Transformational Leadership and its Attributes: Factors That Could Increase Security at the Miami International Airport

Norbert Oliver Pinto
*Lynn University*

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Transformational Leadership and its Attributes:
Factors That Could Increase Security at the Miami International Airport

By

Norbert Oliver Pinto

Dissertation
Presented in Partial Fulfillment of the Requirements for the Degree of
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In
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TRANSFORMATIONAL LEADERSHIP AND ITS ATTRIBUTES:
FACTORS THAT COULD INCREASE SECURITY AT THE MIAMI INTERNATIONAL AIRPORT

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ABSTRACT

This study was to examine the factors that are critical transformational leadership values and attributes, which could improve organizational performance. More specifically, the purpose was to find possible recommendations to provide more effective leadership qualities to efficiently enhance security strategies, within the airline industry. This paper examined three major attributes of transformational leadership; communication, cooperation, and education. An examination of theoretical and empirical literature concerning transformational leadership attributes and the relationship with organizational effectiveness was conducted. Findings indicate that these attributes of transformational leaders are essential for motivating followers to surpass self-interest and work towards a collective purpose, vision, and mission.

Global communities are becoming more competitive and leadership skills are needed to best develop a successful working environment and should become more diverse. Companies are required to employ personnel with qualifications or to train employees with specific tools, in order to meet security requirements. Such requirement would enhance additional tools.

A non-experimental exploratory and qualitative study was designed to answer the research questions. The study method was phenomenological, interviewing a group of employees who have experienced the phenomenon. The sample consisted of thirty (30) employees at the Miami International Airport. They provided the source of the required data collection and analysis. Participants were employees of the airport between the ages of 21 and 65. The participants in the study were interviewed and they were willing and able to participate in the study. They provided information relating to their experiences and opinions, relative to the possibility of the lack of communication, cooperation and education while performing their job duties.
A non-experimental exploratory qualitative research design based on the proposal of the study was developed to evaluate the impact of transformational leadership and its attributes, specifically regarding communication, cooperation and education. The method of data collection that was utilized was based on employees' experience and performance. First, a survey instrument was used to collect data regarding information about the demographics of the participants; age, sex, income, cultural background, experience, time on the job and job classification. The second step was conducted face to face as an interview process based on a questionnaire. The researcher took written notes during the interviews. The researcher did not audio record the interviews.

A survey instrument was utilized to interview participants based on empowerment as a condition of their employment. The data was analyzed to determine the relevance of the three major questions of the study. The results expressed that the questions were extremely important to the security commitment of employees at the Miami International Airport. Although each participant's answer was of a different opinion, demographics played a significant role.

Recommendations for further study are suggested to continue the attempts to improve security on a global basis. The issues of communication, cooperation and education are of major importance, which require continuous and immediate attention. The findings indicated that the security requirements could be enhanced with the utilization of transformational leadership and its attributes.
ACKNOWLEDGEMENT

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I dedicate this dissertation to my late grand-mother and grand-father who accepted me as their own child. Their intentions to influence, groom, shape, and mold me, made the most important contributions to me throughout my life to this point and hopefully throughout my entire life.
TABLE OF CONTENTS

CHAPTER I .................................................................................................................................. 1
INTRODUCTION.......................................................................................................................... 1
Introduction to the Study ............................................................................................................. 1
Background ................................................................................................................................... 2
Problem Statement ...................................................................................................................... 5
Research Questions (RQ) ............................................................................................................ 7
Definitions of Terms .................................................................................................................. 10
Assumptions ............................................................................................................................... 13
Delimitations ................................................................................................................................ 13
Limitation .................................................................................................................................... 14
Summary ...................................................................................................................................... 14
Review of Literature .................................................................................................................. 17
Table 1: Transformational Leadership: Theoretical Review of Literature ...................................... 19
Table 2: Transformational Leadership: Empirical Review of Literature......................................... 24
Communication .......................................................................................................................... 25
Table 3: Communication - Theoretical Review of Literature.......................................................... 29
Table 3: Communication - Theoretical Review of Literature (Continued) ....................................... 30
Table 4: Communication- Empirical Review of Literature ............................................................... 31
Cooperation .................................................................................................................................. 31
Table 5: Cooperation - Theoretical Review of Literature............................................................... 33
Table 6: Cooperation - Empirical Review of Literature ................................................................. 35
Table 6: Cooperation - Empirical Review of Literature (Continued) .............................................. 36
Education .................................................................................................................................... 36
Table 7: Education - Theoretical Review of Literature .................................................................. 37
Table 8: Education - Empirical Review of Literature .................................................................... 39
Discussion of Literature ............................................................................................................... 40
CHAPTER I
INTRODUCTION

Introduction to the Study

On September 11, 2001 the terrorist attacks on American soil generated shock around the world. Feelings of uncertainty ensued regarding the impact that these attacks would have on the United States in terms of national security and the economy (Jackson, 2008). While most citizens had been complacent about the role of the United States as a world leader and should be comfortable with its position of power, there became a growing concern about the future in the Global Community and the safety of American citizens in their home country. These events redefined the role of security, business, industry and daily life for the American population.

The terrorist attacks of September 11, 2001 had an immediate and substantial impact on international travel, worldwide (Cornwell & Robert, 2010). The airline industry was one of the hardest hit industries in the United States as a result of these attacks. This industry was impacted in at least two major areas: 1) an overall decrease in travel, and 2) reinforced security measures at airports. Safety perceptions prompted concerns within the travel industry that the United States was becoming a less attractive travel destination and was damaging its image abroad and at home (Alden, 2008).

The leadership style of aviation managers and the perceptions of both leaders and employees as to how this influences worksite performance (e.g., implementation of security measures) is a relatively new field of study in relation to airport security measures. As the global community becomes more competitive, the leadership skills needed to best develop and sustain a collaborative working environment has become more important. If companies are to optimize resources for secure airports, there must be a strong collaborative relationship between aviation
managers and lower level employees. It is imperative to build and manage relationships with local airport stakeholders (owners’ concessions, airport employees, security personnel, and others) to ensure that operations run securely.

**Background**

Airports face multiple challenges, including meeting capacity demands, providing enhanced public service and increasing revenue—all the while battling rising costs, increasingly dissatisfied customers and rigid information infrastructures. According to the Airports Council International (ACI, 2012), among the numerous responsibilities and challenges faced by airlines, safety and security “are of the most importance and therefore they are categorized separately from all other challenges” (p. 6). These challenges and pressures are evidence to suggest that their current business processes need revitalization (IBM, 2009). In fact, many global economic factors and trends in terrorism and national security have brought frequent and continuous changes to the worksite (Howie, 2007). For example, some would argue the premise that the terrorist attacks on the United States, changed the security and strategic environments of transportation in this country and the world. In a paper by Blalock, Kadiyali, and Simon (2006) the following major airport security changes were identified as a result of 9/11.

In response to the terrorist attacks of September 11, 2001, the federal government enacted new legislation to increase air passenger safety. On November 19, 2001, President Bush signed into law the Aviation and Transportation Security Act (ATSA). This act established a new Transportation Security Administration (TSA), which consolidated security efforts inside the Department of Transportation (DOT). In addition, the ATSA mandated several important changes in civil aviation security procedures. The two primary changes in airport security visible to passengers were the federalization of passenger security screening at all U.S. commercial
airports by November 19, 2002, and the requirement to begin screening all checked baggage by December 31, 2002. The ATSA charged the TSA with overseeing security operations and implementing the mandates, at all 429 commercial airports in the U.S. (Blalock, Kadivali, & Simon, 2006).

Belobaba (2002) discussed the effects of 9/11 on the industry one year after the attacks. In his paper he identified airport security as one of the top concerns. Belobaba further proposed approaches to increasing security at airports that included several physical changes in the aviation environment. The Transportation Security Administration (TSA) under the direction of the Department of Homeland Security (DHS) has dispensed billions of dollars to improve aviation security (Tomasi, 2008). Policy and implementation of security measures are important to changing airport worksite safety. However, to develop optimal security in aviation environments, key stakeholders at airports needed to intentionally develop change strategies that were implemented through leadership roles, (Belobaba, 2002; Tomasi, 2008).

The concept of change is multi-faceted and complex. Contributing to this complexity is the reality that is essential and inevitable to recognize resistance to change (Matejka & Julian, 1993). Identification of problems with physical facilities are an important aspect of change, but one major challenge that change agents face, is the fact that the employees resist the acceptance and adaptation of changes, to security requirements by government, employers and stakeholders. Leaders not only encounter the challenge of not operating in a vacuum, but are also restricted by the policies, procedures, and practices of the organization (Schepers, Wetzel & de Ruyter, 2005). Each individual user would try innovation in individual practice, and would make an independent adoption or rejection of decision. If enough of these individual decisions go against an innovation, even in a system as centralized as the military, it would almost surely fail even if
only because it is plagued by a seemingly endless series of unexpected "glitches" (Ellsworth, 1998). Failure to consider issues of perception can be disastrous as when General Motors’ Chevrolet department attempted to market the successful Nova model. The marketing was a promotion to Spanish-speaking countries the phrase "No va" means "It doesn't go!" (Rogers, 1995). This is an example of a cultural example of the way to make a reference to a specific community thought.

According to Mitchell and Tucker (1992) and Bass and Avolio (1994) conflicting views of the leadership role influences interactions between leaders and workers. For example, Mitchell and Tucker (1992) found that traditional views of leadership roles support leaders that take charge to accomplish roles with no input from stakeholders. In addition, Bass and Avolio (1994) found that conflicting perceptions of roles between leaders and workers influenced the understanding of the importance of teamwork and comprehensive organizational improvement. Furthermore, Alfieri (2009) and Novak (2008) argue that in order to maximize the effectiveness of employees to enhance national security, aviation managers need to acquire certain attributes and skills beyond technical expertise.

Concrete management actions such as offering training, education, organizational and technical support, have been shown to play a significant role in influencing individuals to incorporate innovation into their daily routines within the worksite environment (Schillewaert, Ahearne, Frambach & Moenaert, 2005). Research on leadership styles suggests that employee effectiveness influences security and that performance is the key to organizational success within high security environments. Transformational leadership and its attributes, which is of a level five type in comparison to other types of leadership such as transactional leadership, servant leadership, etc…. (Avolio, Waldman, & Yammarino, 1991; Bono & Anderson, 2005; Herman,
1998) consistently rates higher than other leadership styles for improved employee performance. Transformational leadership models further identify effective leadership characteristics for employee performance development (Bass, 1997). This leadership style supports employees acceptance of worksite change and produce greater organizational productivity (Bono & Anderson, 2005). Riggio (2004) found that groups led by transformational leaders have higher levels of performance and satisfaction than groups led by other types of leaders, such as leadership in the context of theory x and theory y.

Changes in governmental regulations and the pressure to remain economically and securely viable, have forced many organizations to resort to innovative and creative worksite interactions and environments to ensure corporate survival and long-term viability (Crotty, 2004; Hagel, 2002). Creativity in the worksite requires more personal involvement from employees to improve security measures and to incorporate individual ideas and contributions which could influence commitment and investment. Transformational leadership and its attributes might overcome obstacles to better security systems (Czech & Forward, 2013; Hassan, Fuwad, & Rauf, 2010).

Problem Statement

High security and safety industries such as airports must determine and implement models of leadership that improve interactions and relationships between aviation managers and lower level employees to optimize performance at worksites. In recent years the use of teams in high security airport worksites, such as Miami International Airport, has been implemented. However, aviation managers at American Airlines still use a leadership model that is top-down which does not optimize collaborative work efforts. During informal interviews, the study found that aviation managers admitted to the lack of required skills and it recognized the
problem to cooperate and to see the benefit from being cooperative. This could impact effective security and safety problems that should be recognized through required measures.

**Purpose of the Study**

The purpose of this study was to explore airport employees’ perceptions of leadership interactions and relationships, specifically regarding security. The method of data collection was based on employees’ performance, which included both the survey and interview methods. First, a survey instrument was used to collect data regarding information about the demographics of the participants; age, sex, income, cultural background, experience, time on the job and job classification. The second step was to conduct a person to person and a face to face interview. The researcher took written notes during the interviews, but the researcher did not audio record the interviews.

Through interviews of aviation managers and lower levels employees, the study investigated, through the lens of transformational leadership principles, that with an increase of education, communication and cooperation, such increase could lead to improved security at the Miami International Airport. A non-experimental exploratory qualitative research design was used as the procedure to examine the relationship between transformational leadership and its attributes and employees’ performance.

The study utilized a phenomenological method as the procedure to examine the relationship between transformational leadership and its attributes and employees’ performance in their participation of the job requirement of security issues. The study further intended to qualify the answers that follow what the three research questions, pertinence to establish the needs to improve aviation security, with transformational leadership and its attributes:
Research Questions (RQ)

- Does leadership communication positively impact work performance so as to improve security?
- Does leadership collaboration style positively impact work performance so as to improve security?
- Does training and education positively impact work performance so as to improve security?

A non-experimental exploratory qualitative research design based on the proposal of the study was developed to evaluate the impact of transformation leadership and its attributes, specifically regarding communication, cooperation and education. The major need to increase security is relevant to transformational leadership and its attributes.

Theoretical Framework

The theoretical framework for the study comes from the adapted work of Burns (1978) and Bass (1985), which was the proposal about the impact on changes by transformational leadership and its attributes. The most important type of leadership that is recognized as a perspective, is based on a large number of studies regarding leadership of the future. In James Burns’ (Burns, 1978) Classic Leadership, it was noted that the majority of leadership models and practices were based on transactional processes that focused on punitive or reward exchanges between the leader and the follower. Bernard M. Bass (1985) expanded upon Burns’ original ideas to develop what is referred to as Bass’ Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect and admiration from their
followers. A transformational leadership approach allows for the development and
transformation of people (Bass & Avolio, 1994). Transformational leaders inspire lower level
employees to adopt the organizational vision as their own, while attempting to alter values,
concerns and developmental needs (Cacioppe, 1997) and to perform above expectations.
Through the strength of their vision and personality, transformational leaders are able to inspire
followers to change expectations, perceptions and motivations to work towards common goals.

In the second edition of the classic text, *Transformational Leadership*, authors Bass and
Riggio (2006) explained:

"Transformational leaders...are those who stimulate and inspire followers to both achieve
extraordinary outcomes and, in the process, develop their own leadership capacity.
Transformational leaders help followers grow and develop into leaders by responding to
individual followers' needs by empowering them and by aligning the objectives and goals
of the individual followers, the leader, the group, and the larger organization" (pg. 3).

Figure 1, in which Brent Lemonds (2012) adapted a model to demonstrate the outcome,
task, and characteristics of the transformational leadership model. This model identifies the
characteristics of leaders and the tasks they perform in order to optimize employee and
organization outcomes to support change.
Figure 1: Lemonds’ adapted Bass model of transformational leadership

Transformational leaders create something new from something old by changing the basic political and cultural systems (Tichy & Ulrich, 1984). The leader’s approach to communicating change collaboration with employees and educational approaches to new policies and procedures can impact worksite performance. Bass and Riggio (2006) wrote how transformational leadership inspired the followers to do more by:

- Sharing “visions and goals for an organization or unit”
- Challenging followers “to be innovative problem solvers”
- “Developing followers’ leadership capacity via coaching, mentoring, and provision…” (p. 4).

This study utilized the theoretical framework of transformational leadership to investigate participants’ perceptions of three components of transformational leadership in relation to their worksite: leader communication of needed change, leader collaboration with employees and educational approaches about new policies and procedures. Transformational leadership serves as the blueprint to develop and analyze information from a proposed survey and interviews.
Significance of the Study

Deeper understanding of how aviation managers and lower level airport employees describe their interactions and relationships related to leader communication of change, leader collaboration with employees and education about policy and procedure for airport security, changes can provide insight into development of a more effective worksite environment. A large number of leadership level employees must continuously monitor day-to-day operations and investigate the activities of personnel to ensure that company employees are adhering to the fidelity of the organization’s training programs that focus on security and safety (Gong, Haung, & Farh, 2009). In order to optimize security and safety levels at airport worksites perceptions of relationships and interactions between employee levels should be identified.

Definitions of Terms

For the purpose of this study theoretical and operational definitions are as follow:

Transformational Leadership

For the purpose of this study Bass’ transformational leadership theory adapted from the work of Burns (1978) and Bass and Riggio (2006) was used. Bass (1985) defined transformational leadership in terms of how the leader affects followers, who are intended to trust, admire and respect the transformational leader. Unlike the transactional leader/employee interactions that are contingent on followers' performance, transformational leadership adds to the role of the transformational leader in enlarging and elevating followers' motivation, understanding, maturity, and sense of self-worth (Bass, 1985). Additionally, transformational leadership (TL) is the type of leadership that communicates vision and inspires followers by instilling pride, self-respect, and faith in their leader. Transformational leaders lead through idealized influence, also known as charismatic leadership, inspirational motivation, intellectual
stimulation, and individualized consideration (Bass, 1985, 1990; Bass & Avolio, 1993 and 1994; Salter, Green, Duncan, Berre, & Torti, 2010). Additionally, for the purpose of this study, a collaborative approach to problem solving, by leading with motivation to empower a significant number of employees to perform from example (Love, Trammell, & Carter, 2010). There is strong evidence that transformational leadership provides positive links with organizational commitment and outcomes (Bass, 1999; Fuller, Patterson, Hester & Stringer, 1996; Judge & Piccolo 2004; Kearney & Geber, 2009; Herold, Fedor, Caldwell, & Liu 2008; Bass, Avolio, Jung & Berson, 2003, 2009; Piccolo & Colquitt, 2006; Godwin, Houghton, Neck & Mohan, 2011).

**Aviation Manager**

For the purpose of this study aviation managers are leaders and managers in the airline industry with responsibilities to control and manage the operations. They require attributes and skills, beyond technical expertise while influencing employees to enhance security (Alfieri, 2009; Novak, 2008). Additionally, for the purpose of this study the term aviation manager refers to upper level managers employed by the airport industry.

**Lower Level Employees**

For the purpose of this study lower level employees are followers to higher levels of supervision, should be motivated in growth and development, which should improve both the leaders and the other levels of employees to strive to higher levels of participation for a greater and collective purpose (Avolio, Waldman & Yammarino, 1991). Additionally, for the purpose of this study the term lower level employee refers to anyone employed by airport and who is empowered to participate in airport security.
Communication

For the purpose of this study communication refers to ways in which employees see themselves selves and their relationships with others, formed through various interactions within the working environment, with a focus primarily on the behavior of the leaders, relating to self-concepts of sending and receiving messages (Shamir et al., 1993; Wang et al., 2005). Additionally, for the purpose of this study through social identification, followers identify themselves as members of honorable groups, where leaders invariably use meaningful symbols, slogans, rites and rituals to strengthen the collective identities of the followers through the ‘internationalization of values,’ based on inspiration of the leaders’ vision and value (Chang & Liao, 2007; Shamir et al., 1998).

Cooperation

For the purpose of this study an excellent illustration of a specific cooperative personnel, who identifies and articulates a dimension of transformational leadership for followers (Podsakoff, Mackenzie, Moorman & Fetter, 1990). Additionally, for the purpose of this study cooperation is a state of mind that is considered to be significantly more desirable than the current state. It is a state that cannot be approached without a fundamental change of direction in thoughts. The environment should be a workplace where employees accept and execute their responsibilities through required interaction, based on the vision in the pursuit of operational goals (Russell, 1994).

Education

For the purpose of this study teaching and learning of information by experience, personal input, training, study of character and signs to develop knowledge, skills, ability, and
culture in addition to formal education (Thorndike & Barnhart, 1954). Additionally, for the purpose of this study, education is a foundation of experience, learning by adaptation to the exposure of a culture in a specific and general development of information that increases throughout life especially in the senses specifically as a requirement for a life’s intelligence, a subject matter and occupational necessity, in a process of teaching and learning throughout limits of every person’s life.

Assumptions

Assumptions of this research based on interviews and observations for the purpose of this study are as follow:

- Awareness of task importance motivates people.
- A focus on the team or organization produces better work.
- There is communication between management and employees that influences worksite performance level.
- Communication and interactions between management and employees can be improved.
- Both parties have desires to improve communication and interactions.

Delimitations

Some delimitations of this study are as follows:

- Participants were limited to American Airlines employees at the Miami International Airport.
- Participants were identified according to job descriptions as either aviation managers or lower level airport employees.
Interview questions focused on leadership communication and of leadership collaboration, regarding education about airport security changes through the theoretical framework of transformational leadership.

Components of data are limited to the participants’ perceptions of interactions and relationships relating to communication of the relevant inquiry, and the collaboration about education of airport security changes.

Limitation
The limitation of this study includes external validity, or the generalizability of the study. There was a selection of employees from various work-groups and each person should be an employee of American Airlines at the Miami International Airport.

Summary
Security and safety measures are top priority at airports. While many policies and changes have been implemented at airport worksites, there is still a question about the effectiveness of such measures on the safety of passengers. One task of the airline industry is to continue to explore new variables that influence the security environment of airports. Change at worksites is difficult. One major challenge that change agents face is the fact that the employees’ resist the acceptance and adaptation of changes to security requirements by government, employers and stakeholders. The relationship and interactions between upper level managers and lower level employees might influence the implementation of important airport security measures. These relationships and interactions represent an important but under-investigated role in improving the safety of both passengers and airline employees. There is a body of research that supports transformational leadership as an approach to optimize security requirements.
This chapter introduces the study regarding the need to increase security after September 11, 2001. The importance of transformational leadership and its attributes as a strategy should be considered seriously based on the needs to increase security, especially at the Miami International Airport. The background suggested the importance as a strategy where it can be recognized that security is of utmost necessity and importance.

The statement of the problem detailed the importance of security and safety more relevant to the airport industry based on the sensitivity of aviation and its affiliation regarding employees’ communication, cooperation and education. These special attributes of transformational leadership seemingly present a very useful need and strategy to increase security. The purpose of the study is to increase employees’ perceptions regarding improved interactions and relations on the job. Research design of this study was a non-exploratory and qualitative. A phenomenological research method was used to explore the research questions through interviewing those who have experienced the phenomenon.

The research questions clearly require employee’s participation through transformational leadership and its attributes. The study has the relevance asked in these questions. The theoretical framework refers to the adapted work of Burns (1978), which strengthened the thought that transformational leadership and its attributes are positive influences to the perspective of improvement to required security.

The significance of the study increases understanding of the procedural aviation managers and lower level employees, to understanding their interactions and relationships relating to required security procedures. Definitions of terms express importance of significance terms relating to the subject matter. Assumptions are included based on possibilities. The
limitations are also included for a better understanding of positive issues and relative issues as well as limitations which expressed intended shortcomings.

A qualitative exploratory non-experimental research design and a phenomenological research method were used to examine the relationship between transformational leadership and its attributes and employees' performance. The study intended to answer the three research questions to establish the needs to improve leadership quality with transformational leadership and its attributes. The procedure was a non-experimental phenomenological method that provided the thought process to develop the necessary questions that could produce the most reasonable answers.
CHAPTER II
LITERATURE REVIEW

Review of Literature

Transformation Leadership

Theoretical Review of Literature

A transformational leader seeks to build a relationship between the leader and followers based on motivation. In this concept the leader seeks to engage each person who is a follower, striving to encourage the person's growth and development. This process raises both the leader and the follower to higher levels of motivation and morality for a greater collective purpose, which is extremely important to airport security. According to Burns, “In the organizational context, transformational leadership implies morality that influences change consistent with ethical principles of one’s society and profession, or articulating and raising consciousness about authentic needs and inconsistencies and providing subordinates with the opportunity to understand and make choices” (Burns, 1978).

Bass (1985) expanded this distinction of transactional and transformational leadership theories. He believed that transformational leaders are able to motivate followers beyond expectations by performing three outstanding behaviors which are: followers’ awareness of the importance of outcomes, getting followers to surpass their own personal interest for the good of the group, and increasing followers’ confidence in their capabilities. He also believed that through recognizable attributes, transformational leaders should be capable to convince followers to execute extra effort to achieve higher levels of performance, than would have been accomplished through a communicative process regarding relationship. Therefore, in contrast to Burns’ theory (1978), Bass (1985) proposed that transactional and transformational leadership
theories are not at opposite ends of a continuum, but that leaders may exhibit transactional as well as transformational leadership behaviors.

According to Bass (1985) there are four components of transformational leadership. Avolio, Waldman and Yammarino (1991), referred to them as the four “I”s and inter-related these attributes. They show how transformational leadership behaviors can be used to stimulate followers. The first “I” refers to the idealized influence that a transformational leader exhibits to the followers, inspiring a sense of purpose while taking pride in their work. The fact that a transformational leader shares risk with followers, and acts morally and ethically, he or she realizes gains from the followers’ trust, respect, and confidence. The second “I” of transformational leadership is inspirational motivation. This refers to a process whereby the leader communicates via different media and in simple ways, a desirable future for the organization. This results in optimum enthusiasm of followers who perceive that their work has meaning. The third “I” shows the leader engaging in problem solving through promoting intelligence and rationality. This is referred to as intellectual stimulation where the leader uses creativity to consider the problem and its solution in a new way and, as it were, thinking outside the box. The fourth and final “I” is one, which depicts the leader as giving personal attention to the needs of each follower, helping to develop their potential through coaching, mentoring, advising, and assisting whomever may have been neglected by the organization. This is referred to as ‘individualized recognition,’ the leader pays attention and treats each follower individually.

According to Burns (1978), a transformational leader engages followers in such a way that both followers and leader raise each other to higher levels of motivation. Reports in multiple studies indicate that followers who describe their leaders as more transformational also describe their organizations as highly effective (Bass & Avolio, 1994).
In transformational leadership, the leader provides strategy for the followers or the organization. Burns (1978) explains by indicating that the leader purposefully develops the followers and compels employees through the vision, purpose and mission of the organization. Feedback provided by the leader causes the followers to shift their direction towards the goals and desired outcomes of the organization. This leader-follower relationship motivates followers to develop their individualism and engage themselves into developing others (Burns, 1978). This creates an environment of mutual stimulation and elevation within the organization that promotes followers into leaders resulting in a highly effective organization.

Table 1: Transformational Leadership: Theoretical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burns, J.</td>
<td>1978</td>
<td>Leadership performance</td>
<td>TL influences followers and improves outputs</td>
</tr>
<tr>
<td>Bass, B. M.</td>
<td>1985</td>
<td>Leadership initiative</td>
<td>Encourage the use of TL</td>
</tr>
<tr>
<td>Avolio, B. J.,</td>
<td>1991</td>
<td>Antecedence of transformational</td>
<td>Constructive development theory</td>
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<tr>
<td>Waldman, D., &amp;</td>
<td></td>
<td>leadership approach</td>
<td></td>
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<tr>
<td>Yammarino, F. J.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bass, B. M., &amp;</td>
<td>1994</td>
<td>Transformational organization</td>
<td>A conceptual framework of TL to improve leadership</td>
</tr>
<tr>
<td>Avolio, B. J.</td>
<td></td>
<td>The urgency factor</td>
<td>Leadership communication in chaotic time</td>
</tr>
<tr>
<td>Richardson, D.</td>
<td>2007</td>
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<td></td>
</tr>
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</table>

**Empirical Review of Literature**

Feinberg, Ostroff and Burke’s (2005) theories of transformational leadership imply that effective leaders should engage in a constellation of appropriate behaviors. An important component of transformational leadership is the leader’s ability to create a consensus or a similar mindset among subordinates. Attributions of transformational leadership should be obvious, depending on both the leader’s behavior and the extent to which subordinates perceive the leader as being similar to them. These ideas were tested using a multi-source data set. The results
indicated that transformational leaders engaged in higher levels of appropriate leadership behaviors, were more likely to have followers who would agree with their perceptions. Additionally, significant interactions were found between leader behaviors, agreement among subordinates, and transformational leader styles.

The sample included 137 focal managers who were participating in a feedback-based leadership development program within a medium size financial organization. The usable data across all relevant measures was available to 68 managers. The number was made up of 68% male of which 85% were white, 8% were African-American, three percent were Asian and four percent, other (Feinberg, Ostroff & Burke, 2005).

Jabnoun and Rasasi (2005) conducted an empirical investigation to demonstrate factors regarding the relationship between transformational leadership behavior (TLB) and service quality in United Arab Emirates (UAE) hospitals. The purpose of the investigation was to determine the level of satisfaction of the service quality received, analyze the way hospital employees perceived the dimension of transformational and transactional leadership of their leaders, and assess the relationship between the dimension of service, and quality of transformational and transactional leadership styles. The method of data collection were questionnaires, administered to address service quality, using adapted SERVQUAL (a technique), and to address transformational and transactional leadership. A multi-level leadership questionnaire was additionally administered. It was understood that service quality was positively related to both types of leadership styles.

To determine the role of within-group agreement in understanding transformational leadership (TL), Feinberg, Ostroff and Burke (2005) completed a study that tested leadership behaviors and followers' abilities to adopt such behaviors. The significance of these behaviors
was tested using a multi-source data set and results indicated that leaders who were engaged in higher levels of appropriate leader behaviors, are more likely to have followers who would agree with their perceptions of the leader. In addition to the results, significant interactions were found between leader behaviors and agreement among subordinates, which suggested that agreements moderate the relationship between leader behaviors and attribution of transformational leadership style.

Using a non-experimented, causal, comparative and quantitative design, Hinkin and Schriesheim (2004) used 243 personnel of two different hospitality organizations to compare concerns by determining the effect of managers providing feedback with those providing no comments whatsoever, whether favorable or unfavorable. The study found that the feedback, which was called contingent reinforcement, improved performance. Contingency rewards (CR) were recognized as a factor leading to workers effectiveness and satisfaction. Contingent punishment (CP) had a small positive relationship on workers’ satisfaction. The study demonstrated that feedback was important to employees and productivity was increased when feedback was provided by leaders to employees.

Using a sample of 426 employees and their 75 immediate supervisors from a large automobile dealership, Walumbwa and Hartnell (2010) examined the link between transformational leadership and employee performance. They found that relational identification with the supervisor mediated the relationship between transformational leadership and self-efficacy and that was recorded positively related to employee performance. A significant reason for the additional study of transformational leadership is the importance of leadership behaviors and their impact on outcome, based on the results.
A study by Boerner and Streit (2005) investigated to what degree a conductor’s transformational leadership style and a cooperative climate in an orchestra affects the orchestra’s quality. The assertion was that the conductor’s transformational leadership behaviors promoted the orchestra’s quality if there were a cooperative climate in the orchestra. The empirical study of 208 musicians from 22 professional German symphony orchestras confirmed the interaction effects of the conductor’s transformational leadership behaviors and the cooperative climate among the musicians on the orchestra’s artistic quality.

The effectiveness of the use of transformational leadership styles was discussed in the conclusion when Chen, Beck, and Amos (2005) examined nursing faculty and their perceptions of nursing deans’ and directors’ leadership styles to investigate ways in which the perceptions of leadership styles relates to faculty job satisfaction in Taiwan. A descriptive, co-relational, and cross-sectional study, employing self-administered questionnaires was utilized in the research. The sample included 18 nursing programs and 286 questionnaires were returned. The perception of faculty of the Taiwan nursing deans and directors showed a greater influence of transformational leadership behavior than transactional leadership style. Satisfaction with their jobs was found from both leadership styles. It was concluded that both types of leadership styles led to faculty job satisfaction, indicating the need for further communication, cooperation, education and training which could be developed to increase effective leadership behaviors based on positive outcomes.

Transformational leadership is a change strategy based on finding solutions to improve organizational leadership. This need for organizational change is continuous, although it is asserted that 70% of initiatives to improve outcomes failed. The reason for this large percentage of failure requires further empirical study, despite an abundance of literature on leadership that
reveals the reasons that some leadership behaviors caused failures. A typology of change approach was proposed and in examining change three questions were decided for furthering research on this topic (Higgs & Rowland, 2005):

1. What approach to transformational leadership is likely to be most effective in today’s business environment?

2. What leadership attributes tends to be associated with effective transformational leadership?

3. Are leadership behaviors related to the underlying assumptions within different approaches to transformational leadership?

These questions were answered using case study methodology, which included seven organizations and 40 informants who provided 70 change stories. A mixed method analysis of qualitative and quantitative data indicated that transformational leadership approaches based on assumptions of linearity, were unsuccessful while those built on assumptions of complexity were successful. Further research is suggested based on implications from the findings of Higgs and Rowland (2005).

Using experiences of 15 business leaders who practice servant leadership theory, Savage-Austin and Honeycutt (2011) examined the strategies of business leaders who linked their servant leadership practices to effectiveness within their businesses. From their findings the authors asserted that the ultimate test of a leader’s effectiveness is based upon how the leader is allowed to demonstrate his or her traits and character. Results of this study were consistent with what has been reported by another research team (Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf, 2011), that most leaders have properly implemented transformational leadership attributes.
via individualized consideration, individualized influenced attributed, and individualized influence behavior in order to achieve the organization’s goals and strategies.

Table 2: Transformational Leadership: Empirical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chen, H. C., Beck, S. L., &amp; Amos, L.</td>
<td>2005</td>
<td>Leadership behaviors</td>
<td>Development of TL attributes to improve leadership</td>
</tr>
<tr>
<td>Boerner, S., &amp; Streit, C. F.</td>
<td>2005</td>
<td>Leadership styles</td>
<td>Research of TL as a remedy</td>
</tr>
<tr>
<td>Higgs, M., &amp; Rowland, D.</td>
<td>2005</td>
<td>Complexity was found</td>
<td>Successful changes to leaders</td>
</tr>
<tr>
<td>Walumbwa, G., &amp; Hartnell, B.</td>
<td>2010</td>
<td>Link of transactional,</td>
<td>Benefit of constructive development theory approach to TL strategies</td>
</tr>
<tr>
<td>Savage-Austin, A. R., &amp; Honeycutt, A</td>
<td>2011</td>
<td>Leadership effectiveness</td>
<td>Followers should be accepted traits and character of TL</td>
</tr>
</tbody>
</table>

Attributes of Transformational Leadership

An examination of the effectiveness of transformational leadership to solve problems that hinder worker performance and effective outcomes was examined. Inadequate, as well as nonverbal communication also gives rise to lack of cooperation thereby, affecting the effectiveness of the airline’s operations and service quality (Flagship News, 2009).

It is believed that students can either be proactive and engaged, or lacking in initiative and responsibility for their learning (Young, 2005). Hence, education and training is of paramount importance in overcoming some of the major problems that leaders and employees face on a regular basis. The aim of the proposed study is therefore to investigate the extent to which transformational leadership improves the learning outcomes of employees and enhances communication, cooperation and education for significant effectiveness of greater achievement.

Communication

Theoretical Review of Literature
According to Guo and Sanchez (2009) communication is the creation or exchange of thoughts, ideas, understanding, and emotions between two or more individuals. These individuals communicate about a particular subject or issue and arrive at an agreed meaning regardless of whether the message is an opinion, a fact, or a plan of action. Leaders spend most of their time communicating either by sending or receiving information; however, one cannot always assume that in these instances meaningful communication is always taking place.

To be successful in one’s career, a person should master effective communication skills. Noticeably, individuals use various forms of communication on a daily basis. However, it is not the ability to communicate what individuals lack, but rather the ability to communicate well and express intended meaning. This inadequacy or lack of communication gives rise to many of the problems with security that affect worker performance and effective outcomes.

The effects of inadequate communication have been observed in everyday activities prominently in lack of cooperation, which leads to misunderstandings. As one of the most important resources for a successful organization, communication skills are needed to direct overall organizational performance. Richardson (2009) a consultant in the areas of leadership development and organizational communication, pointed out that with many leaders making tough decisions in chaotic times, while employees who are not part of the decision-making process may question the quality of leadership making decisions. He referred to the leaders’ decisions in these cases as not poor decision-making but “poor communication” (Richardson, 2009).

According to Wright and Pandey (2009) in the public sector inadequate communication was found to be associated with lower transformational leadership. They believed that among the requirements necessary to transform employees and enhance their commitment to the
organization’s mission, motivation must be clearly articulated in an appealing vision of the organization’s future through enhanced communication procedure. Consistent with this belief, Yang and Pandey’s (2009) research revealed that when leaders manage for results, employees’ commitment and communication improve and the organization’s goals become clear, improving cooperation and productivity (Yang & Pandey, 2009). These leaders communicate to share meaning and contribute to the common good.

Lack of trust in organizational leadership is not new; it has simply increased in recent times. This situation has further led to poor communication practices giving rise to a decrease in leadership credibility, employees decreased understanding of the organizations’ objectives, and employees’ belief that being informed has also decreased (Quirke, 2009). Good communication is very important for good leadership. Guo (2009) examined some of the barriers to good communication and showed how these affect the communication process.

Barriers to communication have been cited as contributory factors to lack of or poor communication (Burke, 1992; Guo, 2009; Kotter, 1996; Patterson, 1997; Ulrich, 1998). Guo (2009) elaborated on the four types of barriers: personal, physical or environmental, process, and semantic. She pointed out that a personal barrier to effective communication has the potential to occur between the sender and the receiver when one’s thoughts encounter a distraction from the communication process. Much of the distraction that affects an individual’s thoughts during communication is known to be established from one’s own frame of reference, values, beliefs, or biases; personal backgrounds and experiences also affect the way information is processed and interpreted.

The changing demographics in the U. S., especially in South Florida, have significant intercultural competence as a special skill, which present the importance of cultural intelligence
as an essential issue. More than 80% of all communication is nonverbal and with the diversity of South Florida, it is only natural that miscommunication will occur if employees’ backgrounds do not match linguistically and culturally. Such diverse background should match employers’ requirements where participants’ personal identities and the effect of cultural identity become relevant to responses to employers. Misunderstanding usually occurs at a deeper level of culture through unseen values, beliefs, norms resulting in distinct social practices in addition to employees’ visible behaviors (Koester & Lustig, 1991).

One of the most effective marketing tools of the airline industry is the frequent flyer program. This started as an incentive to encourage the patronage of a number of business or regular passengers who travel frequently for business or pleasure. Communicating changes to members in the program has in many cases been hampered by message distortion. This type of communication barrier, Guo and Sanchez (2009) refer to as external barriers, which can either be physical or environmental and are potentially an impediment to good communication. Nako (1992) supports the program regarding it as advantageous to the airlines, but disapproves the lack of communication, either through lack of time or inadequate attention that causes messages to be incorrectly transmitted and interpreted. Air travelers’ loyalty to airlines merits effective communication from managers who can manage external barriers which would be reduced.

Emirate, American, and Embraer airlines have made agreements to communicate data regarding the frequent flyer program, noting the impact that culture plays in its success in the organizations (Emerald Group Publishing, Limited, 2006). As a result of this common link through news-worthy communication, their success has made it prominent. (Publishing, Limited, 2006).
Since communication barriers continually create hindrances to solve problems, the extent to which communication problems affect the behavior of leaders deserves closer examination. According to a report from the United States Government Accountability Office (2005), managers agreed that lack of communication hindering organizations' performance demands an expedient solution.

As a result of the terrorists' attacks on the United States on September 11, 2001, the government, as well as the airline industry, regarded good communication as paramount to the security of passengers and all airport entities (USGAO, 2005). At the Miami International Airport (MIA), as at most airports, additional demands and requirements were created to minimize inadequate or lack of communication. One such requirement is the use of the intercom system used to inform all stakeholders of urgent information requiring up to the minute information, in addition to the utilization of special personnel qualify with multiple skills in additional languages, to accommodate passengers from a variety of countries (Flagship News, 2009).

A growing body of literature not only suggests why leaders should change their behavior (Kim, 2002; Pandey & Garnett, 2006; Pandey & Wright, 2006), but how a managerial leader could change with the use of a broad range of communication skills within their organization (Garnett, 1994; Lawler, 1986; Moss & Sanchez, 2004). Luecke (2003) recommended communication as an effective tool for motivating employees involved in the change process. Patterson and Hicks (1996) posited that when leaders use appropriate communications, employees are provided with feedback and reinforcement during the periods of transformation. The authors explained that the environment enables these employees to make more important
decisions and also prepare themselves for the possibility of advantages or disadvantages based on such change (Patterson & Hicks, 1996).

Table 3: Communication - Theoretical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Koester, J., &amp; Lustig, M. W.</td>
<td>1991</td>
<td>Cultural barriers</td>
<td>Cultural hindrance</td>
</tr>
<tr>
<td>Burke, W. W.</td>
<td>1992</td>
<td>Barriers to communication</td>
<td>Barriers are recognized</td>
</tr>
<tr>
<td>Nako, S.</td>
<td>1992</td>
<td>Delivery of communication</td>
<td>Avoid barriers</td>
</tr>
<tr>
<td>Kotter, J. P.</td>
<td>1996</td>
<td>Poor communication</td>
<td>Communication development must be undertaken</td>
</tr>
<tr>
<td>Petterson, J., &amp; Hicks, D.</td>
<td>1996</td>
<td>Appropriate communication</td>
<td>Recognized barriers</td>
</tr>
<tr>
<td>Patterson, J.</td>
<td>1997</td>
<td>Courtesy in communication</td>
<td>Effective communication</td>
</tr>
<tr>
<td>Ulrich, D.</td>
<td>1998</td>
<td>Important communication</td>
<td>Hindrance to communication</td>
</tr>
<tr>
<td>Kim, S.</td>
<td>2002</td>
<td>Behavioral change</td>
<td>Employees accept change</td>
</tr>
<tr>
<td>Luecke, E.</td>
<td>2003</td>
<td>Effective communication</td>
<td>Clear communication</td>
</tr>
<tr>
<td>Guo, K., &amp; Sanchez, Y.</td>
<td>2005</td>
<td>Communication needs</td>
<td>Developing Communication</td>
</tr>
<tr>
<td>Pandey, S. K., &amp; Hicks, R.</td>
<td>2006</td>
<td>Inadequate communication</td>
<td>Constructive development theory approach to TL</td>
</tr>
</tbody>
</table>
Table 3: Communication - Theoretical Review of Literature (Continued)

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pandey, S. K., &amp; Wright, B. E.</td>
<td>2006</td>
<td>Change acceptance</td>
<td>Employee accept change</td>
</tr>
<tr>
<td>Guo, K.</td>
<td>2009</td>
<td>Good communication</td>
<td>Barriers recognized</td>
</tr>
<tr>
<td>Richardson, D.</td>
<td>2009</td>
<td>Inadequate communication</td>
<td>Constructive development to communication</td>
</tr>
<tr>
<td>Wright, B. E., &amp; Panday, S. K.</td>
<td>2009</td>
<td>Communication decrease</td>
<td>Understanding Communication strategies as TL policy</td>
</tr>
<tr>
<td>Yang, K., &amp; Pandey, S. K.</td>
<td>2009</td>
<td>Incorrect transmission</td>
<td>Chaotic Communication caused by barriers</td>
</tr>
<tr>
<td>Quirke, B.</td>
<td>2009</td>
<td>Virtual communication is more effective with TL</td>
<td>Importance of TL Attributes &amp; It’s Significance on Employees’ training</td>
</tr>
<tr>
<td>Guo, K.</td>
<td>2009</td>
<td>Good communication improve management skills</td>
<td>Barriers recognized</td>
</tr>
</tbody>
</table>

Empirical Review of Literature

In an attempt to better understand the relationship between transformational leadership (TL) and communication, Wright and Pandey (2009) tested the following hypothesis: “The weaker the lateral or upward communication in an organization the lower the reported practice of transformational leadership behaviors” (p. 78). The results indicated that a hierarchical organizational structure with weak lateral or upward communication negatively impacted transformational leadership. These and other tests show that transformational leadership behavior is positively associated with greater use of meaningful and comprehensive communication. Furthermore, the findings of Wright and Pandey (2009) suggest that because
the negative effect of lateral/upward communication on transformational leadership is found in characteristics within the organization, it is easier for the organization's leadership to change.

Guo's (2009) discussion of the key elements of the communication process, types of communication skills, and the various strategies to improve communication, pointed out that a leader's ability to lead, direct, plan, and organize is closely correlated with communication skills. Although her study focused on the need for professional communication skills among healthcare managers, the strategies and techniques she recommended are vital for improving management in pertinent and particular areas. Lack of communication has the potential to adversely affect the maintenance of a positive workplace.

Table 4: Communication- Empirical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wright, B. E., &amp;</td>
<td>2009</td>
<td>Transformational leadership attributes</td>
<td>Communication development of TL</td>
</tr>
<tr>
<td>Pandey, S. K.</td>
<td></td>
<td></td>
<td>Strategies to improve communication in workplace</td>
</tr>
<tr>
<td>Guo, K.</td>
<td>2009</td>
<td>Effective communication</td>
<td></td>
</tr>
</tbody>
</table>

**Cooperation**

*Theoretical Review of Literature*

Inadequate, as well as non-verbal communication, also gives rise to the lack of cooperation thereby affecting the effectiveness of airlines' operations and service quality (Flagship News, 2009). There is no doubt that cooperation comes at a cost, be it personal time, effort, and, or resources. It has been observed that some individuals may prefer noncooperation, or lack of cooperation to excessive cooperation (De Cremer & van Knippenberg, 2005).
Technology has been shown to play a tremendous role with internal communication for agencies such as the New York City fire and police departments (United States Government printing Office, 2004); however, according to Canton (2007) prior to 9/11, both departments did not communicate with each other due to mutual animosity. Nicholson (2003) agrees with Canton’s assertions and pointed out that while cooperation among the police resulted in members of the team evacuating the second tower before it collapsed on 9/11, lack of cooperation between the police and firefighters resulted in the firefighters’ deaths in the second tower. Clearly the lack of communication, cooperation, and coordination can result in negative outcomes for an organization.

According to information from the United States Government Printing Office report (2004) after 9/11, much work was done to improve teamwork, inter-agency cooperation and coordination; however, as noted by Cooper and Block (2006), the response to the aftermath of Hurricane Katrina provides little evidence that there has been any significant improvement. It seems logical to believe that leadership style plays a significant role in the level of success of any endeavor.

The effects of inadequate cooperation from individuals empowered with responsibilities to function in sensitive environments, has the potential that could result in communication breakdown and reduction in performance (Liao & Chuang, 2007). Required knowledge involves a variety of educational requirements and skills necessary to adhere to the demands and requirements of such sensitive environment that includes such factors as security, airport policy of access areas, depending on the duties of each individual, and job performance (MD Training, 2012). Every individual should possess the education to know and understand what are the
concerns of stakeholders, in addition to the responsibility that every employee is expected to express and demonstrate while in the assigned areas (MD Ch 25, OD No 99-3 Am 2011).

Table 5: Cooperation - Theoretical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeCremer, D., &amp; van Knippenberg, D.</td>
<td>2005</td>
<td>Cooperation as a function</td>
<td>Followers acceptance of leadership through cooperation</td>
</tr>
<tr>
<td>Cooper, C., &amp; Block, R. Canton, L. G.</td>
<td>2006</td>
<td>The need for teamwork</td>
<td>Lack of teamwork is costly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transforming employees</td>
<td>Building long term relationship</td>
</tr>
</tbody>
</table>

Empirical Review of Literature

Komorita and other prominent researchers (Komorita & Parks, 1994; Kramer, 1991) were evidently instrumental in their examination of intergroup relations and organizational dilemmas. The researchers found that when an individual enjoys the benefits of a collective effort without fully contributing to the group, cooperation is lacking. Therefore, despite the obvious importance of cooperation to an organization's success, employees lack reasons to perform cooperatively (Cooper & Block, 2006).

Recent research explores the question of how teams adapt to changes in the workplace over time and how certain variables affect their performance and adaptability (Johnson, Hollenbeck, Ilgen, Humphrey, Meyer & Jundt, 2006). Johnson et al. (2006) developed the Structural Adaptation Theory (SAT) to understand how teams react to changes. Their findings seemingly recognize that lack of cooperation dominates the behaviors of employees who work under a competitive structure. Their examination revealed that teams that always work under a
competitive reward structure found it difficult to work in a cooperative environment and this action they labeled “cutthroat cooperation” equivalent to a lack of cooperation.

In an attempt to identify the factors that prevent managers from working together as a team and to identify the types of problems that emerged when managers lack cooperation, Longenecker and Neubert, (2000) interviewed 204 front-line managers. The participants consisted of 79% male and 21% female averaging 8.9 years in managerial experience. Data was collected using a questionnaire. The managers represented sixteen large manufacturing and service firms in the United States. The firms represented included: steel, financial services, transport, automotive, building products industries, performing such functions as operations, engineering quality, safety, purchasing, information technology, and logistics. The results from the data analysis were revealing. Findings indicated that lack of team work and cooperation among front-line managers who were directly in communication with employees, customers, and suppliers affect the long-term success and viability of an organization.

Longenecker and Neubert (2000) highlighted ten factors that contributed to the lack of the cooperation among front-line managers. The following factors are ranked in order of priority:

- Personality conflicts and egos
- Conflicting goals
- Reward systems based on individual performance
- Lack of goals, direction and focus
- Ineffective leadership from above
- Lack of teaming skills
- System and structural barriers to cooperation
Lack of accountability to cooperate and management disregard for cooperation and teamwork as a priority

- Personal agendas, politics and turf wars
- No perceived benefits to cooperating.

Longenecker and Neubert (2000) concluded that self-starting managers who are left to their own devices, are strong-willed and aggressive, do not naturally gravitate toward cooperation and consequently cooperation is not an essential part of their organization.

Of the 204 managers in Longenecker and Neubert’s (2000) study, 46.5% agreed that communication breakdown was highest among the problems caused by managers’ lack of cooperation. Obviously, breakdown in communication or lack of communication was evidenced by the study has the potential to decrease performance and productivity, resulting in wasted resources and effort. The lack of accountability to cooperate ranked position eight in the list of problem priorities cited by Longebecker and Neubert (2000), which further indicates that morale among employees decreases when managers are not cooperative. This is at a time when organizations are expending much effort to achieve better results in growth and market share and profitability Chuang, 2007).

Table 6: Cooperation - Empirical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kramer, R. M.</td>
<td>1991</td>
<td>Intergroup relations</td>
</tr>
<tr>
<td>Komorita, S. S., &amp; Parks, C. D.</td>
<td>1994</td>
<td>Importance of cooperation</td>
</tr>
<tr>
<td>Cooper, C., &amp; Block, R.</td>
<td>2006</td>
<td>Cutthroat cooperation</td>
</tr>
</tbody>
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Table 6: Cooperation - Empirical Review of Literature (Continued)

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnson, M., &amp; Ilgen, D., Mayer, C., Jundt, D. K. Hollenbeck, J., &amp; Humphrey, S. E.</td>
<td>2006</td>
<td>Lack of teamwork</td>
<td>Need to develop cooperation</td>
</tr>
<tr>
<td>Liao, H., &amp; Chuang, A.</td>
<td>2007</td>
<td>The urgency factor</td>
<td>Leadership communication in chaotic time</td>
</tr>
</tbody>
</table>

**Education**

*Theoretical Review of Literature*

Airport security professionals and personnel should arm themselves with the education and training with the most knowledgeable requirements. They need to understand and manage potential catastrophic risks, in order to be qualified and be ready to recognize the necessity for remedy (Bean, 2002). Stakeholders are required to participate in the security of the nation’s airports. Stakeholders should be aware of potential danger and report suspicion immediately (MD Ch 25, OD 2011). Trained experts should recognize and determine the full spectrum of potential catastrophic forthcoming risks.

The lack of education could impact the recognition of such knowledge which should be available to maintain a more secure environment (Beersma, Conlon, Hollenbeck, Humphrey, Ilgen, & Moon, 2009). In most cases security has been improved to the utmost position within the organizations, relevant to the security of airports, globally. Educational needs should be identified, captured and harnessed to enhance airport security. Once a proper program is in progress an ongoing internal education process should improve the ability to better manage potential catastrophic risk (Otterson, 2005, p. 46).
When a team of employees is proactive in competition, education and training will create advantages with other organizations, such as in the airline industry, where American Airlines has been a major example. The organization has its own university to accommodate the required education and training for agents, flight attendants, maintenance crew, pilots, and ramp crew. These personnel are demonstrating skills of education and courtesy which makes improvement in passenger service noticeable (Boyd, 2009).

The purpose of this study is to investigate the extent to which transformational leadership has the potential to improve the educational and professional development outcomes of leaders and employees with enhanced communication and cooperation for increased effectiveness and greater achievement. Communication must be clear and acceptance must be evident.

Table 7: Education - Theoretical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burns, J.</td>
<td>1978</td>
<td>Leadership</td>
<td>Original contributor to TL</td>
</tr>
<tr>
<td>Bass, B. M.</td>
<td>1985</td>
<td>Leadership and performance expectation</td>
<td>Contributor to the development of TL</td>
</tr>
<tr>
<td>Hickman, G.</td>
<td>1996</td>
<td>Transformational organization</td>
<td>A conceptual framework</td>
</tr>
<tr>
<td>Bugenhagen, M. J.</td>
<td>2006</td>
<td>Antecedent transformation</td>
<td>Constructive development theory approach</td>
</tr>
<tr>
<td>Richardson, D.</td>
<td>2009</td>
<td>The urgency factor</td>
<td>Leadership communication in chaotic time</td>
</tr>
</tbody>
</table>

**Empirical Review of Literature**

The fundamentals of basic security are based on proper planning, training and successful execution of the plan when necessary. Surveying a representative sample of airport professionals and Transportation Security Administration (TSA), personnel from a list of aviation organizations from across the United States, Sweet (2006) included 250 airport managers and
255 TSA personnel. In an attempt to find out whether or not security issues regarding planning for possible terrorists or catastrophic events, Sweet’s study reveals the importance of organizational training for decreasing conflict and increasing security.

Training and planning can only be effective as a combined function (Bean, 2002; Farrell, 2005). Sweet’s survey shows that lack of training in aviation was one of the major barriers to communication among airport managers and TSA personnel. Unfortunately, many TSA personnel have little or no aviation education or training. It is therefore imperative that managers always keep the issue of education and training in the forefront, based on the study by the researchers regarding several types of catastrophic situations.

To narrow the focus of her research, Sweet (2006) concentrated her survey on only small to medium sized airports operations, not major airports. Findings from the survey revealed that small to medium airports do not require full-scale disaster- emergency drills whereas, major airports require a full-scale drill to test their emergency services every three years. This reflects a lack of training for smaller aviation operations throughout the country.

Observing post-catastrophic activities after recent tragedies such as 9/11, train bombings in London and Madrid, Hurricane Katrina in New Orleans, and the earthquake in Haiti, it is evident that various readiness plans are available, but most of them are insufficient and require improvement. This openly reflects the function of proper training for security and emergency employees. This evidence clearly supports the TSA personnel and airport managers surveyed in Sweet’s (2006) study. Some emergency experts believe that their response after a catastrophe is sufficient and require no further improvement. The survey exposed blatant complacency and consequently, if not addressed may lead to additional or further catastrophes.
Using 116 established airport managers, members of the American Association of Airport Executives, Quilty (2005) identified in her study important knowledge areas required for individuals employed in airport operations and management positions. Drawing on the assumption that the most common path to airport manager or director position begins with airfield operation positions (Howell, 1997; Prather, 1999; Quilty, 2004; Sackett, 1992), Quilty articulates future personnel knowledge requirements for entry level positions at airports.

The current Council on Aviation Accreditation (CAA) guidelines (2003) highlight a single course called, aviation management, with components such as, aviation law, aviation business administration, aviation economics, and aviation safety, but fails to identify any specific content or knowledge requirements for each course. Quilty (2004) believes that a single course in aviation management cannot prepare managers adequately for entry-level positions for airport employment. Adequate research on educational requirements for airport management curriculum is lacking in descriptive content knowledge that is required for today’s graduates of airport management. Quilty’s (2005) survey provides the basic information for establishing educational and training programs.

Table 8: Education - Empirical Review of Literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Study</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sackett, J.</td>
<td>1992</td>
<td>Airport security readiness</td>
<td>A conceptual framework for airport preparedness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Constructive development theory approach</td>
</tr>
<tr>
<td>Howell, R. C.</td>
<td>1997</td>
<td>Antecedent of transformational and leadership</td>
<td>Special training for airport operations</td>
</tr>
<tr>
<td>Prather, C. D.</td>
<td>1999</td>
<td>Airport operations</td>
<td>Motivational training based on TL Attributes</td>
</tr>
<tr>
<td>Quilty, S. M.</td>
<td>2004</td>
<td>Transformational leadership training</td>
<td>Contributor to the development of TL</td>
</tr>
<tr>
<td>Sweet, K. M.</td>
<td>2006</td>
<td>Leadership and performance expectation</td>
<td></td>
</tr>
</tbody>
</table>
Discussion of Literature

Organizational performance and effectiveness have increased understanding what motivates employees to exploring how employees’ behaviors and have influence individuals’ performance. Similarly, greater attention is now being paid to the practices of transformational leadership application of theory and practice (Bass, 1998).

Findings in the literature suggest that transformational leadership is positively related to employee performance and organizational effectiveness. Perhaps, by expressing confidence in their employees, transformational leaders are seen by employees as providing an important connection that promotes positive work relations thus, enhancing performance (Burns, 1978).

The most substantive contribution of this literature review is the integration of transformational leadership with people skills, such as communication (Kordus, 2011), and cooperation, and with proper education training and professional development. The framework highlights the potential for transformational leadership to bring about multilevel, simultaneous positive behavior from individuals, teams and organizations. This framework extends the research of transformational leadership by clarifying its positive outcomes and its role in organizational effectiveness (Avolio, Waldman & Yammarino, 1991).

Summary and Interpretations

The purpose of this critical analysis of theoretical and empirical research articles was to examine the relationship among transformational leadership, organizations, leaders, and to identify future areas for scholarly research (Bass, 1985). A number of articles revealed that transformational leadership education is very important today and the application of this theory may directly influence leadership behaviors, organizational attributes, and worker’s performance
(Feinberg, Ostroff & Burke, 2005). The discussion of theoretical and empirical literature presents a synopsis of the topic and describes the known and unknown components or elements of transformational leadership.

Drawing on concepts from transformational leadership, this proposal explores effective strategies or practices that leaders could harness and implement that could lead to positive effects of communication, cooperation, and educational training to enhance employee and organizational effectiveness. Online training strategies could be incorporated in management tools to educate transformational leadership attributes across security requirements.

The review of literature expressed clear understanding about transformational leadership and its attributes in regards to major contributors to the subject. Tables are included to characterize and classify major contributors based on the area of the contributions.

Conclusion

The purpose of this literature review was to analyze the theoretical and empirical literature which emphasized the impact of transformational leadership attributes through good communication, cooperation, educational training and professional development on employee performance and organizations' efficiency. The focus was to examine the impact of these behaviors on the airline industry in particular, with American Airlines at the Miami International Airport as an effective, research-based, and training model (MD C 25, OD 99-03, AM 2011). Specifically, a closer look at the relationship between leaders' behaviors and employee performance were explored through identification of problems such as communication, cooperation, and educational training.

In recent years the use of teams in high security areas, such as Miami International Airport, has proliferated in various forms and functions. Teamwork is overstated and a very
cohesive top-management team is simply not present. In addition to admitting that they lack the required skills to cooperate, managers agreed that they confront organizational problems with culture and structural barriers to cooperation and they do not envision themselves obtaining little or no benefits from being cooperative. When teamwork and cooperation are not communicated as priority by leaders, Longebecke and Neubert (2000) agreed that the likeliness of personal agendas, politics and turf wars would be encouraged. It is therefore, reasonable to assume that the lack of teamwork and cooperation are contributed to lack of leadership or such results of management style or perspective on needed attributes of what constitutes a good leader.
CHAPTER III
RESEARCH METHODOLOGY

Introduction to Research Methodology

This research was a non-experimental exploratory qualitative-study that investigated the impact of transformational leadership and its attributes, on the performance of leaders and the personnel they supervise. The study was done specifically on location within the American Airlines operational area, at the Miami International Airport. The study further examined the role that communication, cooperation, education and training played in achieving additional success in the selected environment. The project followed an in-depth interview process with an observational technique that was based on interview questions, as required in a qualitative study, as it was conducted as planned. The intention was to utilize thirty participants from three types of classifications of employee levels, as a reasonable sample of work-groups, such as managers, supervisors and lower level employees.

The procedure followed the qualitative requirements with a number that represented a satisfactory sample of personnel from a classification of the employment pool, selected to fulfill an acceptable result. The following is a description of the research design methods, setting, participants, procedure, duration, data collection, data analysis and trustworthiness. Letters of consent were established and details of participants’ privacy were conditions for the study.

The research was done based on ten direct questions regarding the relationships among employees of American Airlines at the Miami International Airport, about security through communication, cooperation and education as attributes of transformational leadership. The questions that were utilized were based on selected individuals including managers, supervisors and other employees.
These were the questions intended for three groups of managers, supervisors and lower level employees, in addition to the ones for the basis of demographics of the entire group of participants.

The interview questions (IQ) for aviation managers, supervisors and employees were as follow:

1. How long have you been working at the airport?
2. Are you comfortable that you must participate in overall security as a condition of your employment?
3. Do you think the continuous training and education to improve communication and cooperation is adequate?
4. How helpful do you think the required continuous education has been to you?
5. Has the required continuous education improved communication?
6. Has communication improved cooperation with work-groups?
7. Do you have a better relationship with your co-workers, supervisors and manager as a result of the continuous education?
8. Can you explain how security has been continuously developed with employees’ empowerment, as requirements for the purpose of improving security?
9. Do you think cooperation is essential to improve the security?
10. Would you agree that security will be continuously improved with education, additional training, communication and cooperation?

Research Design

A qualitative exploratory non-experimental research design was used to examine the relationship between transformational leadership and its attributes and employees' performance. The research method of this study was a phenomenological method investigating the research questions, through interviewing those who have experienced the phenomenon investigated in this
The target population in the study was a group of thirty (30) employees at the Miami International Airport. They provided the source of the required data collection and analysis. Participants were employees of the airport between the ages of 21 and 65. The participants in the study were interviewed and they were willing and able to participate in the study. They provided information relating to their experiences and opinions, relative to the possibility of the lack of communication, cooperation and education while performing their job duties.

Research Questions (RQ)

1. Does leadership communication positively impact work performance so as to improve security?
2. Does leadership collaboration style positively impact work performance so as to improve security?
3. Does training and education positively impact work performance so as to improve security?

The research method for this study was a phenomenological method which investigated the research questions through interviewing, those who have experienced the phenomenon investigated in this research. The data collected through interviews provided a representation of the results for the study, which was done from a group of thirty (30) participants. There are three primary targeted strategic classifications of participants which has been a normal group that was utilized as a determinant group, as a design for an appropriate data collection procedures. A field study was used with a selected group of thirty (30) participants including managers, supervisors and lower level employees, which should be a reasonable sample that could be an acceptable representation of the selected group (Kahn & West, 2005).
Setting

The virtue of permitting the experimenter to carefully avoid threats to validity, made the artificial nature of the setting to have been extremely relevant to reduce the generalization of findings from research. There are convictions that researchers are concerned about the practical use of their findings, so a proper control of the settings is of the utmost importance. Real-life settings present an increase in opportunities for greater generalization, which should result in an externally valid study. Some factors could lead to reduce the generalized ability of research regarding the settings, the individuals, the variables, and the instruments of measurement (Campbell & Stanley, 1966). Concerns of interference of prior treatment, type of setting, artificiality of procedures, interaction during the study, selection and treatment, and verification should be a consideration, because some types of control should be a type of remedy to validate ones data.

The site chosen for this study was primarily for pertinent access that it affords for the researcher to conduct such an investigation, without having too many questions regarding validity. The site chosen was one of the major hubs in the United States which has been required to participate in the development of airport security system. This site is recognized as convenient and affordable place to facilitate a study. It was located at the Miami International Airport, which is a significant site for data collection, because of the nature of required security.

Participants

The study focused on a sample of the 30 employees which consist of managers, supervisors, and lower level employees, who were interviewed. Managers at the Miami International Airport site do job evaluations based on the organizational output, employees'
effectiveness, and security participative system. The study was divided into two categories for the purpose of research. All employees that hold a supervisory position were grouped as "leaders." All employees that are subordinates of these "leaders" were grouped as "raters.

Measuring Instruments

An interview instrument was used to answer the questions relevant to the study to obtain the best results to qualify the resolution about the problems of the study, which provided the data for analysis of research questions, based on the selected instruments. The selected instrument was best suited relating the relevance of the study regarding the types of answers that should enhance what is necessary to attempt a resolution.

During the course of the investigation, the instrument of choice was utilized to collect the relevant data which was analyzed and interpreted to answer the research questions proposed. The selected instrument was a prepared interview questionnaire to obtain the best possible answers, for a qualitative study.

Data Collection

There are three common methods of data collection mostly relevant to a qualitative study, interviews are an exceptionally efficient type of data collection mechanism, which would provide the researcher the information to analyze the transformational leadership related to the efficiency of airport security (Creswell, 2003). For the purpose of this research, the interviews were designed by the researcher and were used to gather the necessary information.

The gathering of data was based on interviewing thirty employees and a simple observation at the American Airlines section at the Miami International Airport. The selected site chosen was based on cost and convenience. The individuals were selected and recruited based on
their experience and knowledge, regarding the subject of the study. The thirty (30) individuals were classified in three groups; managers, supervisors, and ordinary employees.

The interview process was done by taking notes from for each interview. The notes were analyzed to recognize the intending conclusion to establish findings of the study. Thirty (30) individuals were interviewed based on selection and participants consents, which were obtained prior to the interview. Based on the protection of participants, an audio recording would not be appropriate.

Data Analysis

A total of thirty (30) managers, supervisors and lower level employees of American Airlines, participated in the study. The researcher’s notes from the interviews were reviewed, summarized and grouped by segment into various categories that reflect the meaning of the phenomenon experienced. Divergent perspectives were then considered. A composite was constructed detailing the phenomenon of the impact of leadership style with respects to communication, cooperation, education and security issues in the airline and airport operations.

Once the interviews and observations were collected, the researcher analyzed them by reducing accumulated data to a quantity that was controllable, based on an audit factor, which determined a developed summary, while looking for reliable patterns which applied techniques (Cooper & Emory, 1995). These scores were then calculated with analytical strategies, significant to qualitative study, in order to be statistically analyzed.

The following was used in the analysis of the data as necessarily required; histograms, graphs, charts and tables as necessary. Challenges to utilize the proper instrument(s) to designate the appropriate, logical, and mutually exclusive categories for analysis of data, could be accomplished through necessary and proper procedures (Best & Kahn, 2003).
The appropriate research questions to be studied could be organized from the analysis, by the classification of the data regarding the different factors in the categories. Men and women were clearly indicated, as well as responses from individual perspectives based on each individual understanding of the communication. Potential problems were avoided since the data were from specific questions answered by participants and analyzed from the data collection.

After the interviews and observations were collected, the researcher analyzed them by reducing accumulated data to a quantity that could be controllable, to determine a developed summary, while looking for reliable patterns and to apply techniques, (Cooper & Emory, 1995).

Trustworthiness

Ethical issues are important aspects of research projects where human participants are involved. This study has several potential benefits to the participants and should be an increase to the knowledge base regarding the utilization of transformational leadership and its attributes, including its implications, new insights and understanding about its importance. Trust was established based on development of a protective relationship with each participant, which should include the knowledge to maintain confidentiality and privacy, based on the data collection tool. Privacy and confidentiality were protected through agreements and established through letters of consent.

It is extremely essential that the essence of transformational leadership and its attributes are aligned as important factors of the highest unquestionable standard of ethical standard. Such factors are motivational morality, inspiration, intellectual stimulation, and individual consideration, according to Burns (1978) and Bass (1985), in their attempts to encourage the coining and development of TL and its attributes. It is also significant in relation to providing a more effective airport security system. The participants were informed that the interviews were
recognized as confidential in the most strictest of manner, as required to protect each person’s contribution. The participants agreed to take part in this specific subject study prior to the interview process.

Reliability and Weaknesses

The study was reliable as required and weaknesses were recognized to establish the importance of such need to increase security at the Miami International Airport through the lens of transformational leadership and its attributes. The participants were interviewed based on a selection which included a consent form from all individuals to determine qualification and employment to establish reliability. Weakness is an important factor which identifies the need to increase additional improvement as a process of continuous increase to education, communication and cooperation which should improve security at the Miami International Airport.

Evaluation of Research Methods

In reference to the extent of the evaluation regarding research methods, an explanation was made about the degree of strength and weaknesses regarding the external and internal validity, and it is discussed appropriately. Reliability measures were taken to determine the authenticity of the targeted samples.

The strengths of external validity were included in the selected areas of the Miami International Airport, which should be appropriate to be certain that an acceptable conclusion could validate the study. Internal validity was a consideration with the necessary input to establish a general acceptance. Validity in qualitative study refers to the findings of data to be acceptable or should be investigated (Morse, Barrett, Mayan, Olson & Spiers, 2002).
**Internal Validity**

**Strength:**
- Direct contact based on agreement should provide proper data for the study, as required.
- Qualitative study of theoretical models have authenticated references based on prior empirical support.

**Weaknesses:**
- Whenever data collection takes place in an ecological setting, the possibility of contaminants exist.
- Culture supports are questionable based on participation of contributors.

**External Validity**

**Strength:**
- Homogeneity controls for recognizable difference in culture and ethnicity will be given required consideration. Diversity at the Miami International Airport requires observation of culture and ethnicity.

Data collection was completed in a period of one month.

**Weaknesses:**
- Sampling is considered to be biased, but it is a convenient way of gathering data, especially in a geographical area of a large number of homogeneity in culture and ethnicity.
- There could be additional possibilities of the lack of participants available amount of time to spend, regarding questions of the targeted audience and their duties.
Summary and Interpretation

The interpretation of research methodology described a non-experimental exploratory qualitative study which investigated the subject contents. The details of methodological procedures explained the pattern of the intended goal which included a research design, research questions of an interview instrument, the setting, participants, data collection, data analysis, trustworthiness, reliability and weaknesses, and evaluation of research methods.

A phenomenological research method was used to examine the impact of transformational leadership and its attributes on employees' performance. The research questions of the interview instrument provided a clear understanding of the significance that the study entails.

The introduction to research methodology detailed the procedure for the requirements followed. Research design describes the qualitative nature of the study which includes the significant questions the study answered. The setting describes the virtue of permitting the experimenter to carefully avoid threats to validity and the artificial nature of reducing the generalization of possibilities regarding findings.

The participants were recognized as a sample of thirty (30) employees who consisted of aviation managers, supervisors and lower level employees of American Airlines at the Miami International Airport. The instruments for the interview process were used and thirty (30) individuals were interviewed to conclude the results. The study is qualitative to answer the relevant information of the study. The data collection described the process through which this qualitative study was a authenticated procedure. Data analysis took the collected information through the statistical process in an analytical manner to a controllable status that resulted in determining summary.
The importance of reliability and weaknesses were recognized in the establishment of the significance and importance of the need to establish authenticity of the participants. The evaluation of research methods explained the degree of strengths and weaknesses of the external and internal validity.
CHAPTER IV

RESULTS

The purpose of this study was to explore what impact transformational leadership and its attributes, such as communication, cooperation and education could have on the increase of required security at the Miami International Airport. This study found examples of the lack of global security in the aviation industry, and how the improvement of employees' performance could enhance the necessary safety measures.

A non-experimental exploratory and qualitative research design was utilized with an interview survey questionnaire. The data was analyzed as described in earlier discussion and revealed answers to three important concerns. These concerns were discussed and resulted in extremely important responses. The concern of significant value to questions about necessities relevant to the lack of security and procedures to improvement security.

This chapter gives a description of the sample of the data analysis collected and the process through which findings were recognized. The findings are presented based on transformational leadership and its attributes. The concepts are mentioned by answers and quotes from the participants and summarized statistically.

The questions that developed the interview questionnaire are shown again below:

Research Questions (RQ)

1. Does leadership communication positively impact work performance so as to improve security?

   A. Interview question #3,

   Do you think the continuous training and education to improve communication and cooperation is adequate?
Answer: 27 participants agreed that continuous training and education could improve communication and cooperation; and three (3) disagreed.

B. Interview question #5,

Has the required continuous education improved communication?

Answer: 23 said yes; and seven (7) said no.

C. Interview question #10,

Would you agree that security will be continuously improved with education, additional training, communication and cooperation?

Answer: 26 said yes; and four (4) said somewhat likely.

Although an interview questionnaire was used to perform the qualitative research, this explanation gave a summarizing answer to the major question number one (1), that leadership communication positively impacts performance in the attempts to improve security. It is obvious that communication is lacking and cooperation and education could play a vital role in any attempt to improve security. The participants’ responses regarding this question seemingly agreed that communication positively impacted work performance and the lack there-of, led to a lack of cooperation to improve and to participate in the security effort. The questionnaire described a marked difference based on the demographics of the participants. The statistics of the results explained the difference.

2. Does leadership collaboration style positively impact work performance so as to improve security?

A. Interview question #6,

Has communication improved cooperation with work-groups?
Answer: 21 said somewhat; and nine (9) said no.

B. Interview question #9,

Do you think cooperation is essential to improve the security?

Answer: 25 agreed; and five (5) somewhat disagreed.

C. Interview question #10,

Would you agree that security will be continuously improved with education, additional training, communication and cooperation?

Answer: 26 said yes; and four (4) said somewhat likely.

Interpersonal behavior is extremely lacking in the work place where most of the collaboration style has been mostly through technological communication. The observations in pursuing the participation of each participant, was clear that most of the communication, cooperation and education is based on the use of the computer for most information.

3. Does training and education positively impact work performance so as to improve security?

A. Interview question #3,

Do you think the continuous training and education to improve communication and cooperation is adequate?

Answer: 27 participants agreed that continuous training and education could improve communication and cooperation; and three (3) disagreed.

B. Interview question #4,

How helpful do you think the required continuous education has been to you?

Answer: 21 agreed and nine (9) somewhat agreed.
C. Interview question #5,

Has the required continuous education improved communication?

Answer: 23 said yes; and seven (7) said no.

D. Interview question #7,

Do you have a better relationship with your co-workers, supervisors and manager as a result of the continuous education?

Answer: 21 said yes; and nine (9) said somewhat.

E. Interview question #10,

Would you agree that security will be continuously improved with education, additional training, communication and cooperation?

Answer: 26 said yes; and four (4) said somewhat likely.

Training and education positively impacted work performance which in turn increased the level of security, although the attempts to communicate with the employees were pursued through the system of computerization. The required security training and education is normally left with each individual's time frame, although there is always a requirement to accomplish such goal within a certain amount of time. The requirements are more significant to airport employees than other stakeholders. Passengers must abide by certain amount of guidance while they are using the facilities of the airport.

In responding to the questionnaires, the thirty (30) participants were required to respond to six (6) factors of demographical descriptions as part of their qualifications. They were required to answer ten (10) questions, relevant to the three (3) research questions. The following is a description of the answers to the interview based on the participants responses. Research question one, two and three were used to determine the process that the
interview tool was developed. Seven of the ten questions were significant to the research questions and three were significant to the overall intention of the study.

**Summary of Answers to Research Questions based on Interviews**

The relevance to the study through research question one (1), two (2) and three (3) were answered through interview question one (1) which was answered with answers of a period of one (1) year to over 33 years, on the job. The detail of interview question one (1) is listed in a table below.

Interview Question two (2) was answered in a general way of 28 participants agreeing that they are basically comfortable to participate in security issues and two (2) are not comfortable.

The relevance to research question one (1), two (2) and three (3) were answered by 27 participants answered that they think that continuous education and training could improve communication and cooperation, while three (3) thought these factors contribute very little. Answers to interview question four (4) in reference to research question three (3) were 21 thought that required continuous education is helpful. Nine (9) thought less of its helpfulness.

Research question three (3) was answered by the continuous importance by interview question five (5) as being important to improve security, while research question one (1) which is extremely relevant to the study. 23 participants agreed and seven (7) disagreed.

Research question one (1) was further answered through interview question six (6). Nineteen (19) agreed and eleven (11) thought cooperation was not been improved.
Interview question seven (7) further qualified research question number three (3). Twenty one (21) agreed that they have a better relationship with coworkers as a result of continuous education.

Interview question number eight (8) was answered by explanations of a variety of opinion such as ways to employment empowerment based on condition of employment, which is the basis on the reasons for some types of participation, reluctantly or as a job requirement.

Research question Two (2) was answered by interview question nine (9), which represented cooperation in the work place to improve security. Twenty seven agreed and three (3) were not sure. Research question one (1) two (2) and three (3) were addressed by interview question number ten (10) and recognized by as a majority of twenty six (26) participants agreed and four (4) disagreed, the attributes of transformational leadership should be acceptable to be used to improve and increase security and safety.

Participants

There were thirty (30) participants, thirteen were male which represented 43% of the number of the sample’s population, and seventeen were female which represented 57% of the sample’s population. They have been working for American Airlines for a period of one year to over forty years, which will demonstrate a wide experience of participation in security issues and performance. These participants were selected specifically as employees of American Airlines, working at the Miami International Airport, employed as managers, supervisors and other employees, in areas requiring the security relevant to the problem of the study.

The participants are in several age groups ranging from 21 to over 60 with a variety of professional and demographic backgrounds. Table IV-1 is a detailed summary regarding gender,
race, age, experience, jobs/positions, income level, and relevant language of importance useful on the job.

Each participant is described based on the contents of the table. Ages 21-30 were four or 13%, 31-40 were six or 20%, 41-50 were eight or 27%, 51-60 were ten or 33% and 61 and over were two or seven percent. This group of participants has a wide area of knowledge and a large number of important experience to be chosen for this study.

The number of years of employment and the experience among the participants provided an important qualification of the employees in this study. Managers, supervisors and other employees have special significance to participate in the study, which should be important recognition to the need for improvement to communication, cooperation and education as attributes of transformation leadership, to enhance security. Five or 17% have one to five years of experience, three or ten percent have six to ten years of experience, 12 or 40% have eleven to 20 years of experience and ten or 33% have 21 and more years of experience.

The participants have a variety of jobs and duties which changed over time based on promotions, change of jobs, based on applications and internal improvement and employment. Five managers represented 17% of the participants, six or 20% represented supervisors and nineteen or 63% of other employees represented others of the targeted amount.

Table 9: Demographic Summary

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<th>N=30</th>
<th>Percent</th>
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60
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<tr>
<td>Male</td>
<td>13</td>
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<tr>
<td>Female</td>
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<table>
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<tr>
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<tbody>
<tr>
<td>21-30</td>
<td>4</td>
<td>13%</td>
</tr>
<tr>
<td>31-40</td>
<td>6</td>
<td>20%</td>
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<tr>
<td>41-50</td>
<td>8</td>
<td>27%</td>
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<tr>
<td>51-60</td>
<td>10</td>
<td>33%</td>
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<tr>
<td>61 and over</td>
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<td>7%</td>
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<th>EXPERIENCE:</th>
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<tr>
<td>0-5</td>
<td>5</td>
<td>17%</td>
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<tr>
<td>6-10</td>
<td>3</td>
<td>10%</td>
</tr>
<tr>
<td>11-20</td>
<td>12</td>
<td>40%</td>
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<tr>
<td>21 and over</td>
<td>10</td>
<td>33%</td>
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<tr>
<th>JOB/POSITIONS:</th>
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<tbody>
<tr>
<td>Managers</td>
<td>5</td>
<td>17%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>Other employees</td>
<td>19</td>
<td>63%</td>
</tr>
</tbody>
</table>

Table 9: Demographic Summary (Continued)

INCOME:
Findings

Based on the data analysis conducted in the study, several themes emerged. All of the Findings were classified. The tables expressed the data as collected, as results. The research questions were analyzed based on the responses from each participant. Additionally, the findings found that there is evidence that the following factors play significant roles in the lack of required security, based on observation and the interview questions.

- Language barriers
Too much misunderstanding in communication based on language barriers and
disposition such as impatience.

- **Culture**
  
  Cultural indifference needs to be addressed to increase cooperation and participation.

- **Age**
  
  Age of individuals has become extremely significant to grouping and cooperation in the work compound.

- **Experience**
  
  Experience on the job is significant to security requirement and practices regarding communication, cooperation, and education.

- **Income**
  
  Income is one of the most important factors for employees' commitment and work habits in the attempts to participate in security requirements.

**Research Question 1 (RQ)**

*Does leadership communication positively impact work performance so as to improve security?*

The security system has been challenged continuously because of the participation of all employees as a requirement of each person’s condition of employment. Although each person is assigned a specific duty, the security awareness must be maintained as a challenge to identify every person in the secure areas, where a government issued identification badge must be evident. Communication must be applied to communicate with every individual for the purpose of security as well as work participation and cooperation. If there is a doubt, special security personnel must be notified regarding the non-existence of a badge and the lack of
communication, based on a challenge of the absence of a badge or a question regarding the badge.

The lack of communication has been a major problem as evidenced in the study, based on job requirements and practice. There is a reluctance to challenge personnel, although the lack of challenge could lead to dismissal from one’s job. The responses were overwhelming as an indication that the three research questions were concerns of all the participants, that communication, cooperation and education are essential to the performance of their duties, based on their answers. There were differences in answers of the interviews, but they were in agreement to the essentials of transformational leadership attributes, regarding security.

Research Question 2 (RQ)

*Does leadership collaboration style positively impact work performance so as to improve security?*

Occupation of their time and their duties limit leaders from the communication and cooperation, necessary to improve the required security participation and collaboration with employees, assigned to their leadership. Misunderstanding and impatience are extremely evident throughout. The evidence of the study regarding employees’ commitment to security demonstrated that the lack of communication, cooperation and education are of concern.

Research Question 3 (RQ)

*Do training and education positively impact work performance so as to improve security?*

Education is always a key to workers’ improvement, to their relationships, and to improve their communication and cooperation. It is evident that through education, the quality of life among individuals is always improved. Time has been an important factor that hinders the
furthering of most people’s level of education. The lack of need is another significant factor that is not recognized in many other cases.

Continuous training is based on continuous studies to further education for the benefit of improvement of security in communicative and cooperative manner. Improving work performance is a continuous improvement to security, which automatically improves security, since security is a condition of each person’s job. Based on the significance of the three (3) major questions, the survey instrument was developed to thoroughly examine the security issues at the Miami International Airport, with the answers from each participants.

**Years of Employment:**

Based on the interviews and on the research questions the following information provided tabulated results regarding years of experience on the participants jobs regarding security participation, which should be recognized based on the study:

(1) Time on the job, (2) comfort with participation, (3) agreement with collaboration, (4) participation, (5) agreement with results, (6) agreement with continuous education, (7) agreement with communication attempts, (8) agreement with cooperation, (9) agreement with level of employee’s relationships, (10) explanation of security development table, and (11) belief that cooperation improved security.

**Summary**

This chapter presented the findings and the analysis of data significant to this study and the ways that the participants responded to the surveys. The ten open-ended questions made an important impact of security issues and opened doors of opportunities as suggestions to attempt procedures to improve security locally and globally. The findings provided important information about personal opinions regarding experience and willingness to participate in security.
requirement.

This qualitative study investigated security issues at the Miami International Airport and the perspective of transformational leadership and its attributes specifically regarding such attributes of communication, cooperation and education, to enhance security requirements. The theoretical framework suggested the utilization of this type of leadership could improve the encouragement of participants to adhere to security requirements. The factors of the questionnaire were relevant to the three major research questions in the study. The data was calculated to determine the significance of the findings. The findings regarding the study were detailed in this chapter. The following chapter (5) explains recognition of the findings with a conclusion and recommendations.

A qualitative study describes the impact of experience and observations based on the questionnaire in an interview setting to obtain the information and answers to find results for the qualification of ways to solve a problem and to find answer to questions. In this case, the lack of security at the Miami International Airport is an example of global issues necessary to improve and to enhance required security. The broad variety of selected participants is of extreme significance to understand some factors plaguing the attempts to meet required security.

All of the research questions (RQ) were answered to the intentions of the study and the tabulations are listed with the following identification, and mostly note-worthy are identified as RQ 1 & 3, IQ 3; RQ 3, IQ 4; RQ 3, IQ 4; RQ 3, IQ 5; RQ 2, IQ 6; RQ 3, IQ 7; RQ 2, IQ 9; and RQ 1, 2, & 3, IQ 10:

The research questions clearly expressed the relevance of the study regarding transformational leadership and its attributes, specifically in reference to communication, cooperation and education. The significance of the number of participants was expressed based
on male and female contribution. The tables described the statistics from the interview notes that the findings further explained, based on the classification of answers regarding the collected data. Based on the demographics, years of experience detailed a vast amount of differences significantly pertaining to years of experience on the job, important to security participation of security involvement as part of job requirement. The findings determined that certain factors listed earlier could lead to increase in aviation security.

The answers to the interview questions clearly demonstrated the lack of communication, cooperation and education which are clearly attributes and factors of transformation leadership, which obviously could be utilized to increase required security. There is a certainty that leadership development and a more influential relationship could lead to more communication, cooperation, and education in the border protection requirement. Security could be enhanced with transformation leadership and its attributes.
CHAPTER V
DISCUSSION, RECOMMENDATIONS, AND CONCLUSION

The purpose of this qualitative study was to examine and assess the impact of security participation by employees at the Miami International Airport, in Miami-Dade county, Florida, USA, and to suggest ways to improve security with the use of transformational leadership and its attributes. Attributes, such as communication, cooperation and education are important factors that should improve employees’ participation in the security practices.

Security is of the utmost significance and importance at the Miami International Airport and on national and global levels, especially since September 11, 2001. Transformational leadership and its attributes, especially in three very important areas—such as communication, cooperation and education—are of the utmost importance. The study found that improvement in these areas could lead to continuous improvement to the required security that globalization is continuously a challenge to global safety, especially in the aviation industry.

Improvement should be formal and informal in the attempts to recognize the individuals who are assigned to participate in the security practices, based on employment agreement. Organizational commitments are essential to improvement and development, based on the major factors of communication, cooperation and education. Global travel has become essential to life and secure aviation has become extremely important to safety concerns.

The purpose of the qualitative study was to recognize the needs and the lack of attempts to improve security at the Miami International Airport, and to find ways to accommodate improvement to individuals who are required to participate in the attempts to improve communication, cooperation and education, as to the introduction of transformational leadership and its attributes, as a necessary strategy.
The results of this qualitative study are discussed and interpreted to explain the findings in clear and concise manner to classify further interpretation and analysis of each participant’s input, as each person’s opinion regarding each person’s participation in required security. This chapter ends with a summary and a conclusion.

The factors mentioned in the study should be given significant and important attention, because these factors are conditions and requirements of each person’s employment. Gender, age, experience on the job, all levels of job/position, income, race, and language are extremely relevant and important to be recognized as significant to increase security at the Miami International Airport, and are extremely important to global aviation security concerns and needs. All these factors affect security requirements and improvement could be established and developed through communication, cooperation and education which are attributes of transformational leadership.

**Summary of Findings**

Based on the results of the study, the analysis of the answers clearly demonstrated the need for improvement to the security system that is being utilized by the participants as security agents as required. The answers expressed attentions to the lack of communication, cooperation and education.

There is evidence that the following factors play significant roles in the lack of required security, based on observation and the interview questions (IQ).

- Language barriers: Too much misunderstanding in communication based on language barriers and disposition such as impatience.
- Culture: Cultural indifference needs to be addressed to increase cooperation and participation.
• Age: Age of individuals has become extremely significant to grouping and cooperation in the work compound.

• Experience: Experience on the job is significant to security requirement and practices regarding communication, cooperation, and education.

• Income: Income is one of the most important factors for employees’ commitment and work habits in the attempts to participate in security requirements.

A qualitative exploratory non-experimental research design method was used as a method to examine the relationship between transformational leadership and its attributes and employees’ performance. The study intended to answer the research questions to establish the needs to improve with transformational leadership and its attributes:

Interpretations

The literature review established a foundation for an understanding of transformational leadership and its attributes as tools to be utilized in a proven attempt to improve security, specifically identified by the lack of communication, cooperation and education.

• Language: Interpretation of messages by all employees is significant to improve security, and to adhere to the requirement of each person’s consent to the employment conditions. The need to be employed is significant to each individual, but it is the requirement of management to understand the importance of such agreement.

• Culture: Culture has a great influence on the way people recognize individuals, especially when these people are required to work as a team member or a work-partner.
• Age: There has been a marked difference in individual outlook on life for always, which is not based on culture of any other factors of demographics. Age has always been an important consideration in regards to experience of one’s development.

• Experience: Experience has a significant importance in relation to whatever occupies one’s existence based on environment.

• Income: Income is one of the most important factors for each individual’s outlook on life in a general way. It seems that people have a specific way to see and recognize others, based on economics.

Security is a vastly different concern based on the way people behave according to their demographics. The required participation in security issues is recognized differently through each person’s demographics. The study has shown that the continuous requirement to improve security will be a continuous challenge. All attempts should be made to meet such challenge more vigorously.

Transformational leadership and its attributes could provide more contribution to security requirement with improvement to communication, cooperation and education. Interpersonal relationship is of the utmost importance to utilize the factors of transformational leadership and its attributes.

Limitations

The study could have accommodated a larger number of participants to be a more significant sample in a qualitative study which is descriptive of the participants and the procedures regarding some sense of reluctance. The findings of this study are examples of evidence that a
continuous process should be recognized to improve security. The results could be a proper example of the broader recommendation of the make-up of the participants, based on the demographic significance. As a qualitative study, the participants are recognized and accommodated to the requirements of the number of participants necessary to conduct such a sample, for a suitable result.

The results suggest that further study is necessary and that security needs and requirements will always require continuous attention. Stakeholders’ participation is lacking based on time and miscommunication, because of similar factors that airport personnel realize as an important issue. The advancement of communication technology is a noticed hindrance to interpersonal relationship, in ensuring proper commitment to the required participation. Cooperation is markedly lacking.

Additionally, global security factors should be recognized through examples of the study regarding security at the Miami International Airport. Passengers from countries throughout the world with special demographics are accommodated on a daily basis, at the Miami International Airport. The airport personnel should be more equipped to deal with the issues of all or most of the passengers. The development of airport personnel is of utmost significance to meet the requirements of all stakeholders.

**Recommendations**

Based on the findings of this study, recommendations are made for possible improvement to security at the Miami International Airport (as an example for global needs and requirements). Further study should be helpful to increase employees’ awareness of the importance of their participation in the process of conducting security chores, although it is a requirement of their employment contracts. Communication, cooperation and education are
essential to develop tools of readiness to increase security. The following are all essential to the leadership qualities of transformational leadership and its attributes and should be incorporated into an employee’s development and culture, regarding airport security.

The following is a list of some factors of research recommendation:

- Encourage communication: Based on experience, interview and observation, it is conclusive that there is a need for encouragement in communication in the workplace.

- Encourage cooperation: Cooperation is lacking as could be recognized and based on the study.

- Encourage and increase educational standards: The need for encouragement and increase in and to education is of grave concern.

- Utilize more inter-personal partnerships: The utilization of more interpersonal partnership is of utmost concern.

- Utilize more transformational leadership as a work strategy: Transformational leadership and its attributes should be incorporated into employment strategies and should be made a condition of hiring policies.

- Increase communication tools within work areas: Development of humanistic communication tools should be increased as an essential tool.

- Increase the flow of communication throughout the airport compound: The flow of communication throughout the airport is of extreme significance and urgency.

- Open dialogue with all stakeholders: Stakeholders should be informed through dialogue as a special requirement.
• Ask for courteousness among airport personnel: Too many misunderstandings are evidence at airports on a daily experience, because of the lack of courtesy.

• Encourage communication and feedback: Two-way communication is of the most essential necessity to find common ground.

The recommendations mentioned should be recognized as an important list of relevant factors that are necessary to increase the attributes of transformational leadership, as this study suggests to further attempts to meet the requirement of aviation security.

Summary and Conclusion

Interpretation and reference were made based on the important factors from the results in this chapter. A qualitative methodology was used to develop and perform the study with the relevant interview questionnaire for the participants.

The thirty individuals answered ten questions in their particular demography. The results of this study recognized that there is a significant need to increase communication, cooperation and education as a process and duty-to meet the security requirement at the Miami International Airport.

The results further recognized that the lack of interpersonal communication is a plague to the security requirement, mostly based on culture and language barriers, although other basis of demographics play significant roles in the hindrance of security improvements.

The purpose of this study was to increase information on existing requirements and suggest the impact of communication, cooperation and education regarding security at the Miami International Airport. The three major questions were answered through the demographics of six important factors in reference regarding (1) gender, (2) age, (3) job position, (4) income, (5) race
and (6) language.

The Miami International Airport (MIA) was established in 1928, on 1320 hectares (3.3 acres) at 2100 N.W. 42nd Avenue, in West Miami-Dade County, in a section of unincorporated Miami-Dade County, Florida at an elevation of 8.5’ (2.40m). It is the tenth largest airport in United States and the 26th busiest. The corresponding contact number is [redacted] The present annual budget is approximately $1 billion, with approximately 40,000 employees, and it accommodates approximately 41 million passengers. The location was known as the Wilcox field.

The study investigated the importance of transformational leadership and its attributes regarding three of the most significant attributes of transformation leadership; communication, cooperation and education as tools that are seemingly utilized in security requirements at the Miami International Airport. Employees’ participation is most important in the security practices and is a condition of employment at the airport. The theoretical framework indicated that such a leadership style could recognize a perspective to enhance security. The participants that were interviewed and their responses, indicated that there is a need for the attributes of transformational leadership.
REFERENCES


Transformation leadership, campus and its impact on student retention. Journal of Organizational Culture, Communication and Conflict, 14(2).


Embry-Riddle Aeronautical University, FL.


Dear Mr. Pinto,

The proposal that you have submitted, “Transformational Leadership and Its Attributes: Factors to Increase Security at the Miami International Airport” has been approved by the Lynn University’s Institutional Review Board.

You are responsible for complying with all stipulations described under the Code of Federal Regulations 45 CFR 46 (Protection of Human Subjects). This document can be obtained from the following address:

LYNN UNIVERSITY
3601 North Military Trail Boca Raton, FL 33431-5598

Norbert Pinto

Sent by email 12/18/14

IRB #2014-081

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Form 8 (Termination Form)
https://my.lynn.edu/ICS/Portlets/ICS/Handoutportlet/viewhandler.ashx?handout_id=b1e2f159-ce0f-4774-b727-3dd56c4bfb34 needs to be completed and returned to Dr. Farideh Farazmand at [redacted] when you fulfill your study. You are reminded that should you need an extension or report a change in the circumstances of your study, an additional document must be completed.

For further information, please click on the following
http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.htm
Good luck in all your future endeavors!

Warmest regards,

Farideh Farazmand

Farideh Farazmand,
PhD IRB Chair

Cc: Dr. Gregg Cox

Norbert Pinto

Sent by email 12/18/14

IRB #2014-081

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Warmest regards,

Farideh Farazmand

Farideh Farazmand,
PhD IRB Chair

Cc: Dr. Gregg Cox

File 2014-081
APPENDIX B

QUESTIONNAIRE

Questionnaire

Ten research questions intended for three groups of managers, supervisors and lower level employees

- How long have you been working at the airport?
- Are you comfortable that you must participate in overall security as a condition of your employment?
- Do you think the continuous training and education to improve communication and cooperation is adequate?
- How helpful do you think the required continuous education has been to you?
- Has the required continuous education improved communication?
- Has communication improved cooperation with work-groups?
- Do you have a better relationship with your co-workers, supervisors and manager as a result of the continuous education?
- Can you explain how security has been continuously developed with employees’ empowerment, as requirements for the purpose of improving security?
- Do you think cooperation is essential to improve the security?
- Would you agree that security will be continuously improved with education, additional training, communication and cooperation?
APPENDIX C

Lynn University

THIS DOCUMENT SHALL ONLY BE USED TO PROVIDE AUTHORIZATION FOR VOLUNTARY CONSENT

THIS DOCUMENT SHALL ONLY BE USED TO PROVIDE AUTHORIZATION FOR VOLUNTARY CONSENT

PROJECT TITLE: Transformational Leadership and Its Attributes: Attributes to Increase Security
Project IRB Number: 2014-081 Lynn University, 3601 N. Military Trail Boca Raton, Florida 33431

Directions for the Participant:

I Norbert Oliver Pinto is a doctoral student at Lynn University. I am studying Global Leadership, with a specialization in Corporate and Organizational Management. Part of my education is to conduct a research study. You are being asked to participate in my research study.

You are being asked to participate in my research study. Please read this carefully. This form provides you with information about the study. The Principal Investigator (Norbert Oliver Pinto) will answer all of your questions. Ask questions about anything you don’t understand before deciding whether or not to participate. You are free to ask questions at any time before, during, or after your participation in this study. Your participation is entirely voluntary and you can refuse to participate without penalty or loss of benefits to which you are otherwise entitled.

PURPOSE OF THIS RESEARCH STUDY: The study is about factors affecting security at the Miami International Airport. There will be approximately 30 people participating in this study. Only employees from American Airlines, at the Miami International Airport, will be asked to participate. These employees are from a variety of position and duties, empowered to participate in the security system, as condition of their employment.

PROCEDURES:
In this study, a demographic questionnaire will be given to obtain the demographic information of the participants, as a first step, which shall incorporate gender, income, language, sex, experience, time on the job, age and cultural background. Then, face to face interviews will be conducted to gather information regarding thoughts and experiences about security at the Miami International Airport. The objective of the interviews will be to obtain information about the lack of security which could be improve with increase of communication, cooperation and education which the basis and essence of the study. All responses will be confidential and the researcher will be the only person who can identify you. No identifiable information will be traced to your participation.

POSSIBLE RISKS OR DISCOMFORT: This study involves minimal risk. You may find that some of the questions are sensitive in nature. In addition, participation in this study requires a minimal amount of your time and effort.

POSSIBLE BENEFITS: There may be no direct benefit to you in participating in this research. But knowledge may be gained which may help to increase security at the Miami International Airport and on a global basis.

FINANCIAL CONSIDERATIONS: There is no financial compensation for your participation in this research. There are no costs to you as a result of your participation in this study.

CONFIDENTIALITY: Every precaution will be taken to maintain confidentiality. All identities will be treated most confidently. Only the researcher will know the participants.

RIGHT TO WITHDRAW: You are free to choose whether or not to participate in this study. There will be no penalty or loss of benefits to which you are otherwise entitled if you choose not to participate.

CONTACTS FOR QUESTIONS/ACCESS TO CONSENT FORM: Any further questions you have about this study or your participation in it, either now or any time in the future, will be answered by Norbert Oliver Pinto (Principal Investigator) who may be reached at: [contact information] and Dr. Ralph Norcio, faculty advisor who may be reached at: [contact information] For any questions regarding your rights as a research subject, you may call Dr. Farideh Farazmand, Chair of the Lynn University Institutional Review Board for the Protection of Human Subjects, at [contact information]. If any problems arise as a result of your participation in this study, please call the Principal Investigator (Norbert Oliver Pinto) and the faculty advisor (Dr. Ralph Norcio) immediately.

A copy of this consent form will be given to you.

AUTHORIZATION FOR VOLUNTARY CONSENT: I have read and understand this consent form. I have been given the opportunity to ask questions, and all my questions have been answered to my satisfaction. I have been assured that any future questions that may arise will be answered. I understand that all aspects of this project will be carried out in the strictest of confidence, and in a manner in which my rights as a human subject are protected. I have been informed of the risks and benefits. I have been informed in advance as to what my task(s) will be and what procedures will be followed.

I voluntarily choose to participate. I know that I can withdraw this consent to participate at any time without penalty or prejudice. I understand that by signing this form I have not waived any of my legal rights. I further understand that nothing in this consent form is intended to replace any applicable Federal, state, or local laws. I understand that I will receive a copy of this form.
INVESTIGATOR'S AFFIDAVIT: I have carefully explained to the subject the nature of the above project. I hereby certify that to the best of my knowledge the person who is signing this consent form understands clearly the nature, demands, benefits, and risks involved in his/her participation and his/her signature is legally valid. A medical problem or language or educational barrier has not precluded this understanding.

Norbert Pinto
Signature of Investigator

Date of IRB Approval: 12182014

APPENDIX D
CURRICULUM VITAE

NORBERT OLIVER PINTO - -
APPENDIX F

REFERENCE OF FIGURE

Figure 1: Lemond’s adapted Burns (1978) and Bass (1985) model of Transformational Leadership

Adapted from:


OUTCOMES
- Developmental & motivational changes
- Change agent

TASKS
- Discerns the direction and pace of events
- Balances hard and soft power to implement policies
- Wins the support of diverse audiences
- Devises appropriate and feasible strategies

CHARACTERISTICS
- Inspirational motivation
- Intellectual stimulation
- Individualized consideration
- Idealized influence

Burns (1978) and Bass (1985)
Cover:

TRANSFORMATIONAL LEADERSHIP AND ITS ATTRIBUTES:  
FACTORS THAT COULD INCREASE SECURITY  
AT THE MIAMI INTERNATIONAL AIRPORT  

PINTO, NORBERT OLIVER  
Doctor of Philosophy  
Lynn University  
2015