

Transformational leadership

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Research Skills (1)

Task 9

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INTRODUCTION

Today, I will present the results of my research as part of Task 9. I chose to work on transformational leadership, a key concept in management that also has a strategic role in the cybersecurity of organizations. I will present a scientific study I found on the AIS Electronic Library site, which shows the impact of this leadership style on employee performance in terms of information security.



Definition of the concept

Let's start with a brief definition. Transformational leadership is a style of leadership where the leader inspires, motivates, and transforms their collaborators to exceed their usual goals. This leader does not just manage tasks: they create a vision, encourage innovation, and develop the skills of their team. In cybersecurity, this type of leadership is particularly important, as it is not just about implementing technical tools, but also about **changing behaviors** and involving all employees in information protection.

Presentation of the chosen study

The study I selected is entitled: **"Transformational Leadership and Employees' Information Security Performance: The Mediating Role of Motivation and Climate"**, conducted by Benedikt Lebek, Nadine Guhr, and Michael Breitner. It was published in the proceedings of the ICIS 2014 conference. The goal of this study is to understand **how transformational leadership influences employees' performance in information security**. The authors explain that, in many organizations, cybersecurity is seen as a purely technical issue: installing antivirus software, firewalls, access policies... But in reality, **the human dimension** is often the weak link. An employee who is not well-informed may click on a phishing link, use a weak password, or inadvertently share sensitive data. The researchers therefore wanted to know: does transformational leadership, through its impact on motivation and organizational climate, improve employee behavior towards safety?

Scientific problem

The problem that this study addresses is clear:

Despite massive investments in cybersecurity, incidents continue to be caused, largely due to human errors or negligence. Security policies exist, but their enforcement heavily depends on **the motivation and commitment of employees**. However, academic research has paid little attention to the question: which leadership style promotes a strong culture of security? This gap is what the authors aimed to fill.

Results and conclusions

The results show that transformational leadership has a significant positive impact on employee performance regarding information security. How? First, by creating an **organizational climate** where security is perceived as a collective priority. Next, by motivating employees to adopt proactive behaviors: reporting threats, following procedures, participating in training. In summary, technology alone is not enough; the human factor, guided by inspiring leadership, is essential.

CONCLUSION

In conclusion, this study shows us that transformational leadership is not just a management theory: it is a real strategic tool for improving cybersecurity in organizations. Leaders who inspire, empower, and motivate their teams can significantly reduce risks related to the human factor.

Bibliographic reference

Lebek, B., Guhr, N., & Breitner, M. H. (2014). *Transformational Leadership and Employees' Information Security Performance: The Mediating Role of Motivation and Climate*. ICIS 2014 Proceedings. AIS Electronic Library.
Lien : <https://aisel.aisnet.org/icis2014/proceedings/ISSecurity/21>



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Thank You

