following picture (Figure 3), it is shown how many CEOs Apple Inc. has had and their leadership styles applied.

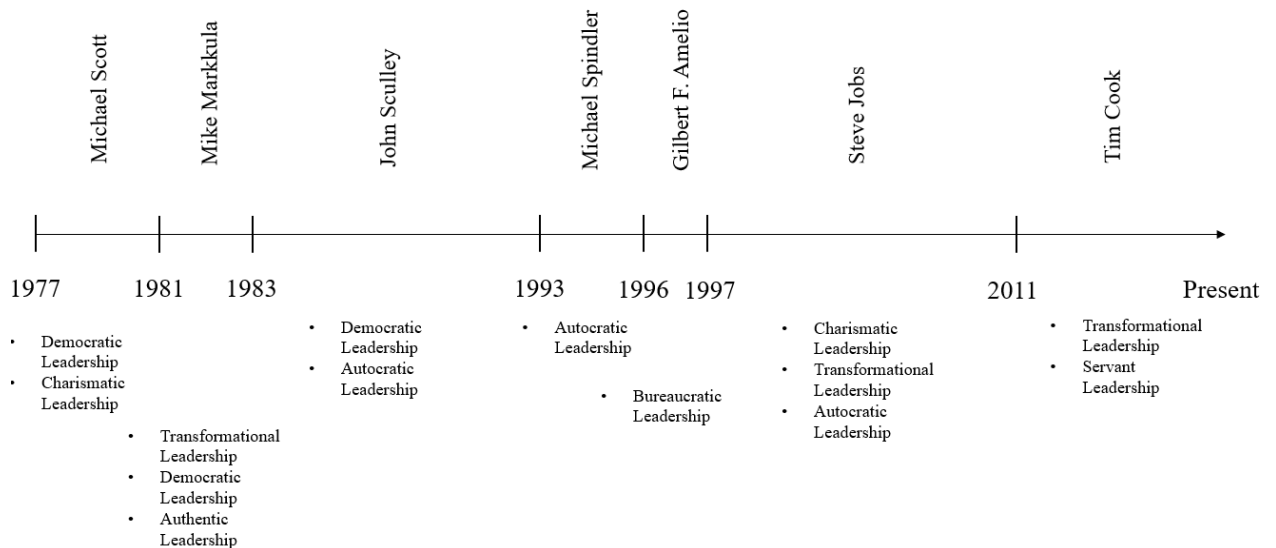


Figure 3. Apple CEOs and Their Leadership Styles
Source: Author of the work

Michael Scott 1977-1981

Michael Scott was the first CEO of Apple Inc. and led the company from 1977 until 1981. During his tenure, Apple company experienced rapid growth and strengthened its foundations, which later helped it become a major player in the personal computer industry (Linzmayr, 2004).

Michael Scott's leadership style can be characterized as a hands-on and direct approach. However, it is essential to point out that he also could be argumentative. It has often been mentioned that collaborating with Steve Jobs, co-founder of Apple Inc., was not an easy task due to his attitude and hygiene. Therefore there was a need to call in someone that could improve the organisational

culture and allow other company employees to express their ideas and inspire them (Isaacson, 2011).

Due to the previously mentioned reasons, it can be concluded that Michael Scott applied a combination of democratic leadership and charismatic leadership style in managing this company, as he was brought in to create an equal environment among that time employees.

Mike Markkula 1981-1983

Mike Markkula was one of the first investors that provided essential financial support in the initial years and the second CEO of Apple Inc. and led the company from 1981 until 1983. During his time as CEO of Apple Inc., all the employees were enlightened about the importance of a strong company culture and values, focusing on product excellence. He valued input from his team members and listened to their opinions (Linzmayr, 2004).

Mike Markkulas' leadership style can be characterized as goal-oriented. His team remembers him as a mentor. In one of the sources, he is even referred to as a "father figure" to Steve Jobs (Isaacson, 2011).

Based on the previously mentioned characteristics, it can be concluded that Mike Markkula adopted a combination of transformational leadership, democratic leadership and authentic leadership styles, as others liked his personality, he focused on achieving common goals by providing all team members mentorship when needed.

John Sculley 1983-1993

John Sculley served as Apple Inc.'s third CEO from 1983 to 1993, making him the second longest-tenured CEO in the company's history. During his tenure, the company introduced several successful products and gained a clearer understanding of Apple Inc.'s direct competitors. When John Sculley transferred from Pepsi Co. to Apple Inc., he brought with him experience that helped the company improve its brand image and fortify customer loyalty while inspiring his team members (Linzmayr, 2004). However, not all of his tenure years were successful and recalled positively. As stated before, collaborating with Steve Jobs was not easy in companies' early years, and it was in Jobs' nature to challenge the CEO's ideas and views. However, John Sculley was unwilling to be pushed around, and in 1985 disputes between Steve Jobs and John Sculley intensified, resulting in Jobs's departure from the company. In addition, his actions put a financial strain on Apple company due to increased manufacturing and marketing costs (Isaacson, 2011).

It has become evident that John Sculley applied a combination of charismatic and autocratic leadership practices. He was known for his marketing experience and ability to inspire people with his vision for the company and for letting go of Steve Jobs due to the power struggles.

Michael Spindler 1993–1996

In 1993 Michael Spindler was appointed CEO of Apple Inc. and was in charge of the company until 1996. As CEO, Michael Spindler made several significant decisions for Apple, such as introducing the Power Macintosh line and licensing the Mac OS to third-party manufacturers. These decisions suggest that he took a top-down approach to decision-making and strategy implementation, which is characteristic of autocratic leadership. Also, he was focused on cutting costs and streamlining operations within Apple. Spindler's efforts to restructure Apple to improve its financial situation can be seen as an attempt to bring order and stability to the company. However, they were not as successful as expected (Linzmayr, 2004).

Gilbert F. Amelio 1996-1997

Gilbert F. Amelio served as the CEO and Chairman of Apple Inc. from 1996 until 1997. During his tenure, he was well-known for several key events and decisions that played a massive role in shaping the company's future and recalled as "The doctor's strong medicine".

Upon starting his career at Apple Inc. Gilbert F. Amelio was facing five central issues – the company was low on cash, lack of product quality, next-generation operating systems were falling behind schedule, organizational culture was so bad that it was nearly impossible to manage, and production and development efforts were fragmented (Linzmayr, 2004).

Amelio was known for focusing on structure, rules, and adhering to existing procedures, which can be interpreted as a bureaucratic leadership style. He attempted to implement cost-cutting measures, restructure the organization, and consolidate the product line during his time at Apple (Linzmayr, 2004).

Steve Jobs 1997-2011

Steve Jobs was one of the co-founders of Apple Inc., along with Steve Wozniak and Ronald Wayne. Jobs played a crucial role in the company's development and is widely recognized as one of the key figures in the growth of Apple Inc.

As already established before, in 1985, Jobs left the company due to disputes with that time-standing CEO John Scully and other board members. After being forced out of Apple Inc., he created another computer company called NeXT, a computer company and direct competitor to Apple, which they later acquired in 1997.

In 1997, Steve Jobs returned to Apple after the company acquired NeXT, and he became the CEO of Apple until 2011. Under his leadership, Apple released a series of groundbreaking products, including the iMac, iPod, iPhone, and iPad. In addition, Jobs played a significant role in Apple's expansion into new markets, such as digital music – iTunes and a digital marketplace – App Store.

Jobs was known for his ability to inspire and motivate people with his passion, vision, and charisma. He managed to inspire his employees and rally them around a shared goal even though they had to get rid of some projects they were working on. Also, he was well-known for pushing the company towards innovation and change. Steve Jobs focused on the bigger picture and encouraged his employees to think differently. One of his most famous slogans was "Think Different", which in the end resulted in a series of revolutionary products. However, he was also known for making decisions quickly and expecting that his team will execute his visions without a question. This approach allowed him to maintain control and drive the company toward his ambitious goals (Isaacson, 2011).

Tim Cook 2011-Present

Tim Cook, the current CEO of Apple Inc., took over the company's control in 2011 following the resignation of the iconic Steve Jobs. Before becoming a CEO, Tim Cook already held various leadership roles, such as Senior Vice President of Worldwide Operations, Executive Vice President of Worldwide Sales and Operations, and Chief Operating Officer (n.a., 2023).

Under Cook's leadership, Apple has introduced new products, such as Apple Watch, AirPods, and improved already existing products, such as iPhone, iPad, and Mac. Cook has also overseen the growth of Apple's services, including Apple Music, Apple TV, and Apple Pay. By doing so, he managed to diversify the company's revenue stream.

Like Steve Jobs, Tim Cook could inspire and motivate employees to perform beyond their expectations, foster innovation, and promote a shared vision for the company's future. Cook has

successfully continued Apple's legacy of innovation and has led the company to new heights by maintaining a strong focus on excellence and customer satisfaction. Additionally, he manages this company by putting the needs of the employees and organization first, facilitating their growth and well-being, and promoting a more collaborative and inclusive environment. From these previously mentioned facts, it can be concluded that Tim Cook applied a mix of transformational and servant leadership practices.

3.1.2. Microsoft Corp

Similarly to Apple Inc., Microsoft Corporation stands as a prominent force in the global technology sector. Established in 1975 by Bill Gates and Paul Allen, the company's accomplishments can be linked to their dedication towards innovation, design, and user experience. Microsoft continuously strives to go beyond the boundaries of technology, developing products that have significantly impacted the tech industry and become defining elements for generations of users. This commitment to excellence has resulted in a devoted customer following and a powerful brand image, solidifying Microsoft's position as a significant player in the worldwide technology arena. Over time, Microsoft has had only 3 CEOs, which is illustrated in the timeline below (Figure 4).

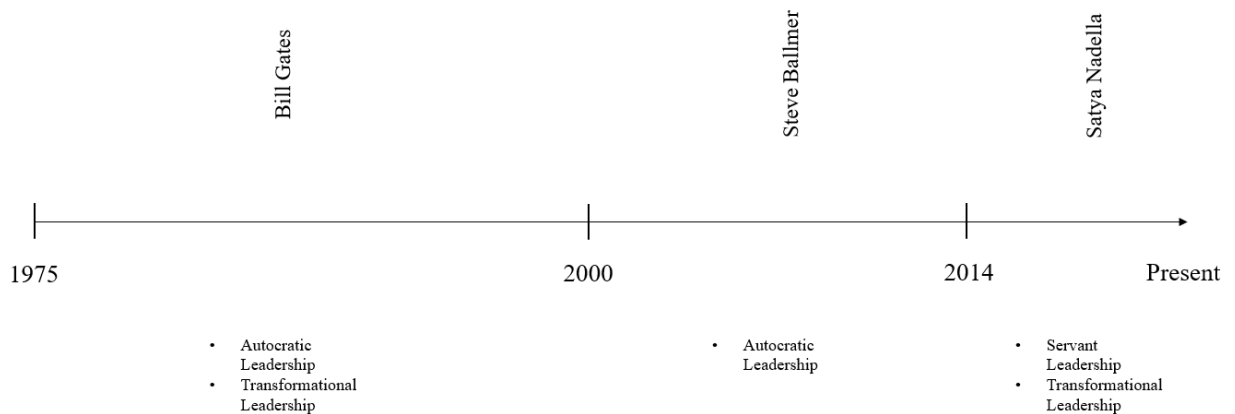


Figure 4. Microsoft CEOs and Their Leadership Styles
Source: Author of the work

Bill Gates 1975 - 2000

Bill Gates is a co-founder and served as the first CEO of Microsoft Corporation until 2000. Afterwards, he transferred to a different role – Chief Software Architect until 2006, when he decided to step down.

During his time at Microsoft, Bill Gates played a crucial role in developing the company's software products and guided its business strategy. He is well known for leading Microsoft's shift from a small startup into one of the world's most successful and influential technology companies. He is also the key player who shaped the personal computer industry as we know it today.

It can be challenging to determine the exact leadership style Bill Gates uses. However, evidence suggests that he employed a mix of autocratic and transformational leadership approaches. In Microsoft Corporation's early years, no specific leadership practices were in place. Decisions were made through lengthy discussions, during which Bill Gates would listen to opposing arguments before making a clear and final decision. It was then ensured that all company employees followed these decisions.

Some argue that Microsoft's progress was slow until 1999 due to this time-consuming decision-making process. To maintain the quality of procedures, multiple daily meetings were held to review work progress and evaluate team performance. Bill Gates had a detailed understanding of every aspect of his company, from management-related processes to paying temporary employees. Despite his hands-on approach, he valued input from others and encouraged creative thinking among his team members (Brown & Stawski, 2019).

Steve Ballmer 2000 - 2014

Steve Ballmer joined Microsoft Corporation in 1980, and since then, he has held various positions in the company until the year 2000, when he became the company's CEO. His era lasted 14 consecutive years until he stepped down in 2014.

Steve Ballmer played a crucial role in the growth and development of the company. During his tenure, various new innovative products were introduced to the market, for example, Windows XP, Xbox, various versions of Microsoft Office, and other successful products. However, some may say that during his tenure, innovation within the organisation didn't move forwards as fast as expected.

Steve Ballmer's leadership style can be seen as autocratic leadership styles. He believed that good leaders are capable of adapting themselves to the environment in which they are put in and additionally pursuing all necessary changes to the model to ensure continuous growth of the company (Staff, 2007). Ballmer wasn't a software expert, but he made the necessary changes within the company which better reflected his unique strengths. His capability of expanding Microsoft Corporations' focus from software to other electronic devices was a huge stepping stone for their evolution of the technological landscape. However, some consider that Ballmer's leadership struggled with the needed pace of innovation and failed to capitalize on emerging trends. Already existing products faced stiffer competition from their rival companies, such as Apple and Google, and attempts to enter new markets, such as search engines and smartphones, were unsuccessful. Ballmer tended to prioritise sales over product innovation which led to internal conflicts and the loss of Microsofts technical staff members (Eichenwald, 2012).

Satya Nadella 2014 - Present

Satya Nadella is the current CEO of Microsoft Corporation, a position he has held since 2014. Before becoming Chief Executive Officer of Microsoft, he was in charge of various roles within the company.

During his tenure at Microsoft, Satya Nadella has played a pivoted role in shifting the company's focus towards cloud computing, artificial intelligence, and other emerging technologies. He is well known for fostering an innovative and collaborative culture within the company, which has helped Microsoft maintain its position as a global technology leader.

Determining the leadership style employed by Satya Nadella can be challenging. However, there is certain evidence that suggests he uses a mix of servant and transformational leadership approaches. At Microsoft, Nadella is known for his empathetic and inclusive attitude, prioritizing the growth and well-being of his employees. He believes in empowering his team members, providing them with the tools and support they need to succeed and grow both personally and professionally (Nadella, 2022).

Some argue that under Nadella's leadership, Microsoft has become more agile and responsive to market changes. To ensure the quality of operations, he encourages open communication and collaboration among team members, fostering an environment where innovative ideas can thrive.

Satya Nadella has a deep understanding of the company's various aspects, from product development to customer engagement. Despite his humble and approachable demeanour, he is a strong advocate for diversity and inclusion, driving positive change within the company and the technology industry as a whole (Benton, 2022).

3.2. Selected Company Financial Performance

For any good manager, it is essential to understand the company's financial performance. Therefore, the author of the work has set out five key financial performance indicators for the data analysis.

Revenues

Revenues or also referred to as turnover, which show the total amount of money a company generates through its primary business activities, usually during a quarter or a year. Revenues are a crucial component of financial statements, as they give investors or other interested parties insight into the company's ability to generate income and grow its business (Hayes, 2023).

Revenues can be generated from various sources, such as sales of goods and products, sales of services, licensing, subscription fees, commissions, investment income, and rental income.

Net Income

Net income, also known as net profits or net earnings, shows the total amount of money a company is left with after accounting for all expenses, taxes, and other costs during a performance period. Net income is a crucial variable in financial statements, as it highlights the company's profitability and ability to generate returns for its shareholders. A positive net income indicates that the company has generated profits, while a negative net income can indicate that the company has experienced a loss (Kenton, 2022).

Earning per Share

Earnings per share, commonly abbreviated as EPS, is a critical financial metric that shows a company's profitability on a per-share basis. It is calculated by dividing the net income by the total number of shares outstanding. This variable can provide companies investors and the company itself with how well they can generate profits for its shareholders and help interested parties grasp

the relative value of its shares. A high EPS indicates that the company is successfully generating earnings, which can have a positive impact on investor confidence in the company. Consequentially, a low EPS suggests that the company may be struggling to return back value to its shareholders, which could result in decreased investor interest and a lower stock price (Fernando, 2022).

Formula 1. Earning per Share Formula

$$\text{Earnings per Share} = \frac{\text{Net Income} - \text{Preferred Dividends}}{\text{End - of - Period Common Shares Outstanding}}$$

Return on Assets (ROA)

Return on Assets, commonly abbreviated as ROA, is a critical financial metric that shows the profitable company is in relation to its total assets. It is calculated by dividing the net income by the total value of the company's assets. This measure shows investors, managers and other interested parties how efficiently a company utilises its assets to generate profits. A high Return on Assets value indicates that the company is sufficiently managing its resources to maximize returns, and a low ROA suggests that there is a need for asset utilization and overall operational efficiency improvements (Hargrave, 2022).

Formula 2. Return on Assets

$$\text{Return on Assets} = \frac{\text{Net Income}}{\text{Total Assets}}$$

Return on Equity (ROE)

Return on Equity, commonly abbreviated as ROE, is a vital financial metric that demonstrates a company's profitability in relation to its shareholders' equity. It is calculated by dividing the net income by the total value of shareholders' equity. This indicator provides investors, managers and other interested parties a clear understanding of how effectively a company can generate returns on the capital invested by its shareholders. A high ROE indicates that the company is effectively using its equity in profit generation. Consequently, low ROE shows that the company is struggling with equity utilization in profit generation. This can impact investor confidence, and if this indicator is low may lead to lower interest from investors in the company (Fernando, Return on Equity (ROE) Calculation and What It Means, 2023).

Formula 3. Return on Equity Formula

$$\text{Return on Equity} = \frac{\text{Net Income}}{\text{Shareholder's Equity}}$$

Given ratios will provide the works author with all necessary information regarding selected company performance which afterwards can be compared based on that time CEOs and their applied leadership styles, which were established in the previous section.

3.2.1. Apple Inc. Financial Performance

Apple Inc. is one of the leading technology companies in the world. The primary sources of revenue generation and a short but detailed description of them are provided in the table below.

Table 4. Apple Inc. Source of Revenues

Source of Revenues	Description
Sales of goods and products	This includes the revenues generated from the sales of Apple hardware devices (iPhones, Macs, iPads, Apple Watches, AirPods, and other accessories)
Subscription fees	This includes the revenues generated from Apple services, such as Apple Music, iCloud, Apple Arcade, Apple TV+ and Apple News. Additionally, it collects fees from developers through its App Store.
Licensing	This includes revenues generated from AppleCare, which covers extended warranties and technical support services. Additionally, they carry out licensing agreements with third-party sources in the retail sector.

Examining the revenue figures for Apple Inc. from the cash flow statements between September 30, 1989, and September 24, 2022, we can see in the graph below (Figure 5) a consistent rise in the company's revenue with small downward fluctuations. An impressive increase started in the

mid-2000s, with revenue soaring from 8.3 billion US dollars in 2004 to 36.5 billion US dollars in 2009, and then almost doubled to 65.2 billion US dollars in 2015.

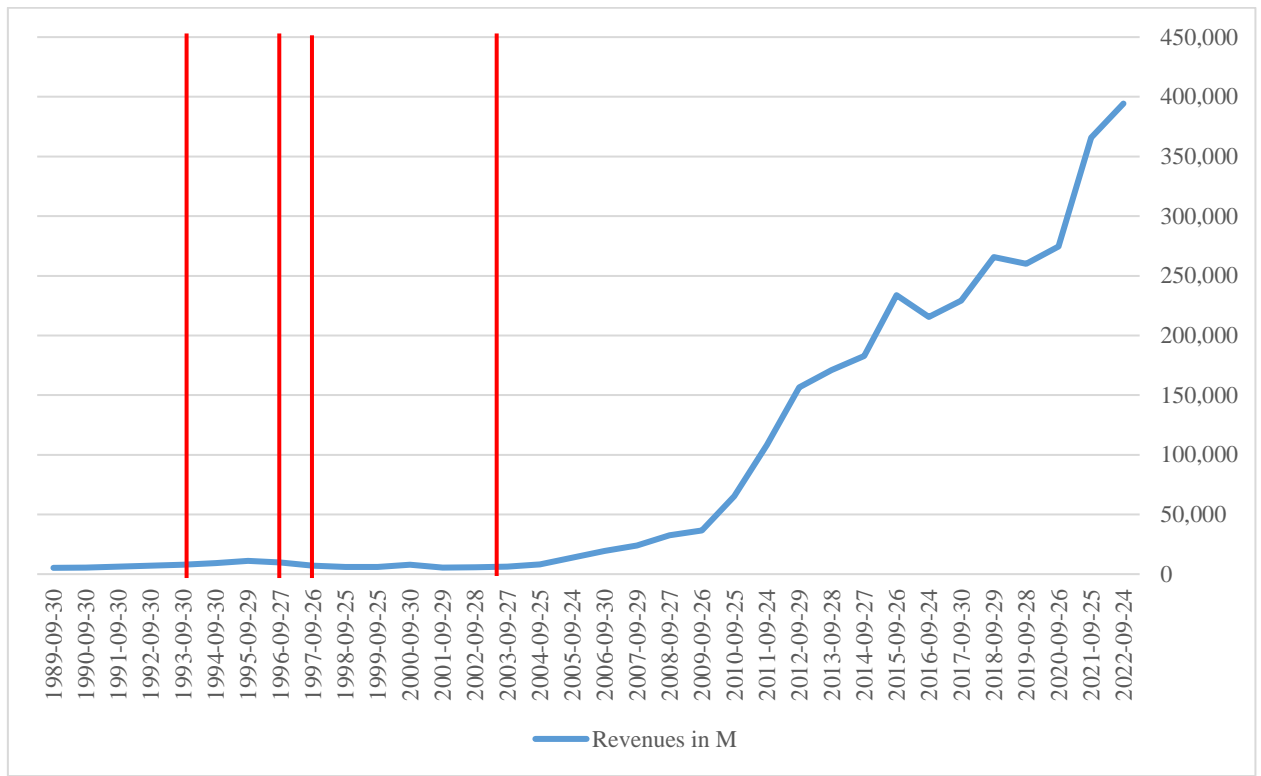


Figure 5. Apple Inc. Revenues in M, USD

Source: 10-K Annual Report, Calculations done by the author.

While there were substantial gains, Apple's revenue trajectory also features episodes of decline or stagnation. For example, in the early 1990s, the company's revenue diminished. Between 1995 and 2001, revenue descended from 11 billion US dollars to a record low of 5.3 billion US dollars. Apple Inc., nonetheless, rebounded from this slump and has since witnessed considerable revenue expansion.

In the last few years, Apple's revenue has persisted in its ascent, with amounts reaching 365.8 billion US dollars in 2020 and escalating to an unprecedented high of 394.3 billion US dollars in 2022. In summary, Apple Inc.'s revenue progression throughout the years has been outstanding, though marked by some noteworthy fluctuations. Despite encountering obstacles during specific periods, the company has triumphed and preserved its upward growth trajectory.

Net Income

Overall, the net income of Apple Inc. has been increasing over time, with some minor downward fluctuations. As shown in the graph (Figure 6) below, there are several years when we can see Apple experienced rapid growth in their net income. The first most noticeable increase is visible in the mid-2000s when net income increased from 1.3 billion US dollars in 2005 to 5.7 billion US dollars in 2009, which almost tripled to 14 billion US dollars in the following year.

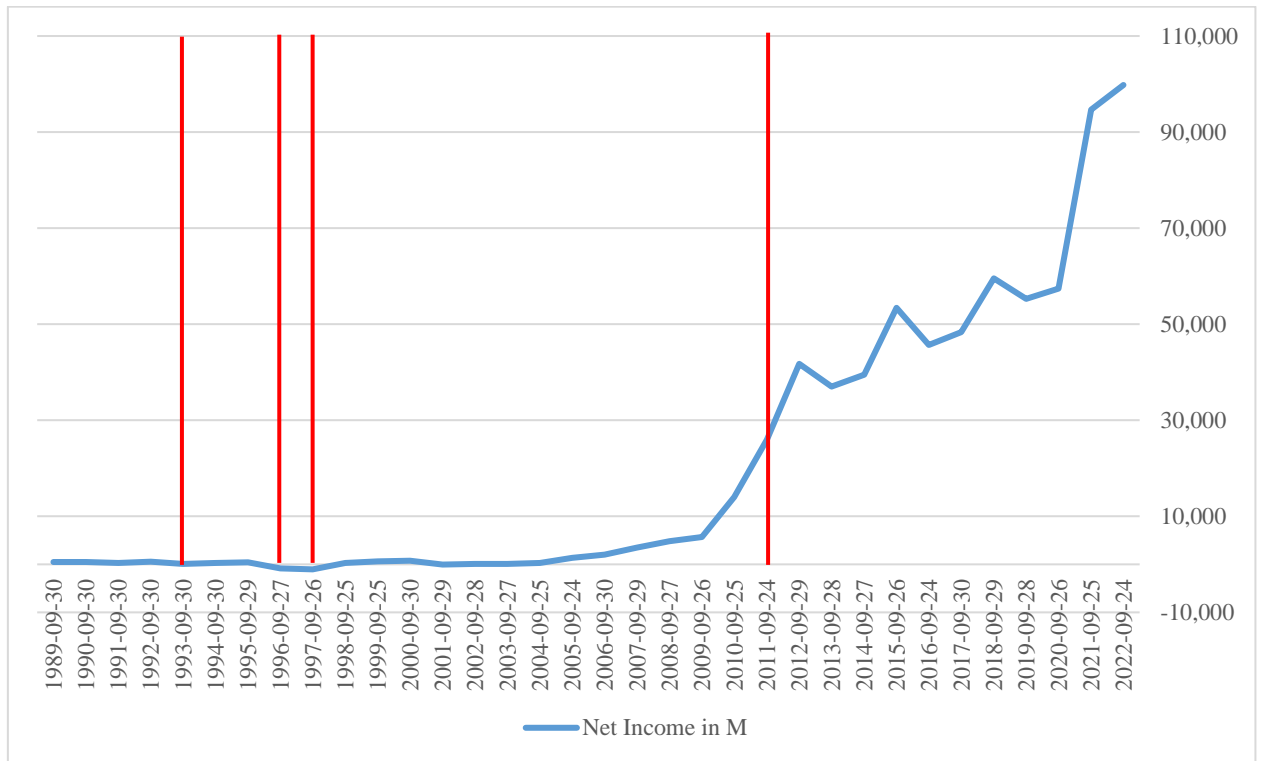


Figure 6. Apple Inc. Net Income in M, USD

Source: 10-K Annual Report, Calculations done by the author.

There are also several periods where Apple companies net income declined or remained stagnant. As it is visible in the figure above, in the early 1990s, the company's net income started steadily declining. From 1990 until 1997, the net income dropped from 0.47 billion US dollars to an all-time low of negative one billion US dollars. However, Apple Inc. didn't encounter such financial difficulties after this drop.

Earnings per Share (EPS)

Examining the earnings per share (EPS) data for Apple Inc. from the cash flow statements between September 30, 1989, and September 24, 2022, we can identify a general upward trend in the company's EPS, interspersed with some significant variations. A particularly substantial increase

occurred in the mid-2000s, as EPS rose from 0.0589 in 2005 to 1.5943 in 2012 and then continued to climb, reaching 2.32 in 2015.

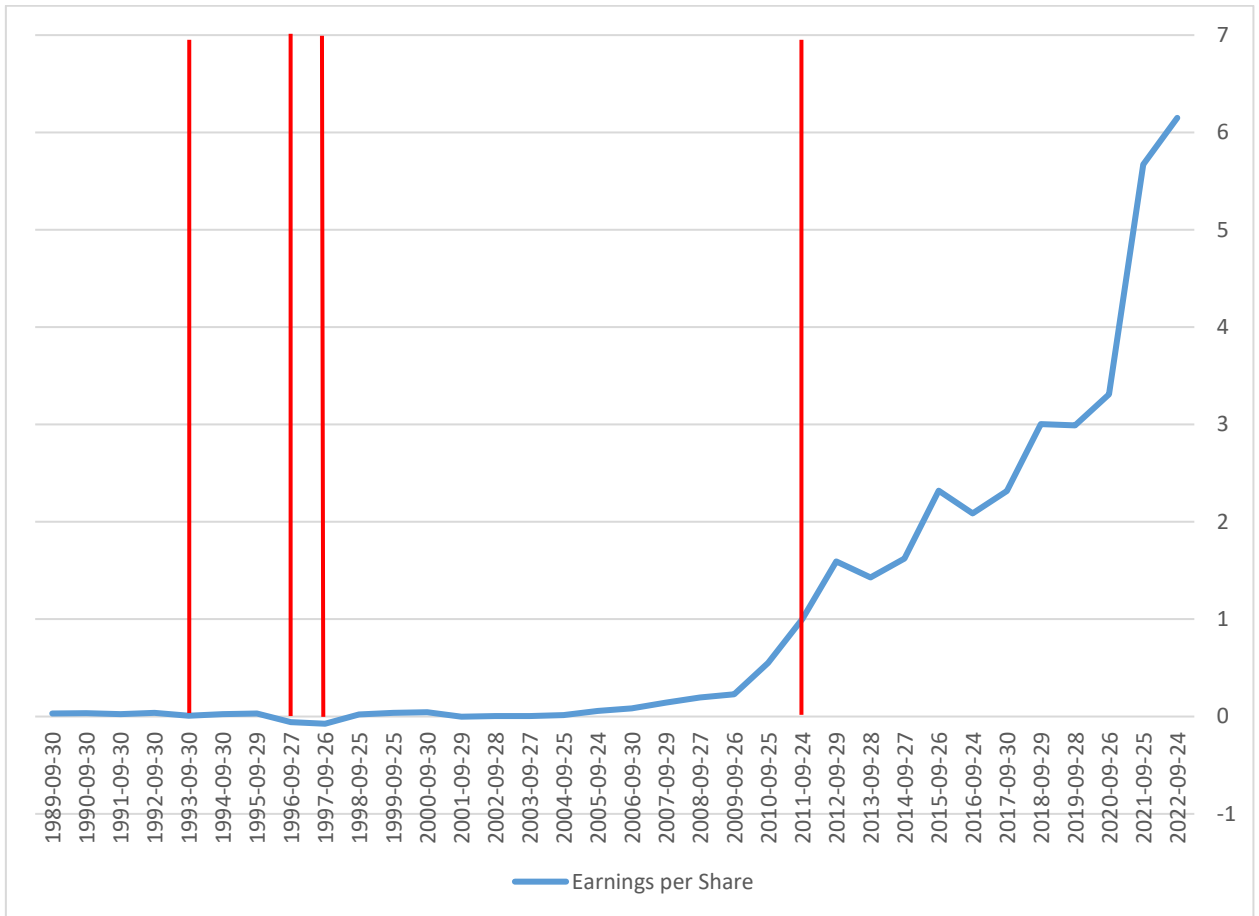


Figure 7. Apple Inc. Earning per Share
 Source: 10-K Annual Report, Calculations done by the author.

In addition to the gains in revenue discussed earlier, Apple's EPS trajectory also features instances of decline or stagnation. For example, in the early 1990s, the company's EPS declined. Between 1995 and 1997, EPS fell from 0.0308 to a historic low of -0.074. However, Apple Inc. managed to recover from this downturn and has since experienced significant growth in EPS.

In more recent years, Apple's EPS has continued to rise, with figures reaching 3.31 in 2020 and climbing to an all-time high of 6.15 in 2022. In summary, Apple Inc.'s EPS performance over the years has been impressive, although marked by some notable fluctuations. Despite facing challenges during specific periods, the company has persevered and maintained its upward growth trajectory in EPS. This demonstrates Apple's resilience and ability to adapt and thrive in a competitive and dynamic market.

Return on Assets (ROA)

Upon examining the return on assets (ROA) data for Apple Inc. between September 30, 1989, and September 24, 2022, we can observe the upwards trend was not as significant as it was visible in the three previous indicators – net income, revenues and earnings per share. In the given graph below (Figure 8), we can see that Apple company's Return on Asset ratio plummeted during the time period between 1995 and 1997. In the following year company managed to recover. However, soon after, in 2001, they experienced yet another drop, from which they started to recover and didn't experience a negative ROA ratio. In more recent years, Apple's ROA has continued to increase, reaching an all-time high of 0.28 in 2022. However, based on the observations, there is still room for improvement in the company's utilisation of its assets.

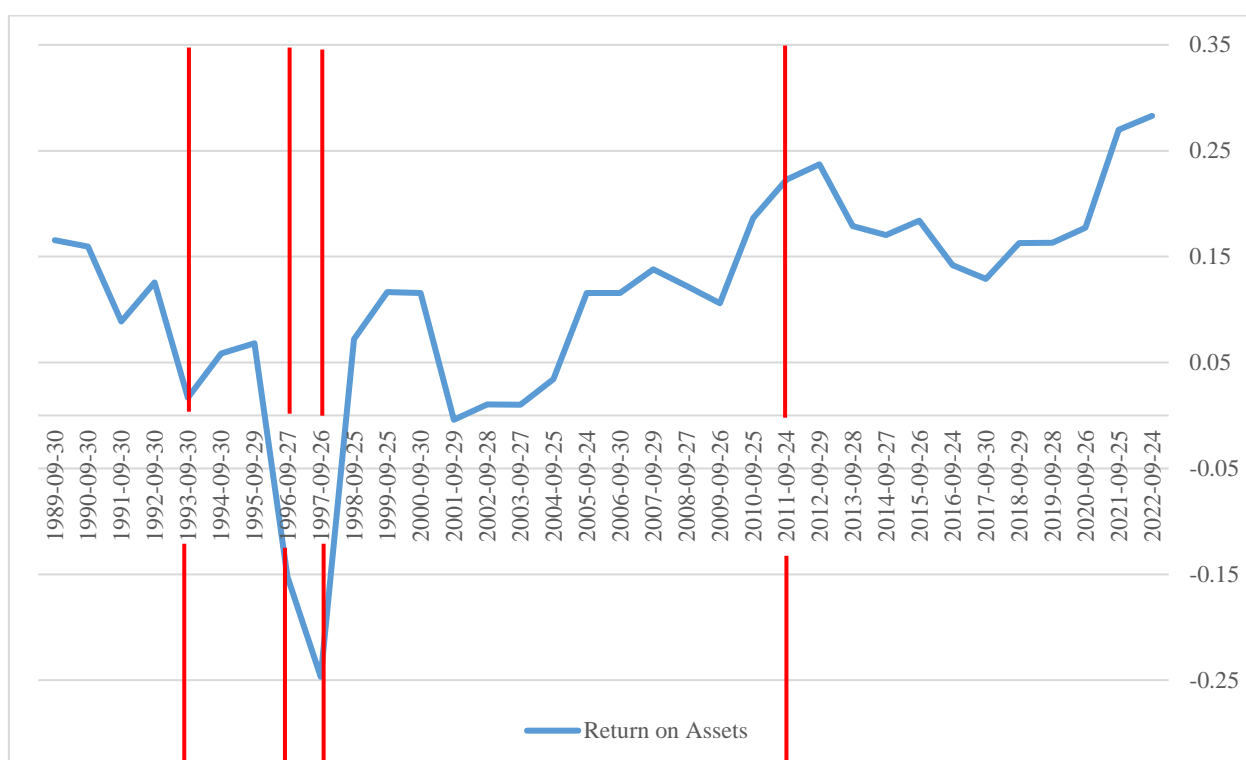


Figure 8. Apple Inc. Return on Assets

Source: 10-K Annual Report, Calculations done by the author.

Return on Equity (ROE)

Similarly to Return on Assets, Return on Equity shows a broader range of deviations. The data below shows that starting from 1989, ROE decreased when in 1997, it plummeted and reached an all-time low of -0.25. In the following year, the company began to recover, but in 2001 it descended once again and was 0.

In the latest years, we can see that the company is facing upwards trend. Starting from the year 2002, there haven't been any occasions when the Return on Equity dropped back to 0 or even became negative. We can see from the latest available information that the company is continuing to improve its performance and has reached an all-time high in 2022.

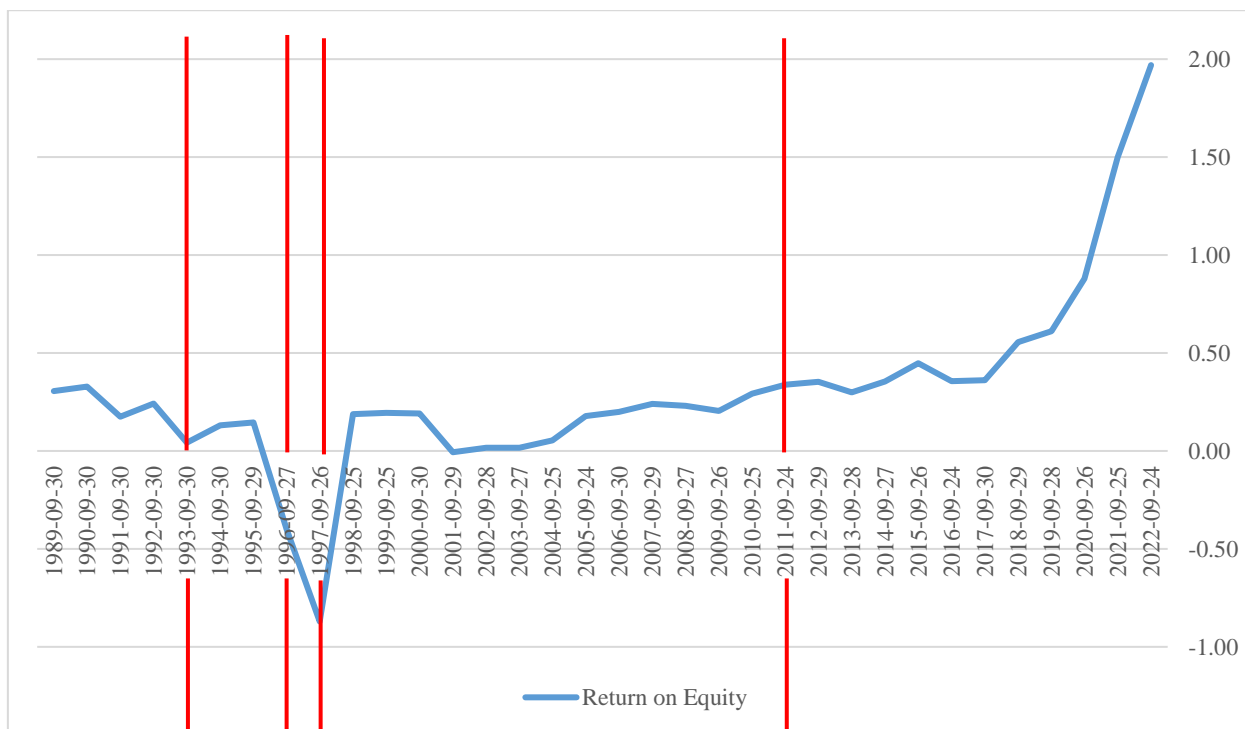


Figure 8. Apple Inc. Return on Assets
 Source: 10-K Annual Report, Calculations done by the author.

Based on the financial analysis observations combined with what was observed in section 3.1.1. (Apple Inc. CEOs), it is visible that there is a correlation between leadership styles and company financial performance. When we look at the first three financial performance indicators and consider that the company was led by leaders who incorporated transformational leadership practices as one of the leadership styles, we can see an upward trend. This is also slightly visible when we look at the return on assets and slightly better visible when we look at the return on equity.

To make obtained information more transparent, the work's author has provided Apple Inc. CEO indicator trends (Table 5), which can be seen in the table (Table 5) below. As we can see, both Steve Jobs and Tim Cook have experienced upward trends in all analysed financial indicators, Gilbert F. Amelio experienced a downward trend, and Michael Spindler and John Sculley experienced stagnation or a downward trend.

Table 5. Apple Inc. CEO Indicator Trends

	Tim Cook (2011-Present)	Steve Jobs (1997-2011)	Gilbert F. Amelio (1996-1997)	Michael Spindler (1993-1996)	John Sculley (1983-1993)
Revenues	↑	↑	↓	↑↓	↑↓
Net Income	↑	↑	↓	↓	↑↓
Earning per Share	↑	↑	↓	↓	↑↓
Return on Assets	↑↓	↑	↓↓	↓	↓
Return on Equity	↑	↑	↓↓	↓	↓

However, to derive more concrete evidence, it is essential to research additional metrics such as environmental, social and governance frameworks, which will be discussed in the following sub-chapter 3.3.1. (Apple Inc. ESG).

3.2.2. Microsoft Corporation Financial Performance

Microsoft Corporation is a globally recognized technology giant with various products and services. The primary sources of revenue generation, along with brief descriptions, are outlined in the table below (Table 6).

Table 6 Microsoft Source of Revenues

Source of Revenues	Description
Sales of goods and products	This includes the revenues generated from the sales of Microsoft's hardware products, such as Surface tablets, Xbox gaming consoles, and various accessories
Software and services	This includes revenues generated from the sales of Microsoft's software products
Subscription fees	This includes revenues from subscription-based services, such as Microsoft 365, Xbox Game Pass, and LinkedIn Premium.
Licensing	This includes revenues generated from third-party licensing agreements with manufacturers, distributors, and resellers.

Cloud services	This covers revenues generated from Microsoft's cloud computing services, such as computing, storage, and database management for businesses and consumers.
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Revenues

Assessing the revenue figures for Microsoft Corporation extracted from the company's financial statements between 1989 and 2022, shown in Figure 9 below, a trend of steady growth is visible with a dip of 2 billion US dollars in revenue during the financial crisis of 2009, after which the company was able to recover the following year posting revenues amounting to 62.4 billion US dollars. The upward trend continued during the 2010s reaching a slight decline between 2016 and 2017, but skyrocketing in recent years, reaching 198.27 billion US dollars in 2022. Overall, Microsoft Corporation's revenue has been steadily rising during the reviewed period, picking up its speed in the early 2000s.

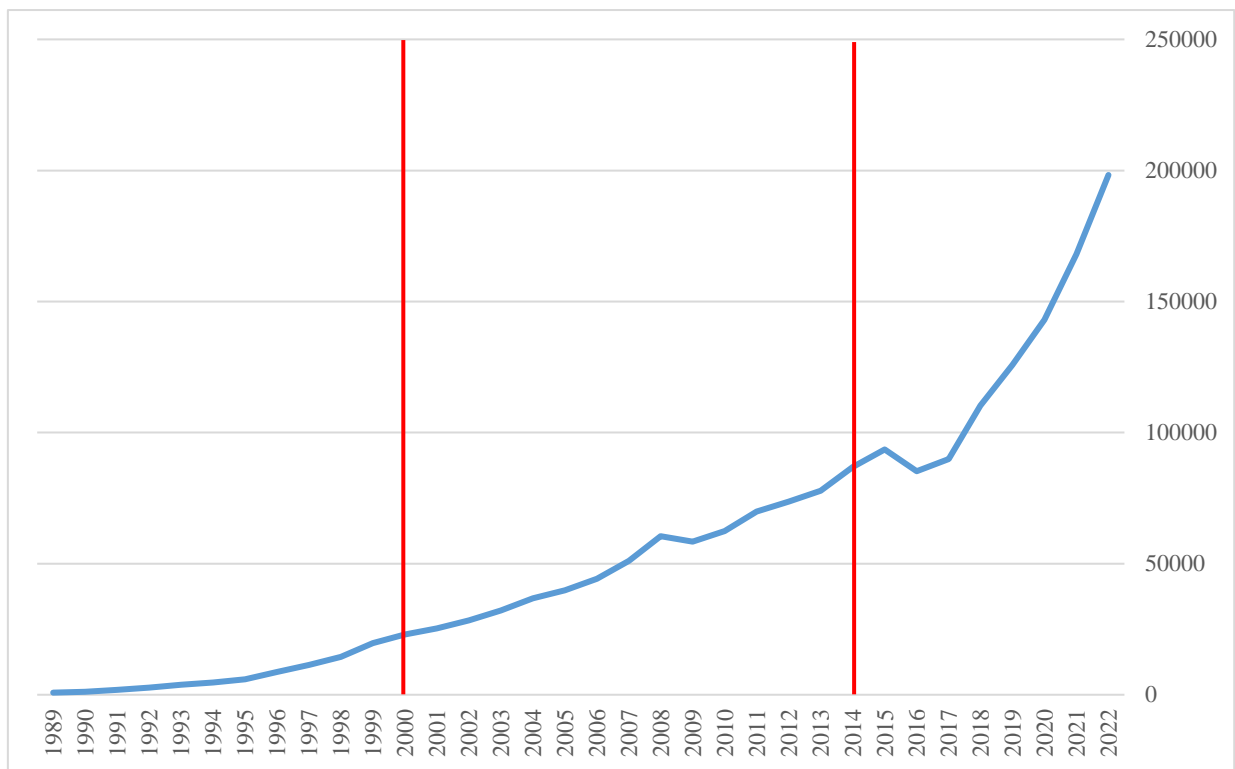


Figure 9. Microsoft Corporation Revenues

Source: 10-K Annual Report, Calculations done by the author.

Net Income

The net income of Microsoft Corporation, presented in the graph below (Figure 10), shows a steady increase since 1989, with some minor downward fluctuations in 2009 and 2016. However, after the 2016 setback company managed to recover quickly and more than double its net income by 2022. This shows that Microsoft Corporation is more than capable of generating net income, and its processes ensure that no major setbacks are experienced.

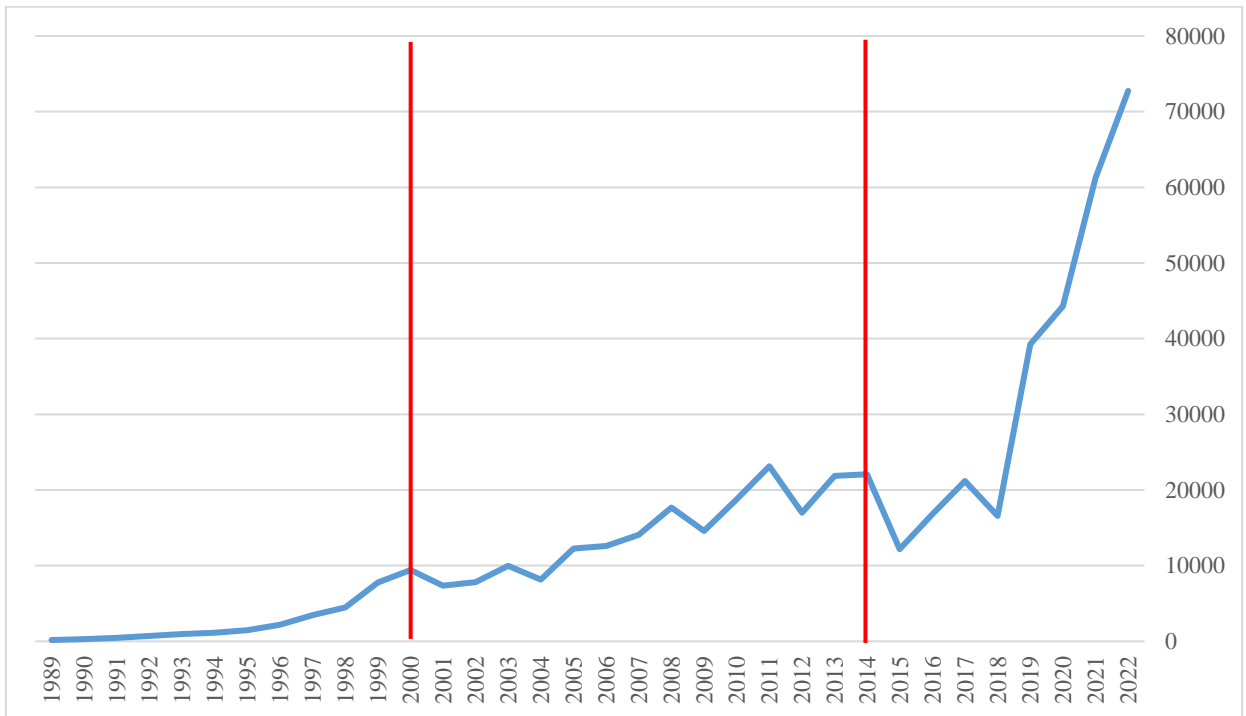


Figure 10. Microsoft Corporation Net Income M, USD
Source: 10-K Annual Report, Calculations done by the author.

Earnings per Share (EPS)

The earning per share (EPS) for Microsoft Corporation, shown in the graph below (Figure 11), demonstrates a generally growing pattern. In 1989, the EPS began at a modest 0.025 and has increased to 9.7 in 2022. However, it is important to point out that from 2018 until 2022, Microsofts EPS increased by almost five times.

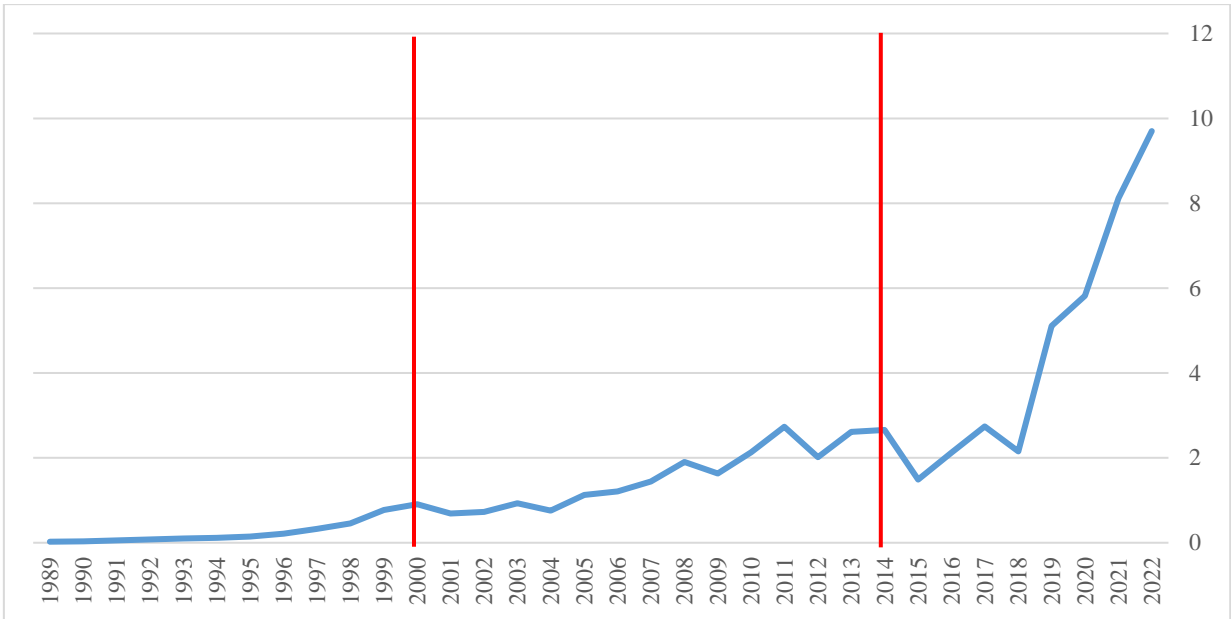


Figure 11. Microsoft Corporation Earnings per Share (EPS)
 Source: 10-K Annual Report, Calculations done by the author.

Return on Assets (ROA)

Upon examining the return on assets (ROA) data for Microsoft Corporation between 1989 and 2022, we can observe a general downward trend which significantly differs from what was shown in three previous indicators – net income, revenues and earnings per share. In the graph below (Figure 12), we can see that Microsoft company Return on Asset ratio plummeted at the beginning of the 2000s, and in the following year company managed to recover. However, in 2008, they experienced yet another drop, reaching an all-time low of 0.06 in 2018. This information indicates that Microsoft struggles to utilize their assets in the income generation process.

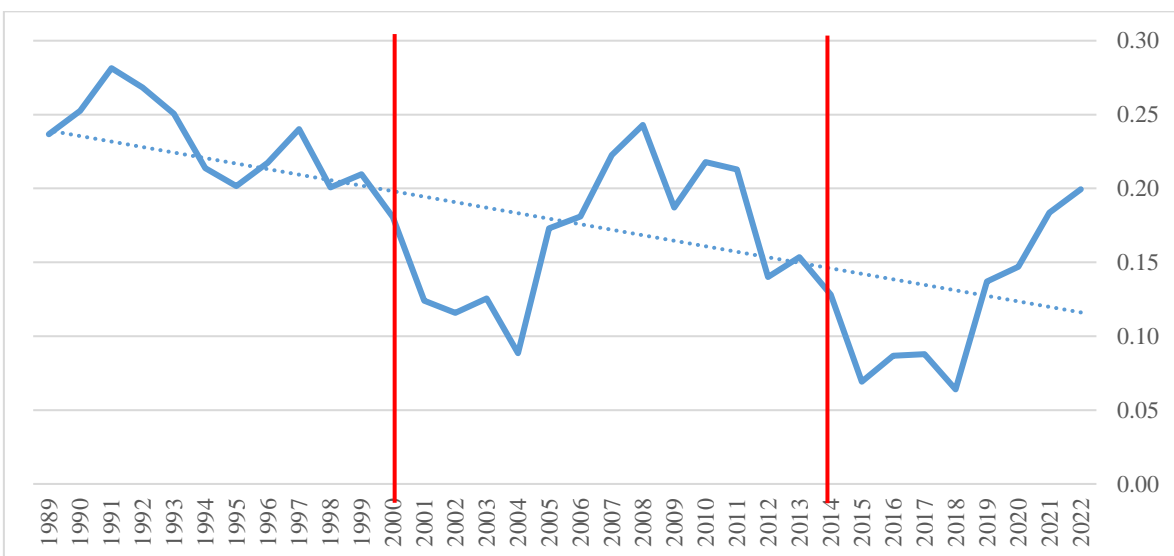


Figure 12. Microsoft Corporation Return on Assets (ROA)
 Source: 10-K Annual Report, Calculations done by the author.

Return on Equity (ROE)

Similarly to Return on Assets, Return on Equity shows a broader range of deviations. The data below (Figure 13) shows that from 1989, ROE started to decline, and by 2004, it reached an all-time low of 0.11. Soon after, they managed to show some improvements, and in 2008 they were at an all-time high of 0.49, and their ROE started to decline. Overall, there is a visible slight upwards faced trend, and in 2022 its ROE has almost reached its previous high and is standing at 0.44.

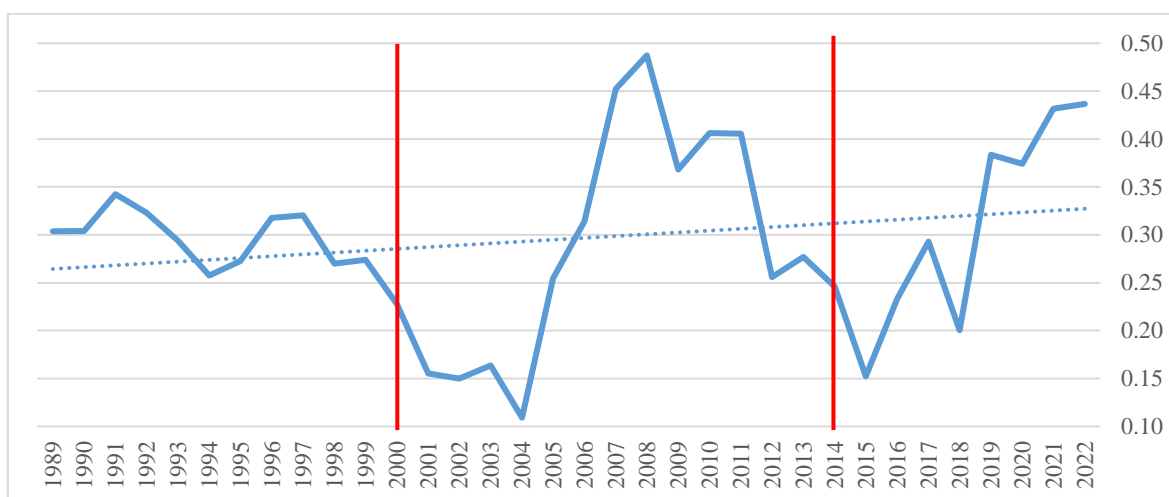


Figure 13. Microsoft Corporation Return on Equity (ROE)

Source: 10-K Annual Report, Calculations done by the author.

To make obtained information more transparent, the work's author has provided Microsoft Corporation CEO indicator trends, which can be seen in the table below (Table 7). As we can see, both Bill Gates and Steve Ballmer have experienced upward or stagnating trends in almost all analysed financial indicators. However, when we look at the time when Satya Nadella was a CEO, we can see that Microsoft experienced a vast increase in given ratios.

Table 7. Microsoft CEO Indicator Trends

	Satya Nadella (2014-Present)	Steve ballmer (2000-2014)	Bill Gates (1975-2000)
Revenues	↑↑	↑	↑
Net Income	↑↑	↑	↑
Earning per Share	↑↑	↑	↑
Return on Assets	↑↑	↑↓	↓↓
Return on Equity	↑↑	↑↓	↓

However, to derive more concrete evidence, it is essential to research additional metrics such as environmental, social and governance frameworks, which will be discussed in the following sub-chapter 3.3.2. (Microsoft Corporation ESG).

3.3. Selected Company ESG Analysis

Traditional financial analysis, which primarily focused on financial metrics such as revenues, earnings, and market share, was seen as insufficient in capturing the full range of risks and opportunities that companies can encounter, a new framework was created – ESG.

ESG stands for Environmental, Social and Governance, which are the key factors used to evaluate the sustainability and ethical impact of a company/organisation. Over the years, ESG ratings have become more important to investors, businesses, and all involved stakeholders.

Environmental Score

An environmental score has been set to assess a company's environmental impact, including its efforts to mitigate climate change, reduce greenhouse gas emissions, and manage natural resources. In today's fast-developing world, where investors and society itself have become more environmentally aware, there is a need to monitor the company's environmental footprint.

A high environmental score signifies that the company has established robust environmental policies and practices to minimize its impact on the environment, actively commits resources to sustainable technologies, processes, and environmentally friendly product development. It also efficiently manages natural resources, such as water, land, and raw materials, while reducing waste generation. Additionally, the company takes appropriate measures to address climate change and places a strong focus on preventing pollution.

Consequently, to the previous factors, when companies have a high environmental score, a low environmental score indicates the complete opposite. Even a low score can indicate that the company proposes potential environmental risks or lack of commitment to sustainable practices, which can negatively impact a company's reputation, and financial performance.

Social Score

The social score of ESG focuses on a company's relationships with employees, customers, suppliers, and communities. Key factors include labour practices, employee health and safety, human rights, customer satisfaction, and community engagement. Companies with strong social scores tend to have a more positive impact on society and have a better reputation, which can lead to brand value and customer loyalty.

A high social score indicates that a company:

- 1) Demonstrates strong commitment to fair labour practices.
- 2) Prioritizes employee well-being, health and safety.
- 3) Values diversity, inclusion, and equal opportunities for all employees.
- 4) Respects and takes into consideration human rights across its operations.
- 5) Maintains high customer satisfaction level
- 6) Engages with local communities and contributes positively to social and economic development.

Consequently, to the previous factors, when companies have a high social score, a low social score indicates the complete opposite. Even a low score may signal potential social risks or a lack of commitment to responsible practices, which can negatively impact a company's reputation, financial performance, and long-term value creation. Investors and stakeholders may view companies with low Social scores as less attractive investments due to these risks and potential liabilities.

Governance Score

The governance score refers to the set of rules, policies, and processes by which a company is managed by. This score covers a variety of aspects, such as board composition, executive compensation, shareholder rights, and transparency in financial reporting. Strong corporate governance is essential to ensure companies' long-term stability, as it helps to prevent fraud, corruption, and other unethical practices that could harm investors and other stakeholders.

A high governance score indicates that a company:

- 1) Demonstrates a strong commitment to transparency and accountability in its financial reporting and decision-making

- 2) Maintains appropriate internal controls and risk management systems to prevent fraud or other unethical practices.
- 3) Ensures that their executives are compensated fairly.
- 4) Respects shareholder rights.
- 5) Applies to relevant governance regulations and standards.

A high Governance score generally suggests that a company is effectively managing its governance responsibilities, which can lead to better long-term stability, reduced risks, and increased trust among investors and stakeholders. Consequently, to the previous factors, when companies have a high governance score, a low score indicates the complete opposite. A low governance score may even indicate potential governance risks or a lack of commitment to responsible practices, which can negatively impact a company's reputation, financial performance, and long-term value creation. Investors and stakeholders may view companies with low Governance scores as less attractive investments due to these risks and potential liabilities

3.3.1. Apple Inc. ESG

Environmental Score

The graph below (Figure 14) provides Environmental Score data for Apple from 2001 to 2022, which shows the company's progress in managing its environmental responsibilities during this period. The provided scores offer valuable insights into Apple's efforts to address ecological concerns and the evolution of its commitment to sustainability.

A closer look at the data reveals that it has experienced slight improvements in the given period while experiencing some setbacks in the mid-2000s. In 2001, the environmental score of Apple Inc. was 52.19, which continued to improve until 2006, when they encountered a drop in the score, which led to an all-time low of 48.1 in 2008. Afterwards, they steadily recovered and, based on the latest information, is at 62.77.

This information suggests that Apple has slightly improved its environmental performance over the past two decades. With some minor setbacks in the period from 2004 until 2008, after which they steadily recovered.

Overall, Apple's Environmental Score data shows that the company is slowly evolving their approach to managing its ecological impact. Investors and stakeholders can use this information to gauge Apple's commitment to sustainable practices and long-term value creation.

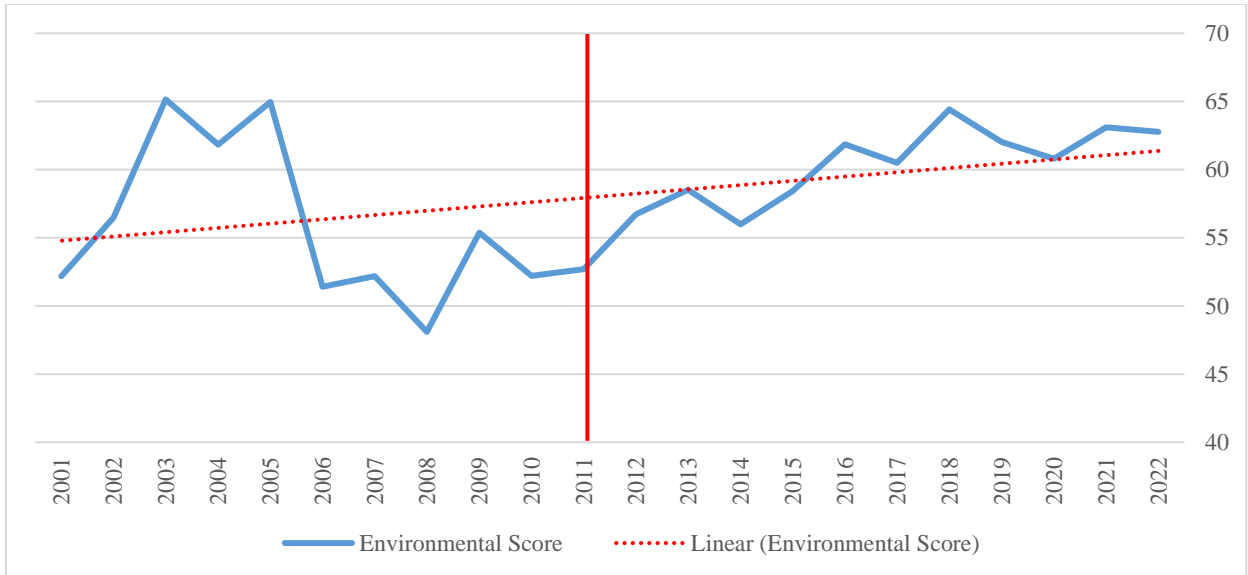


Figure 14. Apple Inc. Environmental Score¹
Source: 10-K Annual Report

Social Score

The graph below (Figure 15) provides Social Score data for Apple from 2001 to 2022, which shows the company's progress in managing its social responsibilities during this period. The provided scores offer valuable insights into Apple's efforts to address ethical labour practices, community engagement, and other factors related to social responsibility.

A closer look at the data reveals that it has experienced a slight downward trend in the given period. In 2001, the social score of Apple Inc. was 65.12, which continued to decrease steadily until 2019, when it hit an all-time low of 46.54. Afterwards, they showed signs of improvements and in 2021 reached 60.18. However, in the following year, they once again experienced a drop.

This information suggests that Apple's attitude towards social responsibilities has slightly worsened. The data also indicates that in some years, Apple has made significant steps in some areas while facing challenges in others. For instance, the peak in 2020 might mark a heightened

¹ ESG Score data is available from 2001 until 2022.

focus on social issues, whereas the subsequent drop in 2022 could signal potential concerns regarding their practices.

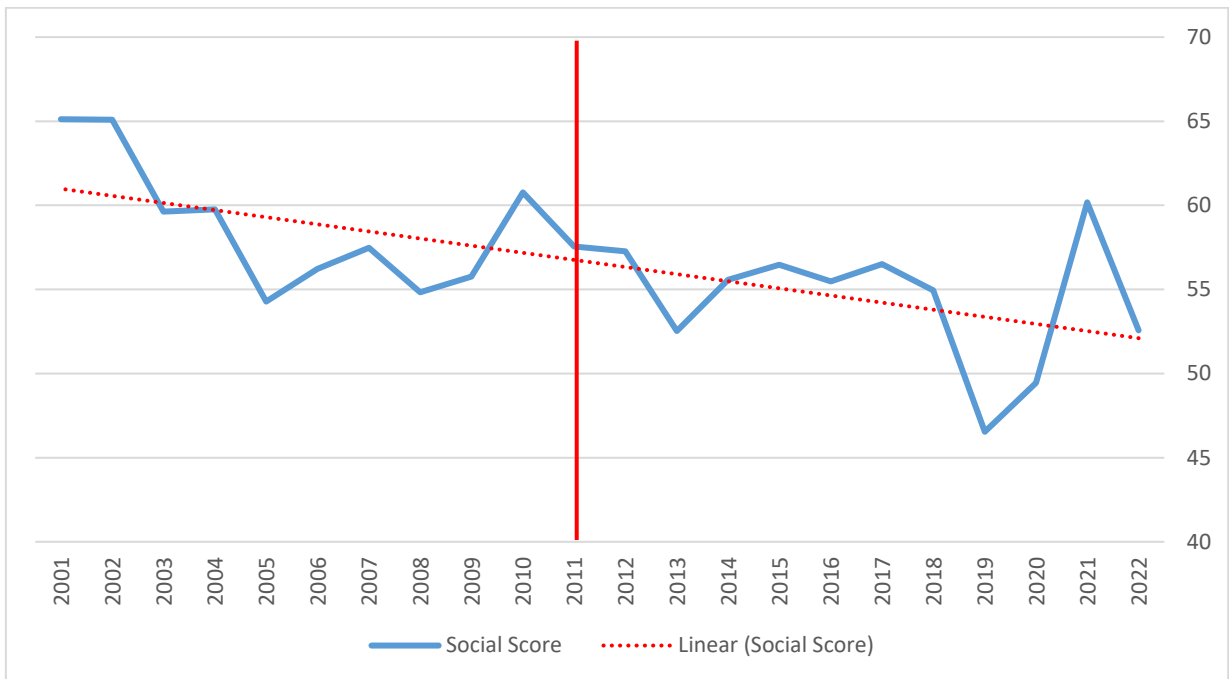


Figure 15. Apple Inc. Social Score¹
Source: 10-K Annual Report

Governance Score

The graph below (Figure 16) provides Governance Score data for Apple from 2001 to 2022, which shows the company's progress in managing its social responsibilities during this period. The provided scores offer valuable insights into Apple's commitment to ethical management, transparency, and adherence to regulations and standards related to corporate governance.

A closer look at the data reveals that it has experienced a stagnating trend in the given period, with some drops followed by improvements. In 2001, the governance score of Apple Inc. was 62.94, which started to slightly decrease steadily until 2008, when it hit an all-time low of 57.89. Afterwards, they showed signs of improvements and in 2016 reached an all-time high of 65.69. However, in the following year, they again experienced a drop, and in recent years they returned to the same level as in the year 2001.

This information suggests Apple's corporate governance performance has been consistent, with occasional deviations. The variations in the Governance Score indicate that the company has made efforts to improve its governance practices but may have faced challenges in certain areas.

Overall, Apple's Social Score data shows that the company is slowly evolving their approach to managing its ecological impact. Investors and stakeholders can use this information to gauge Apple's commitment to sustainable practices and long-term value creation.

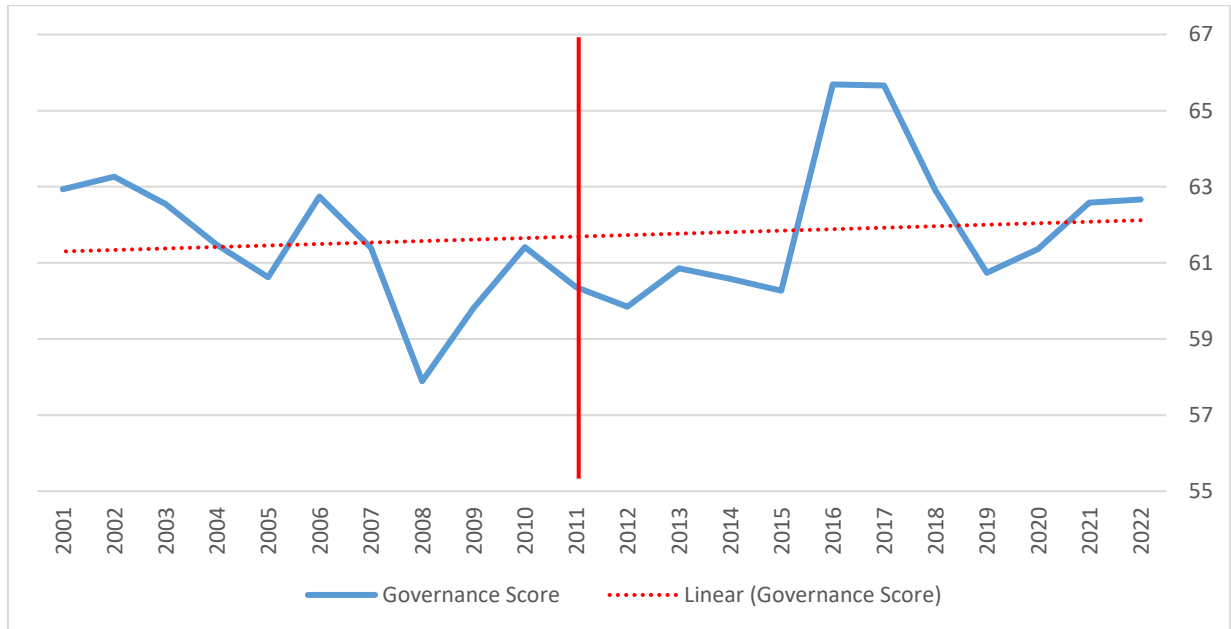


Figure 16. Apple Inc. Governance Score¹
Source: 10-K Annual Report

To improve the readability of the observed information, the work's author has provided Apple Inc. CEO ESG indicator trends, which can be seen in the table below (Table 8). As we can see, both Tim Cook and Steve Jobs have experienced similar trends in almost all ESG scores. Also, when ESG data is compared with their leadership styles, it seems only logical.

Table 8. Apple Inc. CEO Indicator Trends

	Tim Cook (2011-Present)	Steve Jobs (1997-2011)
Environmental Score	↑	↑↓
Social Score	↓	↓
Governance Score	↑	↓

3.3.1. Microsoft Corporation ESG

Environmental Score

The graph below (Figure 17) provides Environmental Score data for Microsoft Corporation from 2002 to 2022, which shows the company's progress in managing its environmental responsibilities during this period. The provided scores offer valuable insights into Microsoft's efforts to address ecological concerns and the evolution of its commitment to sustainability.

A closer look at the data reveals that it has experienced slight improvements in the given period while experiencing some setbacks every five years. In 2002, the environmental score of Microsoft Corporation was 64.25, which first dropped in 2004, leading to the second-lowest score in companies' history of 62.38. Afterwards, they steadily recovered and, based on the latest information, is at 66.64.

This information suggests that Microsoft has slightly improved its environmental performance over the past two decades, with minor setbacks in 2004, 2009, 2014 and 2018. However, they are clearly showing an upwards trend.

Overall, Microsoft's Environmental Score data shows that the company is slowly evolving their approach to managing its ecological impact. Investors and stakeholders can use this information to grasp Microsoft's commitment to sustainable practices and long-term value creation.

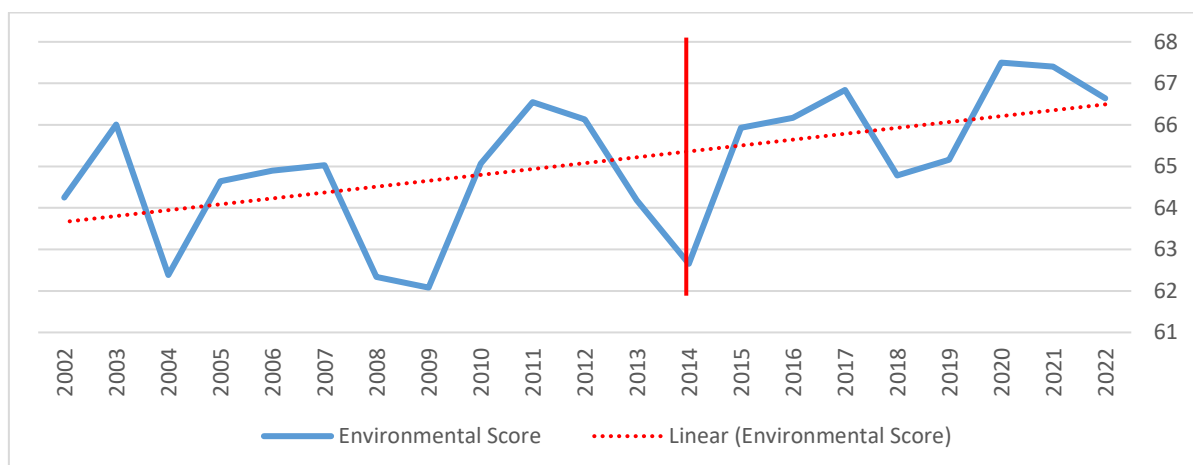


Figure 17. Microsoft Environmental Score²
Source: 10-K Annual Report

² ESG Score data is available from 2002 until 2022.

Social Score

The graph below (Figure 17) provides Social Score data for Microsoft Corporation from 2002 to 2022, which shows the company's progress in managing its social responsibilities during this period. The provided scores offer valuable insights into Microsoft's efforts to address ethical labour practices, community engagement, and other factors related to social responsibility.

An examination closer look at the data reveals that it has experienced a slight downward trend in the given period. In 2002, the social score of Microsoft Corporation was 63.21, which continued to decrease steadily until 2016, when it hit an all-time low of 55.38. Afterwards, they showed significant improvements and, in 2022, reached an all-time high of 65.77.

This information suggests that Microsoft's attitude towards social responsibilities has significantly improved in latest years. Stakeholders and investors can utilize this information to assess Microsoft's performance in key social areas, such as employee relations, community engagement, diversity and inclusion, and customer satisfaction. The observed fluctuations in the data can serve as a foundation for further investigation into specific aspects of Microsoft's social responsibility strategies and initiatives.

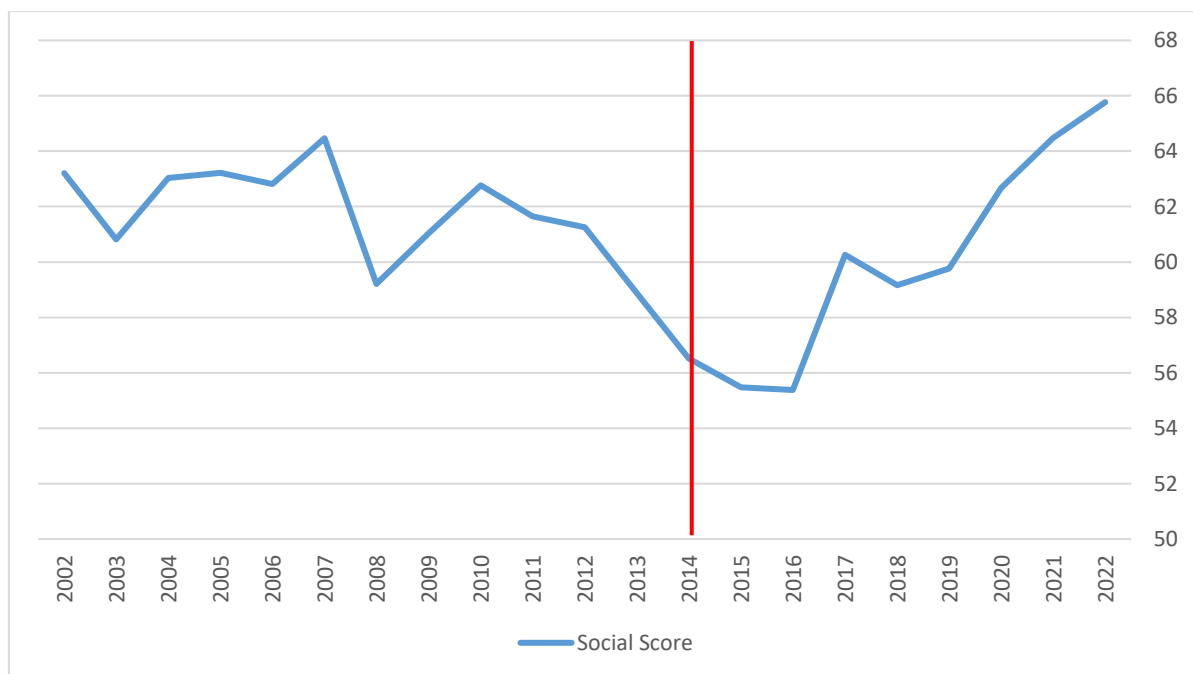


Figure 17. Microsoft Social Score²
Source: 10-K Annual Report

Governance Score

The graph below (Figure 18) provides Governance Score data for Microsoft Corporation over a 20-year period from 2002 to 2022, which shows the company's progress in managing its social responsibilities during this period. The provided scores offer valuable insights into Microsoft's commitment to ethical management, transparency, and adherence to regulations and standards related to corporate governance.

A closer look at the data reveals that the company is experiencing a slight downward trend in the given period. In 2002, the governance score of Microsoft was at their all-time low of 60.38, which sharply improved in the following year and reached 66.66. Afterwards, they experienced a steady decrease in their score. Based on the latest information, they have almost returned to the same score as in 2001.

This information suggests Microsoft's corporate governance performance has been steadily worsening. The variations in the Governance Score indicate that the company has faced challenges in certain governance aspects; however, the overall score shows they are still maintaining good governance practices.

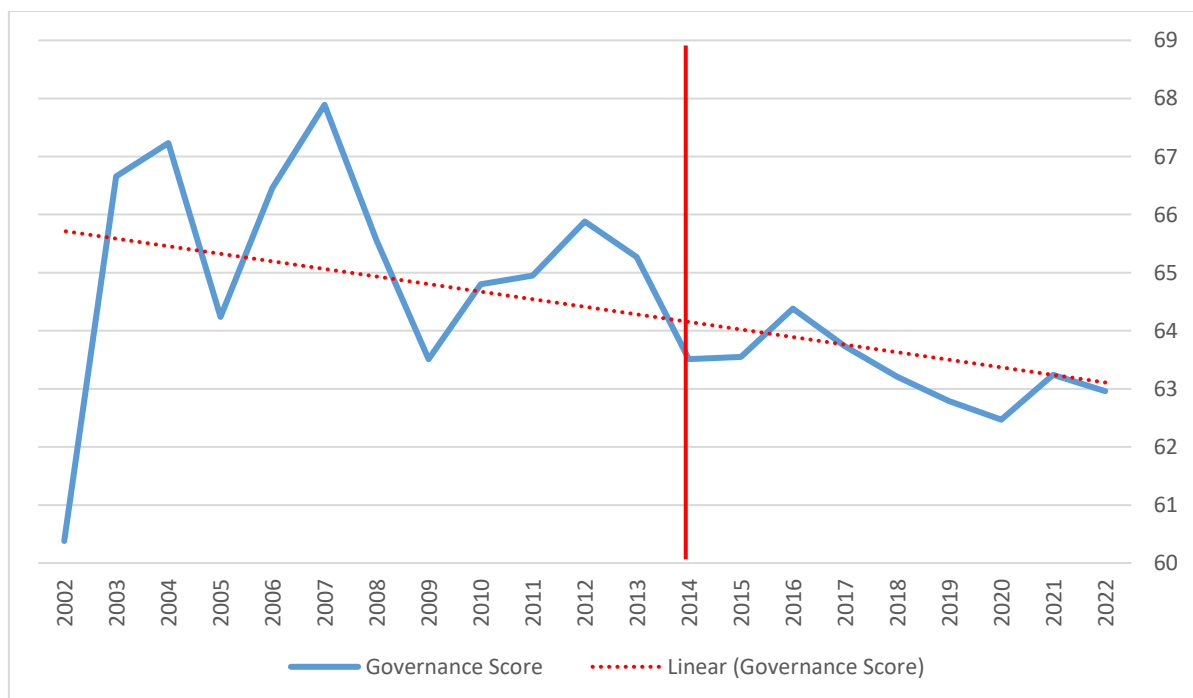


Figure 18. Microsoft Governance Score²
Source: 10-K Annual Report

To improve the readability of the observed information, the work's author has provided Microsoft CEO ESG indicator trends, which can be seen in the table below (Table 9). As we can see, both Satya Nadella and Steve Ballmer have experienced similar trends in almost all ESG scores. However, Satya Nadella is showing a slightly better performance than his predecessor.

Table 9. Apple Inc. CEO Indicator Trends

	Satya Nadella (2014-Present)	Steve Ballmer (2000-2014)
Environmental Score	↑	↑
Social Score	↑	↓
Governance Score	↓	↑↓

Overall, while examining the case studies of both Apple Inc. and Microsoft Corporation, a distinct relationship has been established between the types of leadership styles and the overall performance of these organizations. Visualisation of the pattern can be seen in the tables below (Table 10 and Table 11). Specifically, the analysis revealed that leaders who implemented transformational leadership methods had a more positive effect on their companies' performance. Transformational leadership is known for its focus on inspiring and motivating employees, cultivating an innovative environment, and encouraging open lines of communication. Consequently, this approach results in heightened productivity, increased employee satisfaction, and enhanced financial outcomes for the organization. Transformational leaders play a vital role in their companies' long-term success and adaptability by fostering a culture of continuous improvement and development and enabling employees to take ownership of their work.

Table 10. Apple Inc. Overall Performance Pattern.

	Tim Cook (2011-Present)	Steve Jobs (1997-2011)	Gilbert F. Amelio (1996-1997)	Michael Spindler (1993-1996)	John Sculley (1983-1993)
Revenues	↑	↑	↓	↑↓	↑↓
Net Income	↑	↑	↓	↓	↑↓
Earning per Share	↑	↑	↓	↓	↑↓
Return on Assets	↑↓	↑	↓↓	↓	↓
Return on Equity	↑	↑	↓↓	↓	↓
Environmental Score	↑	↑↓			
Social Score	↓	↓			
Governance Score	↑	↓			

Table 11. Microsoft Corporation Overall Performance Pattern.

	Satya Nadella (2014-Present)	Steve Ballmer (2000-2014)	Bill Gates (1975-2000)
Revenues	↑↑	↑	↑
Net Income	↑↑	↑	↑
Earning per Share	↑↑	↑	↑
Return on Assets	↑↑	↑↓	↓↓
Return on Equity	↑↑	↑↓	↓
Environmental Score	↑	↑	
Social Score	↑	↓	
Governance Score	↓	↑↓	

3.2. Quantitative Approach

The concepts and ideas established in the previous chapters of this report will be backed up with quantitative data gathered during the field research, which will be analysed statistically during this chapter. Transformational Leadership's impact on multinational organization performance has already been discussed in the literature, desk research and qualitative case study analysis. However, this section will provide statistical evidence from employee and employer points of view on whether Transformational Leadership can impact organizational performance.

The respondents (30 respondents) were gathered from people of varying nationalities, genders, experiences and business roles (estimated to reach 100 participants, however, this number could be bigger as participants voluntarily forwarded this questionnaire). By incorporating a wide array of backgrounds, the study aims to gather a more comprehensive understanding of Transformational Leadership's impact on multinational organization performance. The following data will provide great insight into how people view Transformational Leadership and how they rate its impact on the organization they are currently working in.

3.2.1. Facts About the Questionnaire

Response rate

The response rate represents the proportion of individuals participating in the questionnaire relative to the sample's total number of potential respondents. This measure is calculated by dividing the total number of received responses by the total number of individuals in the sample

and multiplying the result by 100 percent to express it as a percentage. The formula for calculating the response rate is given below:

Formula 3. Response Rate

$$\text{Response rate} = \frac{\text{Total number of responses}}{\text{Total number in sample}} * 100\% = \frac{30}{100} * 100\% = 30\%$$

In the current case, the response rate for the questionnaire is 30%, this means that only a small proportion of the sample filled in the questionnaire on their views of Transformational Leadership and its impact on organisational performance. The results could have been improved if the questionnaire had been distributed earlier in the research and with a more aggressive approach. Additionally, the theoretical framework of leadership styles is unfamiliar to most people and could have negatively impacted the total number of responses.

Response breakdown by gender

Out of 30 respondents that provided answers in this questionnaire, 90 percent provided the answer of their gender. The pie chart (Figure 19) below shows that the majority of the participants were male, with 60 percent of all respondents. 30 percent out of all participants were female, and seven percent out of all participants didn't want to specify their gender.

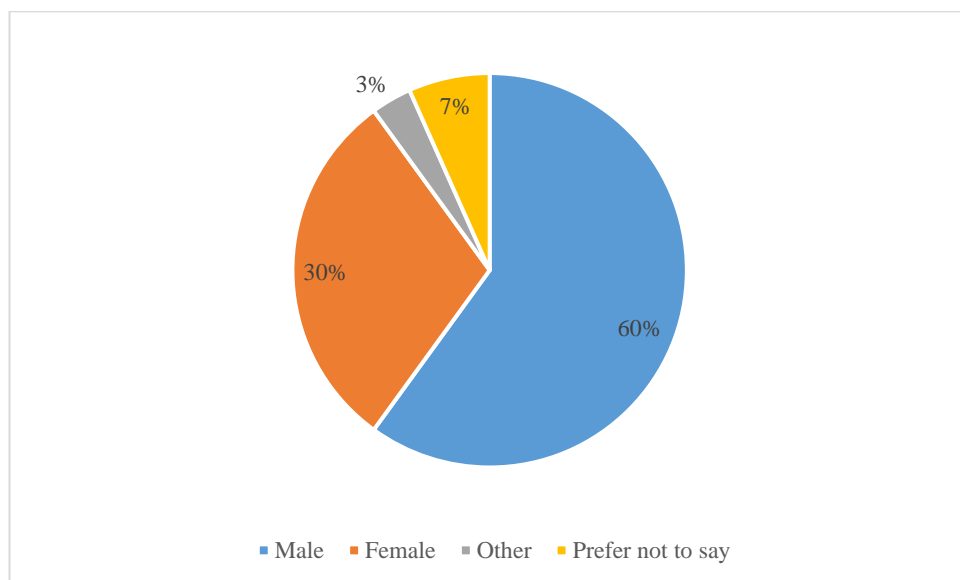


Figure 19. Response Breakdown by Gender
Source: Authors analysis

Response breakdown by age

As the targets of the questionnaire were with various backgrounds, experiences and ages, the age distribution was expected to be wider. However, out of 30 participants, 40 percent were in the age group of 18 to 24 years old, 43 percent were in the age group of 25 to 34 years old, seven percent were in the age group of 35 to 44 years old, additional seven percent were in the age group of 45 to 54 years old.

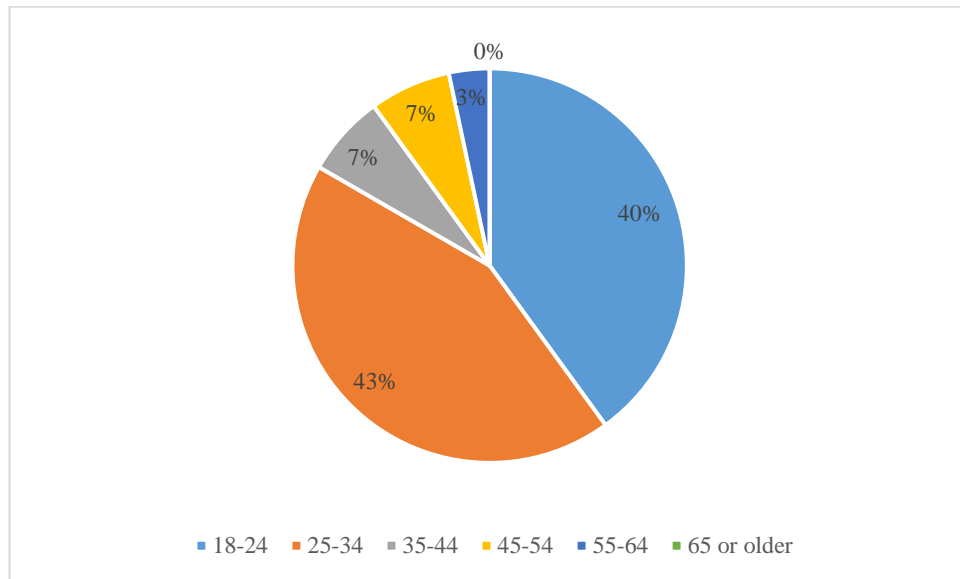


Figure 20. Response Breakdown by Age
Source: Authors analysis

Response breakdown by country of employment

The distribution of responses, categorized by the country of employment presented in the pie chart below (Figure 21), is as follows: Latvia accounts for the majority at 70%, followed by Estonia at 17%. The United Kingdom represents a smaller portion, with 3%, while an additional 10% of the responses did not specify their country of employment.

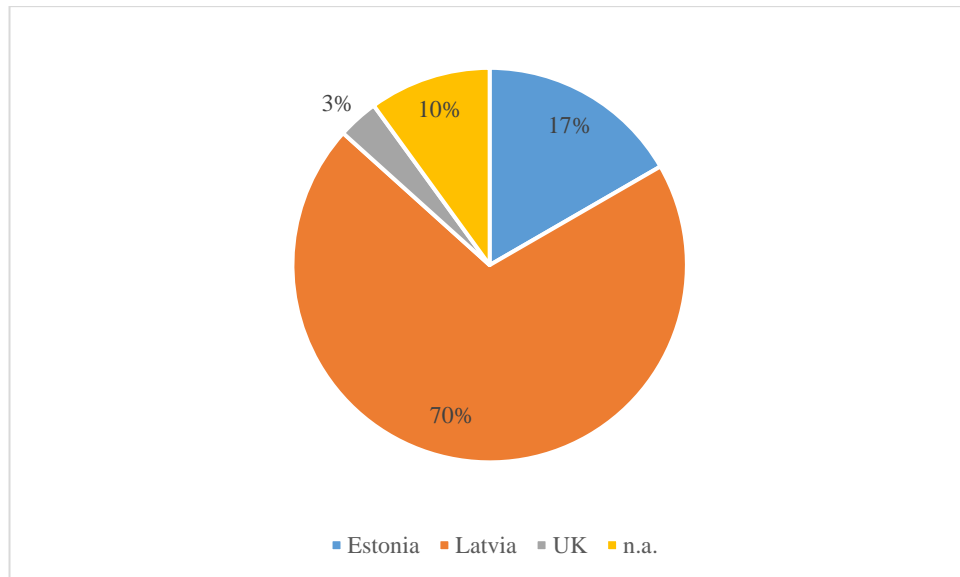


Figure 21. Response Breakdown by Country of Employment
Source: Authors analysis

Response breakdown by industry of work

Examining the breakdown of responses presented in the bar chart below (Figure 22) according to the employment industry, we find that banking constitutes 22% of the total, followed by retail at 17% and real estate at 13%. The IT sector represents 9%, while health care, marketing, agriculture, and fintech each account for 4%.

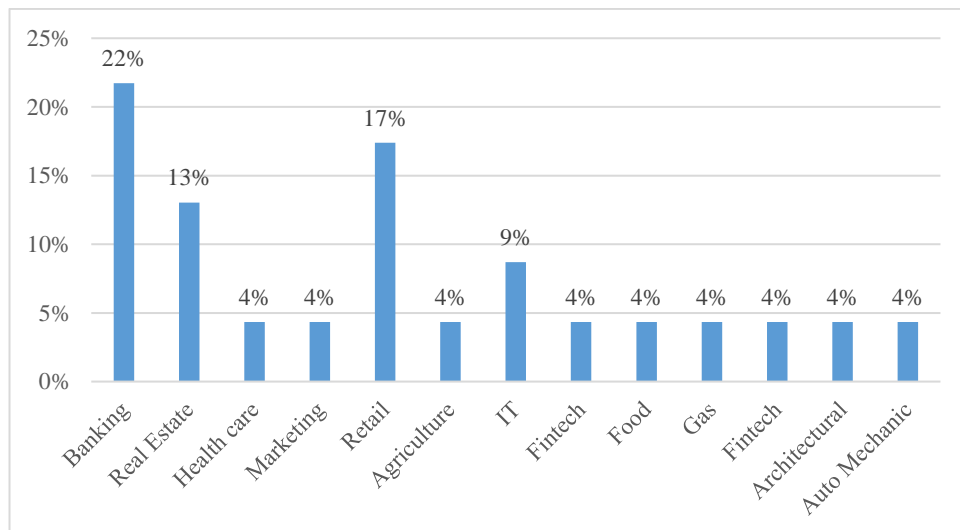


Figure 22. Response Breakdown by Industry of Work
Source: Authors analysis

Response breakdown by their experience with transformational leadership practices

In the context of experience with transformational leadership practices, half of the respondents identify as employees, while 17% are employers. Interestingly, 33% of the participants report no experience with such practices. For better visualisation, the author has provided a pie chart (Figure 23) which is presented below.

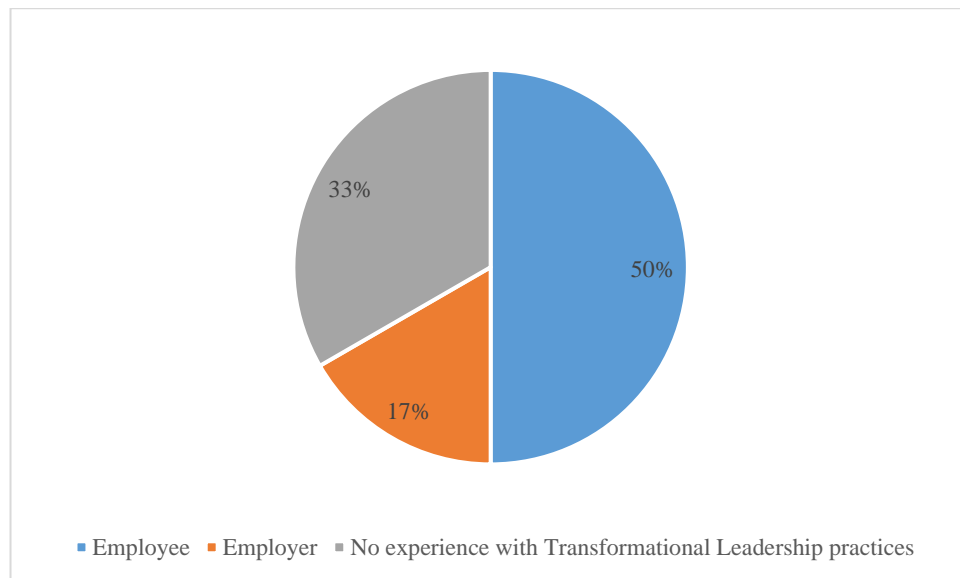


Figure 23. Response breakdown by their experience with transformational leadership practices
Source: Authors' analysis

Employers responses

Based on the data shown in the figure below (Figure 24), it is visible that employers generally believe that their transformational leadership practices have a positive influence. Most of the responses fall in the “agree” and “strongly agree” categories. However, some respondents doubted some aspects of their transformational leadership practices. For example, one respondent gave a neutral response when asked about fostering innovations and continuous improvements in their work environment, and similar results were in the adaptability question. Overall, this indicates that transformational leadership practices are perceived positively.

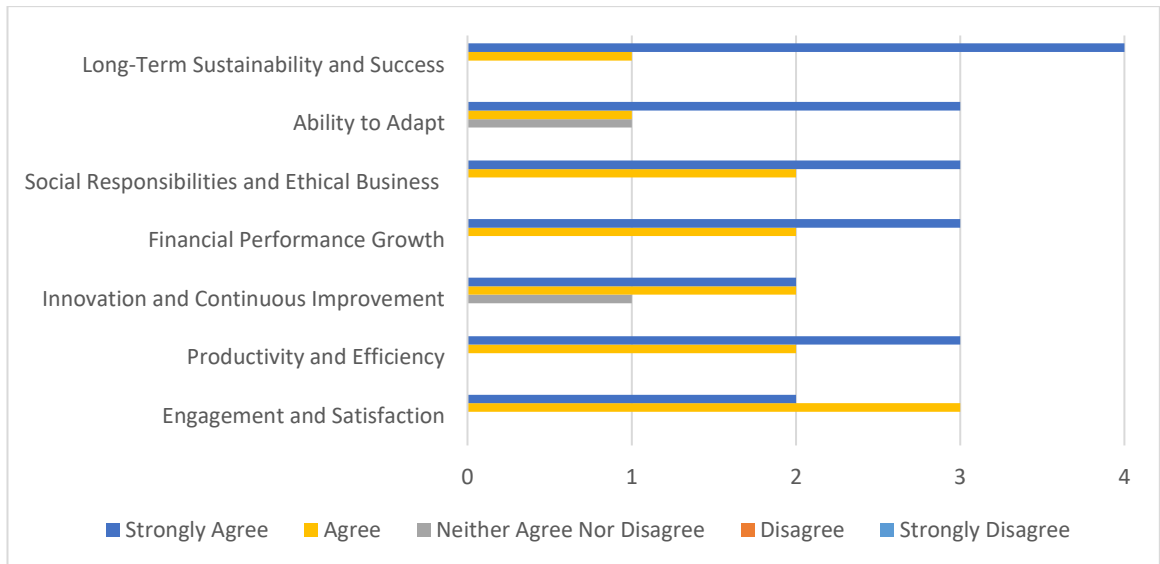


Figure 24. Employer responses
Source: Authors' analysis

Employee responses

Based on the data shown in the figure below (Figure 25), it is visible that the employees generally perceive that transformational leadership practices have a positive influence on the work environment. Most of the responses fall in the “agree” and “strongly agree” categories. However, some aspects of transformational leadership received mixed responses. For instance, questions concerning the contribution to the organisation's financial performance and growth had more neutral responses than others. Overall, this indicates that transformational leadership practices are perceived positively.

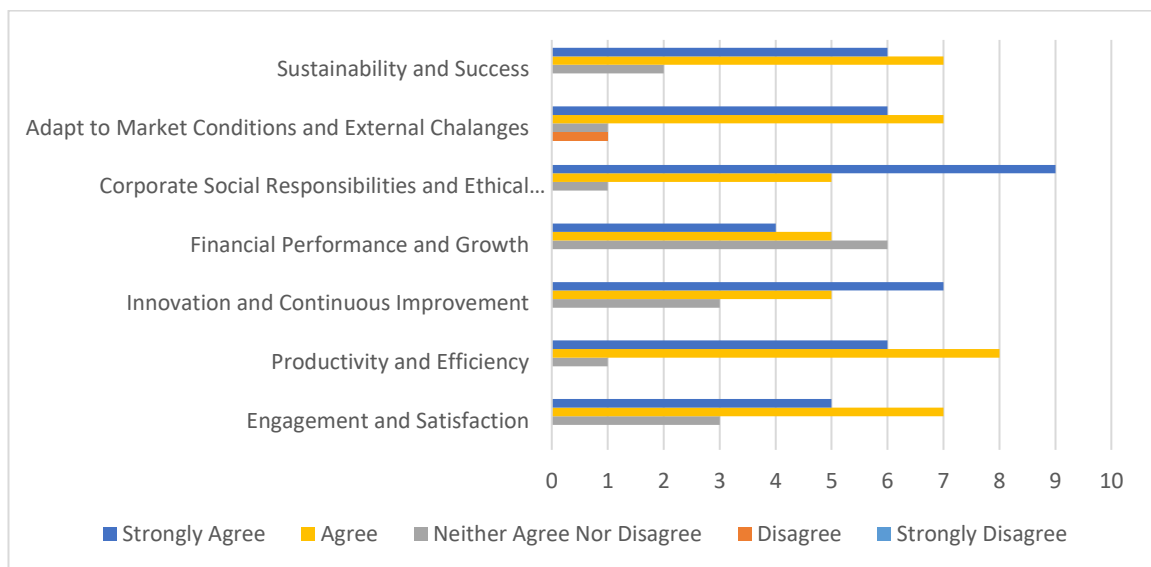


Figure 25. Employer responses
Source: Authors' analysis

3.2.2. Data Results

Based on both information observed from questionnaires and interviews, a clear and positive understanding of leadership practices in relation to various attributes that it can provide is visible. For instance, transformational leadership practices, such as clear communication and enabling active feedback mechanisms, can lead to a better understanding of change and its benefits. As a result, team members feel more comfortable with changes made and are more likely to provide feedback on potential changes that will be done in the future and raise concerns if they encounter any. Additionally, a good communication practices within a company can be a huge contributor to its innovative development, which can involve providing feedback on existing processes and generating more input from employees on the processes or tools that can be changed or enhanced and other continuous improvements.

When looking more at employee development and how transformational leaders manage their workforce, it is crucial to point out that involving employees in decision-making processes, mentoring them, and encouraging them to share ideas and points in the direction of self-development can significantly impact their employee satisfaction levels. By doing so, they enable people to be more motivated to conduct their work and less concentrate on the fact that this work needs to be done. Additionally, one of the meetings mentioned that when their leader provides them with courses they can take or lectures, it can support skill development, understanding of relevant subjects and personal interest in the actual topics within the work environment.

In regard to financial performance, it was also clearly visible that transformational leadership practices can have a significant positive impact on it. It was mentioned multiple times that fostering a high level of engagement, loyalty, and ensuring that it is in the employee's self-interest to contribute to the company's activities can lead to better financial results. As stated in the second interview, "It is pointless to make reorganisations within the company, if the manager is not capable of leading their employees of which results from companies financial performance is based on" (Grinberga, 2023). Though the relationship between these practices and financial performance may not be direct, it is evident that a motivated workforce is more likely to achieve both short-term and long-term financial results and reduce employee turnover.

Overall, the most effective transformational leadership practices for employee engagement and satisfaction include creating a collaborative work environment where employees feel valued and

heard. By ensuring that employees' suggestions are welcomed and considered, leaders foster a sense of belonging and commitment. Addressing employee needs and ensuring they feel included in the common goal contributes to a positive and motivating work atmosphere. By minimizing disputes or conflicts, transformational leadership practices contribute to the overall growth and development of the organization and improvements in financial performance.

CONCLUSION

The primary objective of the Master's Thesis was to research the impact of Transformational Leadership on the performance of multinational organisations. Throughout a literature review, Apple Inc. and Microsoft Corporation case studies, questionnaires and one-on-one interviews, this study sought to determine the extent to which this leadership style influences multinational organisation performance.

The literature review provided a more detailed theoretical background of Transformational Leadership and other leadership styles that can be implemented within a company. Throughout a more practical part of this research – Microsoft Corporation and Apple Inc. case studies. The author of the work managed to gain crucial information about mentioned company CEOs, their leadership styles and how financial information acted during the tenure of these company CEOs. To back up the information obtained in case studies, the author distributed a questionnaire and conducted one-on-one interviews, which provided more detailed insight into Transformational Leadership from employee and employer perspectives.

The results of this study confirm that Transformational Leadership positively impacts multinational organisation performance in terms of employee engagement and satisfaction. Additionally, this study indicates that Transformational Leadership practices can influence financial performance by creating a dedicated, motivated and innovative workforce.

However, it is essential to point out that this study may also be subject to several limitations, such as researcher bias in selecting case studies and interpreting the findings. The methodology chapter has explained and discussed the research design and analysis method to mitigate these limitations. Additionally, the availability of information about the selected multinational organisations, particularly classified performance data, may limit the scope of the research. Also, the global economic environment can significantly impact a company's financial performance.

Therefore, the author of the work suggests that future research should focus on expanding the scope of this study by incorporating a more extensive and diverse sample of multinational organizations across various industries. This would enable a deeper understanding of the impact of Transformational Leadership on organizational performance. Additionally, exploring the impact of Transformational Leadership in combination with other leadership styles would be beneficial to gain insights into the most effective approaches for driving organizational success in the rapidly evolving global business environment.

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APPENDICES

Appendix 1. Python-Based Query

```
1 import requests
2 import pandas as pd
3 import time
4
5 FMP_BASE_URL = "https://financialmodelingprep.com/api/v3"
6 SECRET_API_KEY = "YOUR-API-KEY"
7 DEFAULT_NUM_YEARS = 47
8
9 # create an url for fetching financial data for a given ticker
10 def fmp_endpoint_url(endpoint, ticker_name):
11     return f'{FMP_BASE_URL}/{endpoint}/{ticker_name}?limit={DEFAULT_NUM_YEARS}&apikey={SECRET_API_KEY}'
12
13 def fmp_sp500_info_url():
14     """ create an url for fetching S&P500 info """
15     return f'{FMP_BASE_URL}/sp500_constituent?apikey={SECRET_API_KEY}'
16
17 def fmp_sp500_esg_rating_url(symbol):
18     """ return esg rating url """
19     return f'https://financialmodelingprep.com/api/v4/esg-environmental-social-governance-data?symbol={symbol}&apikey={SECRET_API_KEY}'
20
21 # return esg data url
22 def fmp_sp500_esg_data_url(symbol):
23     return f'https://financialmodelingprep.com/api/v4/esg-environmental-social-governance-data-ratings?symbol={symbol}&apikey={SECRET_API_KEY}'
24
25
26 # fetch data from url and return it as a pandas dataframe
27 def fetch_and_convert_to_df(url):
28     response = requests.get(url)
29     df = pd.DataFrame.from_dict(response.json())
30     return df
31
32 # add prefix to column names, so that you could tell from which financial statement the data came from
33 def append_prefix_to_columns(df, prefix):
34     # if column is not "symbol" or "date" then add prefix to column name
35     for column in df.columns:
36         if column != "symbol" and column != "date":
37             df.rename(columns={column: f'{prefix}.{column}'}, inplace=True)
38
39     return df
40
41
42 # fetch financial data for a given symbol and return it as a combined pandas dataframe
43 def fetch_all_financial_statements(symbol):
44     # fetch income statements
45     income_statement_df = fetch_and_convert_to_df(
46         fmp_endpoint_url("income-statement", symbol))
47     income_statement_df = append_prefix_to_columns(
48         income_statement_df, "income_statement")
49
50     # fetch balance sheet statements
51     balance_sheet_df = fetch_and_convert_to_df(
52         fmp_endpoint_url("balance-sheet-statement", symbol))
53     balance_sheet_df = append_prefix_to_columns(
54         balance_sheet_df, "balance_sheet")
55
56     # fetch cash flow statements
57     cash_flow_statement_df = fetch_and_convert_to_df(
58         fmp_endpoint_url("cash-flow-statement", symbol))
59     cash_flow_statement_df = append_prefix_to_columns(
60         cash_flow_statement_df, "cash_flow_statement")
61
62     # combine financial statements into a single dataframe
63     income_statement_and_balance_sheets = pd.merge(
64         income_statement_df, balance_sheet_df, on=["date", "symbol"], how="outer")
65     financial_statements = pd.merge(income_statement_and_balance_sheets, cash_flow_statement_df, on=[
66         "date", "symbol"], how="outer")
67
68     return financial_statements
```

```

70 + def save_to_excel(data, sheet_name, writer):
71     df = data.transpose()
72     df.columns = df.iloc[0]
73     df = df.drop(df.index[0])
74     df.to_excel(writer, sheet_name=sheet_name, engine='openpyxl')
75
76 # fetch financial data for a given symbol and return it as a combined pandas dataframe
77 def financial_statements_to_excel(symbol):
78     # fetch income statements
79     income_statement_df = fetch_and_convert_to_df(fmp_endpoint_url("income-statement", symbol))
80
81     # fetch balance sheet statements
82     balance_sheet_df = fetch_and_convert_to_df(fmp_endpoint_url("balance-sheet-statement", symbol))
83
84     # fetch cash flow statements
85     cash_flow_statement_df = fetch_and_convert_to_df(fmp_endpoint_url("cash-flow-statement", symbol))
86
87     # fetch esg scores
88     stock_esg_rating = fetch_and_convert_to_df(fmt_sp500_esg_rating_url(symbol))
89
90     # fetch esg scores
91     stock_esg_data = fetch_and_convert_to_df(fmt_sp500_esg_data_url(symbol))
92
93     current_timestamp = int(time.time())
94     with pd.ExcelWriter(f"{current_timestamp}_{symbol}_financial_data.xlsx", engine='openpyxl') as writer:
95         # save financial statements
96         save_to_excel(cash_flow_statement_df, "cash-flow-statement", writer)
97         save_to_excel(balance_sheet_df, "balance-sheet-statement", writer)
98         save_to_excel(income_statement_df, "income-statement", writer)
99         # save the esg information
100        save_to_excel(stock_esg_rating, "esg_rating", writer)
101        save_to_excel(stock_esg_data, "esg_data", writer)
102
103 # get list of all stocks in S&P500 index
104 sp500_info = fetch_and_convert_to_df(fmt_sp500_info_url())
105 # convert the list of stocks into a list, so that we can iterate over it
106 sp500_stocks = sp500_info["symbol"].tolist()

```

```

110 # fetch financial data for all stocks in S&P500 and save it to a csv file
111 def save_sp500_historical_data():
112     # create an empty dataframe to which we will append data for each company
113     SP500_HISTORY = pd.DataFrame()
114
115     # iterate over all stocks in S&P500
116     for idx, stock in enumerate(sp500_stocks):
117         print(f'>>> [{idx}] fetching {stock}...')
118
119         # get historical data for each stock
120         stock_historical_data = fetch_all_financial_statements(stock)
121         # merge stock_historical_data and sp500_info if symbol is the same
122         stock_historical_data_and_info = pd.merge(stock_historical_data, sp500_info, on=["symbol"], how="outer")
123         # remove row which has null values ( this deletes the rows which dont have matching symbol in sp500_info)
124         stock_historical_data_and_info = stock_historical_data_and_info.dropna()
125         # append the financial data to the SP500_HISTORY dataframe
126         SP500_HISTORY = SP500_HISTORY.append(stock_historical_data_and_info)
127         # sleep for 1 second after each request
128         time.sleep(1)
129
130         # comment this out if you want to fetch all stocks
131         if idx == 3:
132             break
133
134     # get the current unix timestamp
135     current_timestamp = int(time.time())
136     # save the data to a csv file with the current timestamp in the
137     # filename, to avoid overwriting the previous data.
138     SP500_HISTORY.to_csv(f'./data/{current_timestamp}_sp500.csv', index=False)

```

```

141 def save_sp500_esg_scores():
142     tickers = ["AAPL", "MSFT"]
143     SP500_ESG = pd.DataFrame()
144
145     # Saves to excel
146     for idx, ticker in enumerate(tickers):
147         print(f'>>> [{idx}] fetching {ticker}...')
148         stock_esg_data = fetch_and_convert_to_df(fmt_sp500_esg_rating_url(ticker))
149         SP500_ESG = SP500_ESG.append(stock_esg_data)
150         time.sleep(1)
151
152     current_timestamp = int(time.time())
153     SP500_ESG.to_csv(f'./data/{current_timestamp}_sp500_esg.csv', index=False)
154
155
156 def save_company_info_to_excel():
157     """
158     save all of the companies which are specified in the companies array to an excel file
159     which is created by using the current unix timestamp + symbol name + some other stuff
160     """
161
162     companies = ["AAPL", "MSFT"]
163     for company in companies:
164         financial_statements_to_excel(company)
165
166
167 if __name__ == "__main__":
168     # save_sp500_historical_data()
169     # save_sp500_esg_scores()
170     save_company_info_to_excel()
171

```


Appendix 2. Transformational Leadership Questionnaire

Section 1 of 8

Transformational Leadership

Dear respondents,

I am conducting this research for my master's thesis in International Business Administration on "Transformational Leadership Impact on Multinational Organization Performance". The aim of this research is to gain better understanding how applying transformational leadership practices can impact company financial performance, employee satisfaction and innovation within the company.

Short background of Transformational Leadership:

Transformational leadership, as introduced by Burns (Burns, 1979) and later developed by Bass (McCall, 1986), is a leadership style that emphasises the role of the leader as an inspirational figure who motivates and empowers employees to achieve their full potential. Transformational leaders create a compelling vision, provide intellectual stimulation, offer individualised support, and serve as role models for ethical behaviour, all of which can contribute to improved organisational performance (Bass & Riggio, 2005). Research has shown that transformational leadership can positively influence employee satisfaction, engagement, and commitment (Gang, Oh, Courtright, & Colbert, 2011), which are key drivers of organisational success.

Approximate time for this survey: 10 - 15 min

Incase you want to provide more information and it was not possible to do it in this questionnaire, please contact me via email. My email address - mgriinbergs@gmail.com

After section 1 Continue to next section

Demographics

Description (optional)

What is your age? *

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

What is your gender? *

- Male
- Female
- Other
- Prefer not to say

What is your highest level of education completed? *

- High school diploma or equivalent
- Associate degree
- Bachelor's degree
- Master's degree



What is your country of employment?

Short answer text

In which industry you work in?

Short answer text

What is your job title or role within the organisation?

Short answer text

How many years have you been working at this organisation?

Short answer text

Are you an employee which experienced Transformational Leadership practices or you are an employer which applies Transformational Leadership practices? *

- Employee
- Employer
- No experience with Transformational Leadership practices

After section 2 Continue to next section



Transformational Leadership Practices (Employer)



In this section you are asked to rate how much you agree with each statement on a five point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)

I communicate a clear and positive vision of the future to my team. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

I encourage creative and innovative thinking among my team members. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

I treat each team member as an individual and consider their unique needs and abilities. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

I actively mentor and develop the skills of my team members. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree



I demonstrate high ethical standards and integrity in my decision-making and actions. *

1 2 3 4 5

Strongly Disagree Strongly Agree

I recognize the achievements and accomplishments of my team members. *

1 2 3 4 5

Strongly Disagree Strongly Agree

I am open to receiving feedback and adapting my leadership style to meet the needs of my team. *

1 2 3 4 5

Strongly Disagree Strongly Agree

After section 3 Go to section 4 (Organisational Performance (Employer)) ▾

Section 4 of 8

Organisational Performance (Employer)



In this section you are asked to rate how much you agree with each statement on a five point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)

My transformational leadership practices positively impact employee engagement and satisfaction in my team. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My transformational leadership practices lead to increased productivity and efficiency within my team. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My transformational leadership practices foster a culture of innovation and continuous improvement within my team. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My transformational leadership practices contribute to the organization's financial performance and growth. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My transformational leadership practices promote corporate social responsibility and ethical business practices within my team and the broader organization. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My transformational leadership practices enhance the organization's ability to adapt to changing market conditions and external challenges. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My transformational leadership practices support the long-term sustainability and success of the organization. *

1 2 3 4 5

Strongly Disagree Strongly Agree

After section 4 Go to section 7 (Transformational Leadership) ▾

Transformational Leadership Practices (Employee)



In this section you are asked to rate how much you agree with each statement on a five point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)

My supervisor communicates a clear and positive vision of the future. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

My supervisor encourages creative and innovative thinking among team members. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

My supervisor treats each team member as an individual and considers their unique needs and abilities. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

My supervisor actively mentors and develops the skills of team members. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

My supervisor demonstrates high ethical standards and integrity in decision-making and actions. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My supervisor recognizes the achievements and accomplishments of team members. *

1 2 3 4 5

Strongly Disagree Strongly Agree

My supervisor is open to receiving feedback and adapting their leadership style to meet the needs of the team. *

1 2 3 4 5

Strongly Disagree Strongly Agree

After section 5 Go to section 6 (Organizational Performance (Employee)) ▾

Section 6 of 8

Organizational Performance (Employee)



In this section you are asked to rate how much you agree with each statement on a five point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)

The transformational leadership practices in my organization positively impact employee engagement and satisfaction. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

The transformational leadership practices in my organization lead to increased productivity and efficiency. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

The transformational leadership practices in my organization foster a culture of innovation and continuous improvement. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

The transformational leadership practices in my organization contribute to the organization's financial performance and growth. *

1 2 3 4 5

Strongly Disagree Strongly Agree

The transformational leadership practices in my organization promote corporate social responsibility and ethical business practices. *

1 2 3 4 5

Strongly Disagree Strongly Agree

The transformational leadership practices in my organization enhance the organization's ability to adapt to changing market conditions and external challenges. *

1 2 3 4 5

Strongly Disagree Strongly Agree

The transformational leadership practices in my organization support the long-term sustainability and success of the organization. *

1 2 3 4 5

Strongly Disagree Strongly Agree

After section 6 Go to section 7 (Transformational Leadership) ▾

Transformational Leadership



In this section you will be asked to answer some open-ended questions. Please provide clear explanation for your answers. These are optional questions, however, I would appreciate your input.

Can you provide an example of a situation where transformational leadership practices were implemented within your team to address a challenge or opportunity? What were the outcomes of this approach?

Long answer text

How does your organization or team promote a culture of innovation and continuous improvement? Please share specific strategies or initiatives that have been implemented.

Long answer text

In your opinion, what are the most effective transformational leadership practices that contribute to employee engagement and satisfaction? Please explain your reasoning.

Long answer text

How do you believe transformational leadership practices within your organization or team impact the organization's financial performance and growth?

Long answer text

How do you believe transformational leadership practices within your organization or team impact the employee satisfaction and development?

Long answer text

In your opinion, what are the most important factors that contribute to the long-term sustainability and success of your organization? How do transformational leadership practices play a role in these factors?

Long answer text

If you have other comments you can share with them here

Long answer text

After section 7 Continue to next section



Transformational Leadership



Thank you for participating! Your answers are greatly appreciated!

Incase you want to provide more information about the topic, please contact me via email. My email address -
mgiinbergs@gmail.com

Appendix 3. One-on-One Interviews

Interviewer: Labdien! Tā tad mani sauc Miks Grīnbergs, es esmu students Taltech universitātē Igaunijā, Tallinā. Šīs intervijas mērķis ir saprast jūsu viedokli par transformācijas vadības stilu un jūsu sapratni par to, kāda ir ietekme uz uzņēmuma vidi. Ar jūsu atļauju es ierakstīšu šo sarunu. Vai Jūs dodat man atļauju?

Interviewee: Jā

Interviewer: Pirmais jautājums man būtu, kā jūs definētu transformācijas vadības stilu un kādēļ tas ir svarīgs mūsdienu dinamiskajā biznesa vidē?

Interviewee: Man sevi jāiepazīstina?

Interviewer: Jā, jūs varat iepazīstināt ar sevi.

Interviewee: Man trauc Aiga Grīnberga. Es vadu kolektīvu, kurā ir vairāk kā divdesmit trīs darbinieki, un jau kādus gadus pēdējos septiņus faktiski nodarbojos ar to, ko var saukt par transformējošo vadību, pārveidojošo vadību. Mana joma ir finanses un grāmatvedība. Tā ir tā joma, kas šajā brīdī nevar palikt vecajā standartā, šī ir joma, kura nepārtraukti pārveidojas. Faktiski bez šī vadības stila, kas atbalsta inovācijas, pārveidi attīstību te nemaz nevar strādāt, nevar iztikt. Tas, kas šobrīd notiek, vismaz manā nozarē ir, ārkārtīgi strauja inovāciju ienākšana. Un reālā situācija ir tāda, ka nozarē strādā dažāda vecuma cilvēki. Kā darbaspēks šajā nozarē ienāk jauni cilvēki, bet viņi sastopas arī ar šo te veco, ar ilgāku pieredzi strādājušo šo darbinieku kolektīvu un lai šie te, divu veidu, nu, teiksim tā, divas ģenerācijas cilvēki varētu sastrādāties, ir nepieciešama sinerģiju un, lai viņi varētu arī sastrādāties, ir nepieciešams veikt kaut kādas iedvesmojošas darbības. Ir nepieciešams spert soļus, lai šī, lai uzņēmuma mērķis tiktu sasniegts vai vai nodaļas mērķis vai struktūrvienības mērķis. Nu jā, jautājums kā es saprotu pārveidojošo vadību. Tad es kā vadītāja, mans uzdevums arī ir pārveidot vai iedvesmot šos te ilgstoši darba tirgū strādājošos, lai viņi varētu pārveidoties un iekļauties dinamiskajā darbības vidē. Nu un savukārt jaunie cilvēki, kas ienāk viņi ir atšķirīgi, viņiem ir novērojama, tomēr tāda ne tik ļoti, nu viņi ir atšķirīgi un lai nenogurtu, vai negarlaikotos, vai lai piedalītos šī uzņēmuma mērķu vai struktūrvienības mērķu sasniegšanā. Nu tad man attiecīgi arī ir nepieciešams vispirms novērtēt šo darbaspēku un attiecīgi veikt kaut kādas darbības, kas arī šos te dažādos dažādu ģenerāciju cilvēkus, tā var teikt, darbiniekus varētu saslēgt vienā mērķim.

Interviewer: Jūs jau minējāt, bet pāris vārdos, kā jūs definētu transformācijas vadītāja stilu?

Interviewee: Transformācijas vadītāju saprot, kas ir viņu kolektīvā. Iedvesmo darbiniekus pārmaiņām, pirmkārt. Otrkārt, nu varbūt vēl pirms tā pirmkārt, lai varētu iedvesmot, viņam ir jāatlasa kolektīvs, kurā kurš ir potenciāls šādu mērķu sasniegšanai, jo nu cilvēki, darbinieki var pieņemt un var nepieņemt šo te vadības stilu. Ja tavā kolektīvā ir darbinieki, kuri šo te nepieņem, tad nekas labs tur nevar sanākt. Arī iedvesmojot vai izglītojot, vai stimulējot darbu katra darbinieka savu individualitāti. Nevar sanākt, rezultāts, ja darbinieks. Nu dažreiz vieglāk ir nomainīt darbinieku, nekā veltīt ļoti lielas pūles darbinieku pārveidošanai.

Interviewer: Ļoti laba atbilde. Paplašinot idejas informācijas vadību. Tā teikt, ka transformācijas vadītāji iedvesmo un motivē savas komandas un kādēļ tas ir būtiski, lai sasniegtu organizācijas mērķus?

Interviewee: Komandas iedvesmošana. Nu, pirmkārt, es varu runāt no tās savas prakses, ko es esmu darījusi, un es esmu redzējusi, kādi cilvēki, kas ir mani kolēģi, mani padotie mainās. Šis pārmaiņu process notiek. Nē mēnešos, bet nu tas ir arī vienam otram gadu jautājums. Un tad viens ir izglītība, viens ir informēšana. Tas, ko es daru, es sūtu kolēģus dažādos semināros, kursus, kuros tiek sniegta informācija par to, kā mēs strādājam tagad, kas būs nākotnē un kas būs pēc pieciem, kas būs pēc desmit gadiem. Es pati ļoti intensīvi apmeklēju kursus, seminārus par inovācijām, par to, kādas jaunas lietas es varu ieviest un attiecīgi arī runāju par to. Manuprāt, pirmais te ir, tas ir zināšanas. Ja tu zini, ka nākotne ir savādāka, tad tev ir vieglāk pieņemt to, kapēc tev ir papildus jāmacās. Bez izglītība šobrīd neko nevar izdarīt. Otrs ir strādāt ar katru cilvēku. Ja tas kolektīvs ir liels, lai veiksmīgi veiktu pārveidojumus, ir jāatrod sev domubiedri, jo pārveidojot tādu iesīkstējušo kolektīvu par kaut ko inovatīvu un uz attīstību vērstu, tomēr viens pats nav cīnītājs, tur ir vajadzīgs atbalsts. Ir cilvēki, kas ātrāk pakļaujas šai te un ir cilvēki, kas to dara lēnāk. Un līdz ar to ir nepieciešama komanda. Nu tad tas, ko es darīju, tad es sameklēju sev domubiedrus.

Interviewer: Tātad pēc visa pateiktā, tad varētu spriest, ka komanda ir tā, kas spēj pati savā vidē iedvesmot viens otru, lai veicinātu motivāciju strādāt.

Interviewee: Mainīties, lai motivētu cilvēkus mainīties, ir nepieciešami atbalsti, nepieciešama līdzīgi domājošiem un attiecīgi izveidojot jau tādu līdzīgi domājošo tīklu, attiecīgi pārveidojot komandu par no stagnējoša par inovatīvu, to var darīt tādā pulkā.

Interviewer: Jā.

Interviewee: Nu un attiecīgi tad proms, ka ir daļa no komandas, kas inovācijām padodas lēnāka. Nu tad tur ir varbūt citi skaidrojoši darbi. Nu nezinu, atbalsts kaut kādu parādīt ir arī ar konkrētiem piemēriem parādīt kā inovāciju ieviešanu katrā, kāda darba un tajā darba pienākumos palielina viņa efektivitāti. Viņš ātrāk var izdarīt daudz vairāk lietas, un viņam samazinās kaut vai tas pats roku darbs un caur to praktisko piemēru, tad šis te kolēģis saprot, ka nu jā, ka inovācijām varbūt ir daudz lielāka jēga nekā roku darbam un par to uzņēmuma mērķu sasniegšanu. Uzņēmuma mērķis ir gūt peļņu, viens no galvenajiem mērķiem ir gūt peļņu, būt veiksmīgiem tirgū, atpazīstamam, palielināt apgrozījumu, palielināt nu savu ietekmi. Un to var izdarīt arī samazinot izmaksas, kas ir viens no samazinot, piemēram, izmaksas, kas saistītas ar personālu. Lai to personāla izmaksas samazinātu, nepieciešams automatizēt procesus. Šo inovāciju ieviešana ir viens no veidiem. Inovāciju un automatizācijas ieviešana ir viens no veidiem, kā tu ne palielini darbinieku skaitu, bet palielina uzņēmuma efektivitāti.

Interviewer: Skaidrs.

Interviewee: Problemas. Es tev ātri pastāstīšu. Un problēmas, ar ko var saskarties. Šī ir reālā situācija, ar ko esat saskārusies. Praktiskajā darbā, kad iedvesma nepalīdz, izglītība nepalīdz un darbs ar individuālu personību arī nepalīdz. Cilvēki sāk boikotēt, sabotēt pa kluso. Un tad ir svarīgi nu tomēr izķert un pārliecināt, ka tas, ko viņš dara, nav nav labi. Tas nāk daudz grūtāk, bet vismaz netiek, kā lai pasaka netiek, process netiek sabojāts.

Interviewer: Paldies. Nākamais jautājums ir kādēļ, jūsuprāt, transformācijas vadība ir efektīva, veicinot izmaiņas un kā vadītāji var veiksmīgi to ieviest savā organizācijā? Mēs jau daļēji pieskārāmies šim tematam.

Interviewee: Tikai izglītojot, tikai ļaujot cilvēkiem pašiem - apmeklējot seminārus, apmeklējot kursus, konferences, kurās ir atbilstošās tēmas. Saprast, kā viņa dzīve varētu mainīties, ja viņš neko nedara, vai arī ja viņš tomēr dara un caur šiem kursiem un semināriem iedvesmot cilvēku apskatīties uz savu darbu un arī paskatīties, kur tu pats vari ieviest pārmaiņas savā darbā. Nu tad vēl viens pluss, ka nekādas pārmaiņas darbā nevar ieviest, ja nav finansējums, tad tas ir uzņēmumiem ir jāsaprot, man liekas, ka ieguldot naudu gan tehnoloģijās, gan gan kaut kādos jaunos procesos, kas ir efektīvāki. Tur ir nepieciešamie līdzekļi, vai jaunas sistēmas vai robota ieviešana darbā. Tas viss prasa līdzekļus. Tas ir, ieguldījums var būt vienreizējs un sākotnējs, bet ilgtermiņā tas var radīt efektu, ka nu vairs nav jāpieņem darbinieks, nav personāla izmaksas un nodokļi jāmaksā, bet. Uzņēmumā nu ar esošo personālsastāvu ir paveikts divreiz vairāk nekā četreiz vairāk, kā kurā posmā tur ir nepieciešams analizēt procesus. Viens no veidiem, kā pārveidoties uzņēmumam veicot šo te pārmaiņu vai pārveidojošo vadību transformāciju ir jaizanalizēt procesus, kuros ir nepieciešams, jo visur varbūt nemaz nav nepieciešami par pārmaiņu.

Interviewer: Jā, labi skaidrs. Un kāds būtu jūsu viedoklis par to, vai visi uzņēmumi ir piemēroti transformācijas vadības stilam?

Interviewee: Es domāju, ka nākotnē visi. Tāpēc ka mainās paaudzes, kuras ir augušas tehnoloģiju laikmetā un kuras vieglāk uztvēra pārmaiņas. Pasaule ir palikusi daudz atvērtāka, daudz inovatīvāka un nevienam nav pārsteigums par to ka šobrīd kādu darbu tu zvani, kur tev atbild robots un novirza līdz pareizai atbildei vai līdz pareizam, piemēram, cilvēkam. Tāpēc es domāju, ka nākotnē ar šo pārmaiņu nu tādu vadību vai pārveidojošo vadību, pārmaiņu vadību būs daudz vienkāršāk, jo tā ir cita paaudze, kas šobrīd aug. Šobrīd uzņēmumos, kuros strādā, nu varbūt arī uzņēmumos, kuros strādā daudz vecākās paaudzes cilvēku ieviest šo te pārmaiņas un motivēt un iedvesmot un arī izaicināt ierasto domāšanas izmaiņu domāšanas veidu varētu būt grūtāk. Es teiktu, ka tas ir tanī brīdī, kad mainās paaudzes uzņēmums. Domāt inovatīvi ir vieglāk, ātrāk. Un vai tās ir visas nozares? Droši, ka nē. Būs jau nozares, kurās jomas, kurās kurā strādājošie uzņēmumi maz ko varēs mainīt, bet es domāju, ka tā pārveidojumi iedvesmojuši, transformējot šo vadību. Domāju, ka lielākajai daļai no mums cilvēki atšķiras, pēc kā personības.

Interviewer: Skaidrs paldies. Kā vadītāji var attīstīt prasmes un īpašības, lai kļūtu par transformācijas vadītājiem? Kādēļ šī personīgā izaugsme ir svarīgi?

Interviewee: Pašam? Nu man ir grūti teikt. Es domāju, ka tie varētu būt divi varianti, kā ātrumā iedomājas viens ir cilvēks pats pa sevi ir pārmaiņu vadītājs. Viņam pašam pēc savas būtības viņam patīk darīt lietas citādāk pa jaunam efektīvāk, un tas ir tas darbības stils. Ja tas ir otrs tips, kas balstās uz kaut kādām rutinām, kuram nepatīk pārmaiņas, viņam būs ļoti grūti pārveidoties par transformējošo vadītāju par šo te iedvesmojošo vadītāju tanī situācijā. Ja uzņēmums ir tendēts uz attīstību un attīstību un pārmaiņām, tāda viņam vienkārši nāksies nomainīt šo te vadītāju. Bet vai tas stagnējošais vadītājs var kļūt par transformējošo vadītāju? Domāju, ka nē. Tikai var būt tādos brīžos domājot par savu Maslova piramīdas apakšējo līmeni, lai viņam ir, kur ēst un kur dzīvot. Viņš var mēģināt kļūt par transformējošo. Es domāju, ka nē.

Interviewer: Viss skaidrs. Paldies. Ir palikuši trīs jautājumi. Tātad, kādēļ ir svarīgi transformācijas vadītājiem veicināt inovāciju kultūru? Un kā vadītāji var mudināt savas komandas domāt radošāk?

Mēs jau apspriedām iepriekš. Kādēļ ir svarīgi veicināt šo inovācijas kultūru, bet kā vadītājs var mudināt mest arī apspriedām.

Interviewee: Tāpēc ir jādomā inovatīvi. Nu labi, varbūt ne tik ļoti finansēs. Mums ir standarti un likumdošana, kurā tu nevari būt inovatīvs. Tev vienkārši likumi un normatīvie akti nosaka nebūt tādām, jo jārikojas pēc līdžības, kā to esi darījis iepriekš, bet uzņēmumam ir jābūt inovatīvam, kaut vai tāpēc, lai viņš nebankrotētu. Ja citi inovatīvi uzņēmumi, kuros šos procesus veic daudz efektīvāk caur inovācijām. Mums bija ļoti spilgts piemērs Latvijā - Dzintars. Ļoti spilgts piemērs, kura uzņēmuma vadītājs bija stagnējošs. Ļoti sens. Ar vienīgo patiesību un dzintara vairs nav. Viņš nespēja. Tas bija viens no tiem iemesliem. Viņš nespēja būt inovatīvs, nenokāra šo te nu pārveidojošo. Viņš nenokāra šo sajūtu, ka nepieciešams pārveidoties. Tā kā nu tā ir viena no tādām lietām, bet ir saprotams, ka arī likumdošana, kas uzliek tev rāmi, kurā tu nevari būt ļoti inovatīvs. Tas bija kā atbilde varbūt uz to vienu no tiem jautājumiem, kas bija iepriekš uzdoti.

Interviewer: Ļoti labs piemērs ir tas Dzintars un salīdzinoši nesen tas viss notika - bankrotēja.

Interviewee: Pie tam uzņēmums, kuram jau bija pāri pat pāri par simts gadiem.

Interviewer: Arī pie reizes pasaulē atpazīstams.

Interviewee: Atpazīstams vairāk gan bijušajās savienības valstīs, bet nu šeit ir ļoti, ļoti konkrēts piemērs par vadītāju, kurš nav ne iedvesmojošs, ne transformējošs, ne spēja mainīties laikam līdzī. Mainās laikmets uzņēmējdarbībā. Nāk iekšā, kad šito sākumā teicu, nāk iekšā jauna generācija, jauna paaudze, ar viņiem tā nevar. Es esmu vecā paaudze, tu es, jaunā paaudze, jūs esat jaunā paaudze bez, bet jā, tā ir tā paaudze. Tagad tā vairs nevar strādāt, vai nu var pielāgoties, vai nu var nolaist pa pieskari veselu uzņēmumu.

Interviewer: Tātad paturpinot. Par finanšu jautājumiem. Vai transformācijas vadītājs spēj radīt finansiālu izaugsmi?

Interviewee: Jautājums ir kam? Uzņēmumam noteikti. Transformācijai vai pārveidošanai vai tādām dažādām raidorganizācijām nu tad iedvesmojošām nav jēgas pašām par sevi, protams ka viņām jābūt ar mērķi veikt un viens no tiem mērķiem ir padarīt darbu esošo darba apjomu vai augošo darba apjomu, piemēram, izdarāmu ātrāku, efektīvāk, lētāk attiecīgi. Līdz ar to tanī brīdī, kad tu to dari efektīvi un lēti, tad tu dod savu finansiālo pienesumu uzņēmuma kopējam mērķim. Tā kā es uzskatu, ka jā, bet jo es arī uzskatu, ka inovāciju pati par sevi vienkārši inovācijas pēc, tā savukārt var radīt finanšu līdzekļu izšķērdēšanu. Nu, ja tam nav efektivizācijas un tam nav finansiāla pamata, tam nav jēgas. Ar inovāciju var piesaistīt jaunus klientus. Ar inovāciju tu vari un tātad to spēju radīt, ģenerēt papildus finanšu līdzekļus vai nu arī tad tu var samazināt izmaksas. Tās ir tās divas jomas, kas finansēs. Palielinot ieņēmumus pie esošām izmaksām, tev peļņa palielinās vai palielinot, samazinot izmaksas pie esošā apgrozījuma, tev arī peļņa palielinās. Mērķis jau ir finanses. Ne jau tāpēc, lai cilvēki ļoti labi justos paša jušanās pēc, bet tas nav pašmērķis.

Interviewer: Ja. Tad pēdējais jautājums kā jūs raksturotu vienā teikumā, kas ir transformācijas vadītājs?

Interviewee: Transformācijas vadītājs ir vadītājs, kurš spēj motivēt un iedvesmot cilvēkus, pavilkt aiz sevis vai vest savu kolektīvu, kura darbības rezultātā uzņēmums spēj palielināt savus finanšu rādītājus, piemēram, pie tam palielinot apjomu darbinieki šajā te kolektīvā jūtas novērtēti,

iedvesmoti. Viņiem patīk tur strādāt, viņiem patīk tur darboties, bet tas ideālais parveidojošais vadītājs strādā pie nu tāda labi, labsajūtu sasniegušo un motivēta darbinieka uzņēmuma rezultāts būtiski palielinās.

Interviewer: Nu labi. Paldies Jums par sniegtajām atbildēm! Visnotaļ palīdzēs manā maģistra darbā.

Second interview

Interviewer: Labdien!

Interviewee: Labdien!

Interviewer: Mani sauc Miks Grīnbergs. Es esmu students TalTech universitātē, Tallinā, un mērķis šim zvanam ir saprast, vairāk, jūsu viedokli, kā cilvēkam, kas ir saskāries ar transformācijas vadības stiliem un izprast, kā jūs definētu un kādēļ tas vispār ir svarīgi mūsdienu dinamiskajā biznesa vidē. Tad ar jūsu atļauju es ierakstīšu šo sarunu. Lai vēlāk varētu piesēsties un izanalizēt informāciju.

Interviewee: Protams.

Interviewer: Tātad, mans pirmais jautājums būtu, kā jūs definētu transformācijas vadības stilu un kādēļ tā ir svarīga mūsdienu dinamiskajā biznesa vidē?

Interviewee: Jānis - pārstāv privāto sektoru. Būtiski, jā, par transformāciju. Noteikti tādu klasiskā izpratnē definīciju jūs jau daudz labāk zināt par mani. Es vairāk tā kā interpretēju. Cik es saprotu, kas tas tāds varētu būt par zvēru, nu es teiktu, transformāciju vadītājs ir tāds moderns vadītājs, kurš saprot, kā jūs minējāt, dinamisko darba dunu un spēju tai pielāgoties, attiecīgi motivējot savus darbiniekus. Jā, motivējot savus darbiniekus strādāt labāk, bet to darot caur tādu pozitīvu motivāciju, teiksim tā, nevis kaut kādu represīvu, kā mēs kādreiz varbūt esam piedzīvojuši. Nu kāpēc tas ir būtiski? Nu, šobrīd tā situācija jau ir, tas darba tirgus, jā, ir ļoti, ļoti tāds ciešs, teiksim tā. Un tā cīņa par labo labo speciālistu ir ļoti, ļoti sīva. Un atalgojums, protams, ir svarīgs, bet līdz brīdim, kad visi atalgojumi, teiksim, starp organizācijām neiet caurmērā līdzīgi, tad nākamais noteikti ir komanda. Un tad attiecīgi komandas vadītājs ir viena tāda būtiska komandas sastāvdaļa.

Interviewer: Skaidrs. Jūs minējāt spēju iedvesmot, motivēt savu komandu. Kā jūs teiktu, kā transformācijas vadītāji iedvesmo un motivē savu komandu? Kādēļ tas ir būtiski, lai sasniegtu organizācijas mērķi?

Interviewee: Jā, iedvesmot. Nu iedvesmo jau parasti, ja es tīri no savas personīgās pieredzes, es nezinu, kā tas tiek precīzi definēts literatūrā un rakstos. Bet nu iedvesmošanu es saprotu kā paļaušanos uz speciālistiem, nu, teiksim tā, ticība viņu spēkiem. Jo nu, protams, ja mēs runājam par kaut kādām tādām intelektuālām nozarēm, kur cilvēki pielieto savu intelektuālo kapacitāti. Tur tā paļaušanās un ticība tam, kā tev tas cilvēks - darbinieks, kolēģis - spēs sasniegt rezultātu, ir ļoti būtiska. Tad attiecīgi, tāds uzticības mandāts iedvesmo darbinieku, motive uz pašizaugsmi darbiniekus, tas ir būtiski mūsdienās. Teiksim, pilnveidot savas profesionālās spējas un iemaņas, tie ir, piemēram, dažādi kursi - šāda veida pašizaugsmes vai personāla izaugsmes ceļš. Nu, tas ir tas, kā es to saprotu.

Interviewer: Tātad, jūs teicāt, ka iedvesmot ar paļaušanos uz saviem darbiniekiem. Vai tas arī veido jūsu viedokli, kādas darbības pašā uzņēmumā pēc tam būtu jāimplementē?

Interviewee: Jā, tas ir ļoti labs jautājums. Nu, principā jau jebkas, ko mēs darām, mācāmies, iedvesmojam viens otru, tas ir ar mērķi. Nu un ja mēs runājam par par uzņēmumu, tad mērķis beigu beigās ir gūt peļņu. Tad attiecīgi šī motivācija, iedvesmošana un šīs te darbības jau vienmēr, lai uzlabotu rezultātu, padarītu procesus iespējams loģiskākus, vienkāršākus, saprotamākus visām iesaistītajām pusēm. Manuprāt, tas ir tas galvenais mērķis.

Interviewer: Tātad, savelkot kopā visu pateikto, tad varētu teikt, kad līderis ar savu motivāciju vai ar savu harizmu pat varētu teikt, iedvesmo darbiniekus iegūt to kopējo голу, sasniegt to голу, tad tādā veidā motivē.

Interviewee: Protams, tas jau ir bijis no laika gala. Jā, teiksim, tādi harizmātiski līderi, labi vai slikti spēj iedrošināt savus darbiniekus vai tautu. Ja mēs runājam par darbiniekiem, tad nu tādi vizionāri kā Amerikā slavenu kompāniju, nu jau pasaulē slavenu kompāniju vadītāji mums ir bijuši, un šobrīd joprojām arī ir, kas spēja motivēt savus darbiniekus, lai lai sasniegtu kopīgo mērķi. Tātad veiksmīgu, spējīgu uzņēmumu.

Interviewer: Sapratu, paldies. Tad nākamais jautājums ir - kādēļ, jūsuprāt, transformācijas vadība ir efektīva, veicinot izmaiņas?

Interviewee: Sapratu jautājumu. Sāksim ar to, ka tas, manuprāt, un, skatoties no savas personīgās pieredzes, varu teikt, ka darbinieki un kolēģi labāk funkcionē un sevi iegulda darbā, kur tas nav spiesti. Nu tādā darba vidē, kurā darbinieks jūtās brīvs. Jā, teiksim, viņš var no sava amata ietvaros darīt, ko viņš grib, kā viņš grib, kā viņš var koordinēt savu laiku. Un vadītājs viņu motivē, vada uz šo te голу, bet nekādā veidā nevēršas pret viņu represīvas, kaut kādus paņēmienu. Un tādā darba vidē ir patīkami strādāt. Un tas, ka darba vide ir patīkama, tas ir ļoti, ļoti būtiski, jo sevišķi šobrīd, kad tā cīņa par speciālistiem ir ļoti sīva. Nu tā.

Interviewer: Jā, šobrīd ir, kad darba ņēmēja tirgus...

Interviewee: Un tā jau ir, tas tieši to arī parāda. Ļoti labi to var redzēt arī mūsdienās, teiksim, no manis dzīves pāris piemēri, kur uzņēmumi, kuros ir, es nezinu, kā viņš tā definēts, varētu būt, bet nu tāds despotisks vadības stils. Tur jau mēs redzam, ja ir uzņēmumi, kuros darbinieki vidēji strādā pāris mēnešus un pēc tam maina, attiecīgi neizsakot uzticību savam darba devējam vai nespēj vienkārši izturēt to spriedzi, nevajadzīgu, kaut kādu mobingu. Tādas lietas, kas mūsdienās jau vairs nav pieņemami darba ņēmējam.

Interviewer: Jā, bet rodas jautājums, vai visi uzņēmumi ir piemēroti transformācijas līdera veidam? Ja mēs ņemam vērā, ka ir demokrātiski vadītāji, ir autokrātiski vadītāji. Kāds ir jūsu viedoklis par šo?

Interviewee: Nu jā, tas ir ļoti labs jautājums. Es domāju, ka noteikti nē. Es domāju, ka noteikti nē. Un piemērs, iespējams, ka pat tālu nav jāmeklē. Un tāds transformāciju vadības stils, es neesmu pārliecināts, vai viņš labi strādātu, teiksim, armijā. Mums blakus notiek karš, un šeit armijā ir tāds iedvesmojošs, lai gan kāpēc gan nē. Var jau būt, ka strādātu. Man grūti tā ir tagad pateikt, vai ir vai nav. Grūti. Tāds sarežģīts jautājums.

Interviewer: Varbūt varu nedaudz. Nu labi, nemēģināšu iespaidot jūsu atbildi, ķersimies tālāk. Tātad, kā jau mēs izrunājām, ļoti svarīgi tas, ka arī pats vadītājs mēģina attīstīt savu darbinieku un sniegt viņam nepieciešamos padomus. Kā jūs vērtējat, kā vadītāji var attīstīt nepieciešamās prasmes un īpašības saviem darbiniekiem?

Interviewee: Kvalifikācijas celšana. Tie ir kursi, tā ir apmācība, tie ir semināri, tās ir konferences, tās ir viedokļu apmaiņas dažādākos tīklošanas pasākumos.

Interviewer: Bet vairāk koncentrējoties uz to pašu vadītāju, ko vadītājs spēj dot. Varbūt minēt kādu piemēru?

Interviewee: Varbūt iedodiet kādu piemēru.

Interviewer: Piemēram, savā uzņēmumā, uzņēmumā, kurā es šobrīd strādāju, vadītājs pats iedvesmo mani ar savām pieredzēm. Parādot arī interesi darbiniekiem par to, kas pasaulē notiek, par tehnoloģiju attīstību, par visu un iedvesmo mūs pašus attīstīties tālāk, balstoties uz viņu teiktā.

Interviewee: Jā, personīgā pieredze, tā ir ļoti būtiska. Un es jums piekritīšu. Dalīties ar savu personīgo pieredzi vadītājam, kuram tāda ir, un, nonākot vadītāja pozīcijā, visticamāk, arī būs šī ir pieredze, un viņš arī spēs to nodot tālāk. Un tas jau tikai parāda, ka tas jau ir viens no iedvesmošanu paņēmieniem, ka tu nodod savas zināšanas tālāk nākamajai paaudzei, darba rūķiem un tādējādi viņus tā kā izglīto. Tas ir, protams, abām pusēm. Vienam patīk padalīties ar savām zināšanām, otrs savukārt ir gatavs uzklaut un ieklausīties. Ja vēl tas padoms vai ideja ir jēdzīga, nu tad jau vispār tāds ļoti labs rezultāts sanāk.

Interviewer: Kāds ir jūsu viedoklis par to, kādēļ ir svarīgi transformācijas vadītājiem veicināt inovācijas kultūru? Kā vadītāji var mudināt savas komandas dalībniekus radošumā?

Interviewee: Nu tas jau ko jūs minējāt. Paša personīgā pieredze, paša personīgais virziens, kurā meklēt un rakt to informāciju. Kā jau teicu, es domāju, ka mēs atgriezīties atpakaļ pie tā jau ko mēs izrunājām sākotnēji. Lai uzlabotu procesus, ir jāsaprot pirmkārt, kas par procesiem, kas ir jādara, un tad ir jāmeklē arī to darīt. Un, ja mēs runājam par darīt mācēšanu, nu tad tās ir apmācības. Atkal tās apmācības, tie ir kursi, pieredzes apmaiņa. Es domāju, ka noteikti svarīga ir, principā, personīgā pieredze. Tātad attiecīgi no vadītāja puses tā ir kolēģu savā starpā, jo katrs jau nāk organizācijā no atšķirīgiem backgroundiem. Un to arī vadītājs redz, un tas arī vadītājam ir jāredz. Un viņš, kā profesionālis, sava aroda pratējs, viņš tad to puzli saliek kopā un redz, kuri darbinieki spēj savā starpā viens otru papildināt un kas veido labas tādas mazās komandas, kaut kādu mazāku mērķu sasniegšanai. Kas savukārt ir vairāk tādi praktiskāki, attiecīgi veidojot kaut kādus procesu uzlabojumus uzņēmumā.

Interviewer: Paldies. Es šobrīd skatos uz saviem jautājumiem, un mēs pa lielam esam visu jau koverojuši, bet man pašam ir radušies vēl papildus jautājumi par to komandas efektivitāti. Vai līderi, kuri praktizē šo transformācijas vadību, var radīt kādu finansiālu benefitu pašai kompānijai?

Interviewee: Es domāju, ka tas ir, teiksim tā, jautājums vietā. Tas pilnīgi noteikti, nevis - vai tas var radīt, bet tas, visticamāk, radīs. Ja mēs runājam par darbinieku izglītošanu. Ja tu kā vadītājs nesit savus darbus. Mūsdienās tas nav tik ļoti izplatīti. Bet nu, ja tu esi pieklājīgs pret viņiem un iedvesmo viņus, un motivē sasniegt savus mērķus, un ne tikai. Varbūt pat ne tikai tāda darba ziņā, bet arī personīgajā dzīvē, ja tu viņus spēj motivēt un iedvesmot. Ir cilvēki, kas nodarbojas ar kādiem sportiem un kad darbā vadītājs jau spēj un tics taviem spēkiem, atbalsta, kaut kādā mērā, organizē kaut kādus pasākumus, sporta pasākumus komandai. Tas tikai nāk par labu. Un ja tas cilvēks, kas strādā organizācijā, ir priecīgs, viņš ir priecīgs par to, kur viņš atrodas, viņš ir priecīgs ar savu priekšnieku. Kā jau mēs zinām, ne vienmēr priekšnieks ir foršs. Tā kā, ja tev ir labs, atbildīgs priekšnieks, kurš tevi motive, tu mācies papildus. Nu es redzu tikai plusus un finansiāla izaugsme ir neizbēgama. Tas ir neiespējami neizaugt. Un es domāju, ka šāda veida organizācijā, kuru vadības līmenī tiek pieņemts šis transformācijas vadības stils, manuprāt, arī tā kadru maiņa ir daudz, daudz mazāka. No savas pieredzes varu teikt, ka uzņēmumos, kur šāds

šāds iedvesmojošs vadītājs ir, tu vienkārši negrib iet prom. Tu paliec tajā darbavietā un tu vari nostrādāt ilgu gadus. Un, tā pieredze, ko tu uzkrāj, esot šajā darbavietā un plus vēl mācoties. Viennozīmīgi tā ir neatsverama, no uzņēmējdarbības viedokļa puses.

Interviewer: Sapratu. Tātad divi galvenie punkti, jūs mani precizējat, ja es kaut ko nepareizi esmu sapratis. Tātad, priecīgs darbinieks - produktīvs darbinieks un arī priecīgs darbinieks - mazāka iespēja uz darbinieku rotāciju.

Interviewee: Nu jā, jā. Priecīgs varbūt tas tāds triviāls termins, bet kopumā jā. Tas ir tas, uz ko es tā kā vairāk spiestu. Apmierināts darbinieks. Priecīgs, apmierināts. Apmierināts, es domāju, ir daudz labāks termins. Un tas viennozīmīgi, manā skatījumā, pilnīgi noteikti ir tas, kas nodrošinās uzņēmumam to. Bet nu te arī noteikti ir jāskatās. Tas ir atkarīgs no uzņēmuma uzņēmumu. Ja mēs runājam par tādu vienkāršāku darbu darīšanu, teiksim, konservu iesaiņošana. Nu tur tas darbinieks var būt priecīgs, var būt bēdīgs, var būt apmierināts, var būt neapmierināts. Varbūt tas tik būtiski nemainīs to rezultātu. Ir kaut kādas konkrētas amatu kategorijas, kurās, vai viņš to darbu dara ar smaidu uz lūpām vai ar asarām acīs, tas, pa lielam, uzņēmumam kā tādām neko nemainīs. Bet, ja mēs runājam par tādām mūsdienu radošākām un vairāk intelektuālām pozīcijām, tad pilnīgi noteikti, jā, tas ir neatsverami.

Interviewer: Un tad mans pēdējais jautājums būs - kā jūs raksturotu vienā teikumā, kas ir transformācijas vadītājs?

Interviewee: Transformācijas vadītājs ir tāds vadītājs, kurš ir atklāts, tiešs, spēj iedvesmot, noturēt kolektīvu. Un uzņēmums, no tā iegūstot, aug un attīstās. Nezinu, grūts jautājums, vienā teikumā tas nav iespējams izstāstīt.

Interviewer: Labi, tad paldies jums par atbildēm!

Interviewee: Paldies jums, gara saruna sanāca beigās. Labi, paldies!

Appendix 4. Raw data, analysed data, and interview videos

All supporting materials can be found here – [supporting materials](#).

Appendix 5. Non-exclusive licence

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