How Do Leadership Behaviours Affect Employee Attitudes Towards Sustainability?  
A case study on IT consultancy Cybercom

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ABSTRACT

While managers increasingly see the importance of corporate social responsibility, incorporating it in the business often fails (Keys et al., 2009). Organizational sustainability performance can improve if employees have positive attitudes towards sustainability (Wang et al., 2011). This thesis aims to explore how different leadership behaviours in case company Cybercom have influenced the attitudes of its employees. New analytical tools are developed for analysing the data collected through interviews with employees at Cybercom. The findings indicate several connections between the leadership behaviours studied, and the attitudinal components. One main finding was that all four leadership behaviours in Cybercom had, to a certain extent, led to the affective outcome of feeling that sustainability was more important, the cognitive outcome of learning about the business perspective of sustainability, and the behavioural outcome of communicating more or differently about sustainability. It is concluded that Cybercom has helped shape its employees’ attitudes through various factors such as employee training, leaders acting as role models and motivators, written materials and workshops.

The theoretical contributions of this paper consist of new knowledge in the field of leadership shaping employee attitudes, as well as new analytical tools. The practical contributions of this paper are managerial implications for Cybercom.

Keywords: Leadership shaping attitudes, transformational leadership, attitudinal components, employee attitudes towards sustainability, CSR
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1. Introduction

1.1. Background

Corporate social responsibility, often referred to as CSR, is a business model where companies pay attention to their impact on the environment, society and economy (Investopedia, 2018). The business model is increasingly recognized, but managers often fail to incorporate it (Keys et al., 2009). According to Epstein et al. (2010), the challenge is to implement sustainability into the organisational decision making processes and integrate it in a big, complex, for-profit organisation. To implement sustainability, it is of high importance for managers to identify the most significant performance features included in various processes, an example being human resources (Epstein et al., 2010). Furthermore, performance measurements, motivation and reward systems are critical for integrating sustainability in corporations (Epstein et al., 2010). Such performance measures need to take part in the structure of systems that aim to drive and supervise employees’ actions. Standard systems that measure performance and motivate employees to seek sustainability are crucial to achieve environmental and social impacts and to spread the importance of sustainability in the organisation and make employees feel responsible for their sustainability efforts. Very often, sustainability is difficult to measure. To get the correct measurement, it has to be built on being objective and fair in the organisation. Managers tend to believe that their sustainability efforts are enough and therefore, do not pay attention to the general social impact. According to Epstein et al. (2010), it is a challenge to integrate social, environmental and economic performance and thus, leadership plays a significant role in the company. With managers as supportive drivers towards sustainability, employees are more likely to adopt a positive attitude (Epstein et al., 2010). According to Dewettinck and van Ameijde (2011), leadership empowerment is strongly connected with employee motivation, as well as organisational commitment and satisfaction. Leadership behaviour is linked to employees’ attitudes through influencing the employees’ motivation. Little research has been done about improving sustainability work through leadership shaping employee attitudes, and thus, it is important to study.

This thesis selects a Swedish IT consultancy company with a strong CSR approach, to see how the leadership in said company has affected the sustainability attitudes of employees, and thus explore how certain leadership behaviour can contribute to shaping employees’ attitudes. When selecting the case for this study, several factors were taken into consideration and specific selection criteria was set out. Firstly, the case company needed to be part of the Swedish IT sector. This because the IT sector is the one of the fastest growing sectors in Sweden, as it is the industry with the highest current expected growth in employment in the country (Arbetsförmedlingen, 2017). Since the IT field can be perceived as a field focused on more technical cases it is common that there is a lack of attention paid to the sustainable part of the business. Secondly, as we are looking at how leadership shapes sustainability attitudes among employees, it was important that the case company had a strategy towards sustainability and an organizational culture in which it plays a role. While large companies such as Capgemini and CGI clearly indicate that they have a CSR strategy, a company that really stood out in the masses was Cybercom. This company gives the topic of sustainability a lot of space in their communication channels, and further developed an offering called ‘Digital Sustainability’ for their clients (Cybercom, 2018).

This case study will focus on examining how the four leadership behaviours of transformational leadership can help shape employees’ attitudes toward sustainability. As this is a novel field and an exploratory research, this will be done by investigating how these leadership behaviours have helped shape employee attitudes towards sustainability in the case company Cybercom. As previously mentioned, this company is of interest as it is one of the few in the industry which has a strong focus on sustainability, and does not only practice sustainability internally but also provides sustainable solutions to their customers. The company was chosen because of its efforts towards sustainability and because it was concluded that sustainability was a clear part of their organizational culture. Thus, choosing this company was relevant as it is more likely to provide rich data on the topic than a company without a strong sustainability strategy would.
This study will provide a foundation for further research in shaping employee attitudes on sustainability. Furthermore, this thesis is especially important because of its uniqueness in connecting the field of IT with sustainability, as well as behavioural sciences. This combination is a novel field, and therefore can be of importance in further research and for managers.

1.2. Problem Identification
It has previously been established that employee attitudes are connected to several business outcomes such as performance (Schneider et al., 2003; Wang et al., 2011), the success of resource efficiency programs (Davis et al., 2009) and change success (Penava & Šehić, 2014). Thus, it can also be argued that employee attitudes towards sustainability can help improve the performance and success of their company in such efforts.

It is important for leaders in organizations to take the attitudes of their employees into consideration, and attempt to shape them for the long-term benefit of the organization. All employees might not see the relevance or importance of CSR or sustainable development, and it is the leaders’ job to influence followers in working towards a common goal (Choi & Yu, 2014; Temminck et al., 2015).

As different organizations often work in different ways, and have different cultures, people and habits, this cannot be done in the same way universally, but is individual to the organization and industry.

Cybercom group is a unique organization which functions in several European countries, and which has moved from simply doing IT consulting, to adding sustainability consulting to their services. Shaping the attitudes of the employees in this organization is likely going to work very differently from shaping sustainability attitudes in for instance, a University. This study will provide novel research in the field due to the complexity of the organization and the developing industry.

1.3. Purpose
The purpose of this study is to investigate how the four styles of transformational leadership contribute to shaping employee attitudes towards sustainability.

1.4. Research Question
- How have the four styles of transformational leadership affected the sustainability attitudes of Cybercom employees?

1.5. Structure of the Thesis
This thesis consists of six parts. Firstly, there is the chapter of ‘Introduction’. This chapter consists of a background on the phenomena of the study, the identification of the problem, the purpose statement, research question and this explanation of the structure. Secondly, there is the chapter of ‘Literature Review’ which consists of a review of previous literature on the topic of leadership shaping attitudes. Thirdly, there is the ‘Theoretical Framework’, which consists of a framework of relevant theories which are used to develop analytical tools for this study. Thereafter, the ‘Methods and Methodology’ chapter follows, in which the choice of research design and approach is explained, followed by a justification of the methods used in the study, and an operationalization table. In this chapter, the reader can follow a detailed description of how the study was carried out. Thereafter, the chapter of ‘Empirical Material’ is placed. This chapter provides the reader with a presentation of the data collected in the study. The ‘Analysis’ chapter which follows provides an in-depth analysis of the findings based on the theory. Finally, the ‘Conclusions and Implications’ are presented, in which the research question is answered and main conclusions are drawn. Managerial implications are made for the benefit of the case company, and implications for further research are made, based on the findings and limitations of this study.
2. Literature Review

The previous literature on leadership shaping employee attitudes is scarce, and the authors of this paper were unable to find any scientific research on leadership shaping employees’ attitudes toward sustainability. However, Davis et al. (2009) conducted a case study on employees’ attitudes toward sustainability, but did not place any focus on how those attitudes were shaped by the leadership in the organization. Similarly, Temminck et al. (2015) researched what motivated employees toward more sustainable behaviour, but focused strongly on organizational factors rather than leadership factors as drivers. Wang et al. (2011) study how leadership behaviour shapes employees’ attitudes, but narrowed down their research to the leadership behaviours of one single person in a company; the CEO. Dewettinck and van Ameijde (2011) further conducted research in the field of leadership shaping attitudes and behavioural intentions among employees, but their study has a focus specifically on empowering leadership behaviour. Penava and Šehić (2014) focused their study on transformational leadership, and how it could help shape employee attitudes towards organizational change. Schminke et al. (2005) examined the effect of the moral development of the leader, on ethical climate and employee attitudes. Whereas Aarons (2006) studies the association between attitudes toward evidence-based practice and transformational and transactional leadership. Jensen and Luthans (2006) focused on authentic leadership, how entrepreneurs with this leadership style impacted employee attitudes. Ji et al. (2012) studied how employee training affected environmental attitudes and the company’s performance in sustainable development, whereas Choi and Yu (2014) studied how employees’ attitudes and behaviors were affected by CSR practices. Thus, studying how leadership has shaped the sustainability attitudes among employees has not been done before in the manner that it will be done in this study.

Furthermore, it can be seen that most findings of previous research revolves around topics such as how to influence employee attitudes (Schminke et al., 2005; Aarons, 2006; Jensen & Luthans, 2006; Wang et al., 2011), organizational performance (Jensen & Luthans, 2006; Ji et al., 2012; Choi & Yu, 2014; Wang et al., 2011), organizational citizenship behaviour (Choi & Yu, 2014; Temminck et al., 2015) and organizational commitment (Choi & Yu, 2014; Temminck et al., 2015; Dewettinck & van Ameijde, 2011).

Schminke et al. (2005) find that congruence between leader and employee moral development affect employee attitudes, and further argue that employee value congruence with the organization’s overall leader affects the attitudes of the employees although they do not necessarily work closely to this leader. Similarly, Wang et al. (2011) study CEOs’ leadership behaviours, and argue that they have the power to affect employee attitudes through relationship-oriented behaviours. Aarons (2006) further highlight how leadership can affect employee attitudes, but these findings regard the relationship between a supervisor and a supervisee, whereas Jensen and Luthans (2006) conclude that authentic leadership among entrepreneurs’ impact employee attitudes. Furthermore, Ji et al. (2012) find that employee training should positively influence the relationship between the organizational performance in regards to sustainability and environmental attitude.

In regards to organizational performance, this concept has been repeatedly been connected to attitudes (Jensen & Luthans, 2006; Ji et al., 2012; Wang et al., 2011), whereas Choi and Yu (2014) connects it to CSR practices and organizational citizenship behaviour. Jensen and Luthans (2006) and Wang et al. (2011) both conclude that the leadership behaviour of the main leader of the organization, namely the founding entrepreneur or the CEO, can influence both employee attitudes and organizational performance. Furthermore, Wang et al. (2011) argue that the improvement of organizational performance can be an outcome of inducing positive attitudes among employees. Similarly, Ji et al. (2012) further has a focus on the top management team, and argue that their environmental attitudes can strongly influence the organizational performance in sustainable development. Not too differently, Choi and Yu (2014) found that a firm’s CSR practices can improve organizational performance as well as the loyalty of the employees.

Both Temminck et al. (2015), and Choi & Yu’s (2014) studies looked at organizational citizenship behaviour and organizational commitment in connection to sustainability. Whereas Temminck et al. (2015) found that high affective organizational commitment among employees leads to higher
engagement in organizational citizenship behaviour towards the environment, Choi and Yu (2014) found that both the employee organizational commitment and citizenship behaviour were affected by perceived CSR practices. Furthermore, Temminck et al. (2015) argued that perceived supportiveness from the organization towards environmental efforts caused a higher engagement in organizational citizenship behaviour towards the environment. Dewettinck and van Ameijde (2011) further studied organizational commitment, and found that it, as well as job satisfaction, was positively affected by leadership empowerment behaviour.

Several researchers call for more research on what factors have a hand in shaping employee attitudes. Pagell and Gobeli (2009) recommend that future research should focus on understanding how one can change managerial attitudes, while Davis et al. (2009) propose that the factors for adopting sustainability attitudes in the workplace should be determined. Wang et al. (2011) limited their study to the leadership behaviours of the CEO, and argue that future research should further investigate the effects of the behaviours of the whole top management team on employee attitudes. Similarly, Schminke et al. (2005) call for more research on how organization members, leaders have an influence on the organization and employee attitudes. In accordance with these recommendations, it can be concluded that there is a need for more research on the subject, and that this study will contribute to the field. Furthermore, as this study is limited to the IT consultancy company Cybercom, which also does sustainability consulting, the subject is being studied in a new discourse. This will be of value for future research on shaping attitudes in IT consultancy companies.
3. Theoretical Framework

3.1. Leadership and Transformational Leadership

Leadership has been defined in various ways throughout the years. Northouse (2016, p.6) defines it as: “... a process whereby an individual influences a group of individuals to achieve a common goal”.

Theory on leadership is often connected to the concept of power, as power is a prerequisite for influence (Northouse, 2016). Furthermore, several leadership styles have been identified and compared against each other regarding effectiveness (Northouse, 2016). Some such leadership styles are: transformational leadership, authentic leadership, adaptive leadership and servant leadership (Northouse, 2016).

Transformational leadership theory is one of the most important representative for other theories in leadership since two decades. Studies shown that development and performance for instance in workplace are the outcome of such a form of leadership and therefore it had a positive correlation to the performance (Dvir et al, 2002). According to the same authors, transformational leadership focuses on the use of additional impact by strengthening, extending and supporting followers’ goals and by this, giving courage to perform despite described expectations in the agreement between both parties.

According to Dvir et al. (2002), transformational leadership has a positive connection with work attitudes as well as behaviour on both individual and organisational levels. Dvir (2002) states that, transformational leaders affect employees by encouraging them to use innovative ways, including them in the decision-making processes and problem solving, highlighting the importance of loyalty and focusing on development of individual potential. Moreover, as same author states transformational leadership highlights the importance of involvement in work, therefore transformational leaders motivate their followers by identifying with their needs. Subsequently, transformational leadership emphasizes the importance of empowerment as a central unit and foundation for creating a sense of commitment for organisation’s goals (Dvir et al., 2002). Transformational leadership helps to identify and strengthen the relationship between the follower and the leader and thus, causing greater feeling which will have a positive impact on the organisation and leaders who choose transformational leadership focus on showing their followers promising future and motivate them to be devoted to achieving it (Dvir., 2002). Transformational leaders act often enthusiastic, put moral standards on a high level, emphasize the value of integrity and are optimistic which gives followers the sense of meaning in what they are doing (Dvir et al.,2002). According to Avolio (2004) transformational leaders are very likely to influence followers’ organisational engagement by endorsing importance of inner values connected with goal achievements and highlighting the connection between employee’s commitment and goal accomplishment. By emphasizing the higher value on individual commitment, followers and leaders start having the same goals, vision and mission (Avolio et al., 2004).

Besides the four behaviours such as individualized consideration, inspirational motivation, idealized influence and intellectual stimulation, Judge and Bono (2000) identify five big personality traits that are relevant for transformational leadership. High measures of Neuroticism relate to people with low self-esteem and lack of confidence and thus it has negative correlation with transformational leadership (Judge & Bono, 2000). According to the same authors, transformational leaders tend to be self-confident, putting high demands and having high standards expectations and try to persuade their followers to achieve them. Self-confidence is an essential trait for transformational leaders because thanks to it they can make their followers trust them and fulfil their mission and vision by being positive, inspiring and more convincing (Judge & Bono, 2000). As same authors state further, transformational leadership is also about changing the current state and challenging the status quo and having an ability to take risks which requires a lot of self-determination, trust and self-belief. Another trait that has been introduced as positively correlated to transformational leadership by Judge and Bono (2000) is extraversion. Their study has shown that extraversion is essential when it comes to social leadership and that this is a trait of charismatic leaders that have ability to motivate and inspire others. This trait is strongly connected with emotional expressiveness and ability to influence others. Transformational leaders tend to be...
dominant, not necessarily in a way that will be considered as despotic or superior but as taking the initiative in different events as well as to provoke social interaction (Judge & Bono, 2000). Judge and Bono, (2000) identify openness to experience as another personality trait which is correlated with transformational leadership, since transformational leaders are usually considered as creative and authentic they need to be actively ingenious and open for new ways to overcome challenges. The foundation of transformational leadership is change, and therefore, openness for experience is relevant since open individuals have easier time to adapt different perspectives and feel more need for alteration (Judge & Bono, 2000). Again, this trait is considered as positively connected to transformational leadership. Last two traits identified by the same authors are agreeableness and conscientiousness, where first of the traits agreeableness is also connected with individualized consideration behaviour which says that transformational leaders pay individual attention for each member of the group (Judge & Bono, 2000). Moreover, according to Bono and Judge (2004) transformational leaders put special focus on the disregarded followers and show appreciation and reward for solid job. Authors state, that agreeableness is important for transformational leaders to build a bond between their followers and take into consideration their needs as well as to serve as a role model. Transformational leaders are genuine and are sensitive for followers’ state and thanks to that they are role models in the eyes of subordinates (Bono & Judge, 2004). Furthermore, it can be suggested that employees who are structurally closer to their supervisors or leaders generate higher level of organisational engagement then followers who are more structurally distant to their leaders (Avolio et al., 2004).

According to Bass (1999), transformational leadership relates to the leader who changes and influences followers’ interests using for styles of behaviour. It helps the follower to me more self-concerned, better assess organisational goals and their achievement, see different perspectives and being aware of the situation of others, organisation, themselves and the public (Bass, 1999). Transformational leaders often show four styles of behaviours (inspirational motivation, individualized consideration, intellectual stimulation, idealized influence) known also as four ‘I’s of transformational leadership (Hughes, 2014).

3.1.1. Idealized Influence
Transformational leaders use their charisma to make their followers identify with them (Piccolo and Colquitt, 2006). According to Ngaithe (2016), idealized influence behaviour causes that leaders are role models in the eyes of their employees. Moreover, as same author states, this type of leadership behaviour can make followers feel more confident in, and appreciative of, the leader. Followers tend to idealize their leader and try to follow their example (Ngaithe et al., 2016). In an organisational context idealized influence can be presented as generating knowledge, according to the same author, idealized influence can be explained as being able to affect the ideals of followers (Ngaithe et al, 2016). Furthermore, leaders and followers are often very passionate about these moral beliefs (Bass, 1999). Idealized influence is a type of behaviour that enables the leader to clearly present the organisational vision and challenge their followers with high, yet realistic expectations and thus evoke the feeling of pride in being associated with the leader (Bass, 1999), as well as creating a strong emotional response (Hughes, 2014). Moreover, the leadership behaviour in question can make followers more active in working towards the organisational goals (Bass, 1999).

3.1.2. Inspirational Motivation
According to Bass (1999), inspirational motivation regards how leaders share their vision towards common goal in inspiring way and encourage the followers to take part in fulfilling the mission in achieving organizational goals despite difficulties. Followers should feel motivated and inspired to take actions and show endeavour in any organisational enterprise (Kent et al., 2001). According to Hughes (2014) inspirational motivation relates to behaviour that relates to positive futuristic vision of the organisation and confidence in its success. Inspirational motivation is a behaviour expressed by leaders who are presenting challenges in a way that is inspiring for achieving a certain goal (Hughes, 2014). As Hughes (2014) states, an example of inspirational motivation is when leaders increase the interest in important topics among followers by creating excitement. Further, the same author states that inspirational motivation is the most efficient way to influence others. This type of behaviour emphasizes the relevance of challenging employees with high expectations, inspiring and providing them support
and sharing the optimistic picture of the future if these expectations will be met (Hughes, 2014). Transformational leaders bring value and significance to their followers so that they can develop a shared vision in the organisation (Bass & Avolio, 1994).

3.1.3. Intellectual Stimulation
Transformational leaders often use intellectual stimulation to get their followers more interested in the topic and to challenge their way of thinking, boost their creativity and to make them understand their inner self, their values and feelings and what they are believing (Avolio et al., 2004). According to the same author, transformational leaders must challenge their followers’ perspective to make them see and do things in new, innovative ways and at the same time keep motivating their followers to solve problems and face obstacles in new ways rather than traditional. Transformational leader’s role is to be a mentor and a role model to through their assessment, support and optimism make followers increase their self-confidence at work and enhance their performance and productivity (Avolio et al., 2004). According to Bass (1999), intellectual stimulation occurs when leader encourages followers to be innovative and imaginative.

According to Hughes (2014), intellectual stimulation is a set of behaviours and tools that help to stimulate followers’ imagination, it refers to a leader who wants to broaden employees’ perspectives and look differently and innovatively on solving problems, as well as try to encourage others to look at challenges from many angles. Those who practice intellectual stimulation, are usually more aware of new possibilities and try to look beyond traditional ways of fulfilling tasks (Hughes, 2014). According to the same author, intellectual stimulation calls for re-analysing and re-thinking initial solutions for the problems and see whether they are practical and applicable. This way of stimulating becomes efficient because followers feel engaged and make them feel that their decisions become important in creating value (Hughes, 2014). Intellectual stimulation is further beneficial for the organisation as it enriches both followers and transformational leaders in knowledge and considers the process of learning important for constant development (Brown & Posner, 2001).

3.1.4. Individualized Consideration
Avolio et al. (2004) states, that to achieve high performance and commitment in the organisation, transformational leaders use the leadership behaviour individual consideration. Avolio et al. (2004) emphasize that transformational leaders often listen carefully to their followers’ needs and pay individual attention to provide them necessary tools and support for their growth and goal achievement. The same authors further mention that to develop their full work capability, transformational leaders encourage followers to take more responsibility, encourage them to make decisions and try to face challenges individually. Throughout these actions followers can grow and use their full potential in the organisation (Avolio et al., 2004). Followers tend to show more engagement and more commitment in work if transformational leader encourages them to take more responsibilities and builds up their self-determination to achieve expected goals (Avolio et al., 2004). Empowered followers are argued to be more engaged in the organisation life, take initiative, stay more concentrated and focus on their tasks and feel more capable of having an influence on their job (Avolio et al., 2004).

Transformational leaders should be considered as mentors who guide their followers and show them that through taking part in operationalization processes in the organisation being responsible they can make beneficial future for the company (Avolio et al., 2004). According to authors, transformational leaders’ role in individualized consideration is to guide, support and motivate their followers. According to Harrison (2011), individualized consideration has a positive correlation with team spirit and helps to strengthen the relationships between co-workers. Moreover, transformational leaders focus on developing individual relationships with their followers to best meet their needs (Harrison, 2011). This leadership behaviour also regards teaching followers and helping them to improve their strengths (Hughes, 2014).
3.2. Attitudes
Tervo et al. (2004, p. 908) define attitudes as “learned dispositions directing feelings, thoughts and actions”. It can further be concluded that attitudes vary greatly between the sexes, between cultures, and over time (Solomon et al., 2013). Attitudes can be directed at objects, people, issues or advertisements, and that which an attitude is directed toward can be referred to as an attitude object (Solomon et al., 2013). Attitudes can be formed in several different manners, but Solomon et al. (2013) highlight three; classical conditioning, instrumental conditioning and complex cognitive processes. Classical conditioning is believed to form attitudes through repetitive pairing of the attitude object with a certain stimulus (Olson & Fazio, 2001). Instrumental conditioning, on the other hand, regards the formation of attitudes through positive or negative reinforcement of an attitude object (Solomon et al., 2013).

In order to evaluate an attitude, its three components can be studied; affect, behaviour and cognition (Kim & Stepchenkova, 2015). Affect generally regards emotions or feelings toward an attitude object, whereas cognition refers to thoughts or beliefs about it, and behaviour refers to a person’s actions in relation to it (Kim & Stepchenkova, 2015). They can further be explained as feeling, knowing and doing (Solomon et al., 2013). Furthermore, while evaluations can be expected to find a positive correlation between the three components, this is not always the case, and the evaluation of one attitudinal component can vary greatly from the other two (Kim & Stepchenkova, 2015). However, recent research argues that rather than attitudes consisting of said three components, the two attitudinal components of affect and cognition influence behaviour (Kim & Stepchenkova, 2015).

When it comes to employee attitudes, these have been continuously connected to organizational performance (Ostroff, 1992; Schneider et al., 2003; Wang et al., 2011). Pagell and Gobeli (2009) further argue for operational performance being connected to employee wellbeing and environmental performance, yet find that operational managers fail to see the holistic sustainability perspective of these issues. However, regarding employee attitudes and CSR, the literature is scarce. Glavas and Kelley (2014) study the effects of CSR on employee attitudes, and propose that CSR, beyond environmental responsibility, has an additional effect on employee attitudes. Davis et al. (2009) argue that determining factors that influence the adoption or affirmation of sustainability attitudes and behaviours within a workplace can increase the efficiency of the work towards an organizational sustainability objective.

3.3. Leadership Shaping Attitudes
Research in the area points out various identified factors with the potential of shaping attitudes. While investigating how transformational leadership might shape employees’ attitudes towards organisational change, Penava and Šehić (2014) identify participation, communication and trust in management as factors of importance in shaping employees’ attitudes towards change. Dewettinck and van Ameijde (2011), on the other hand, identify empowering leadership behaviour as a factor influencing employee attitudes, and further highlight the importance of leadership behaviour in the facilitation of organizational change. Wang et al. (2011) agree on the importance of leadership behaviour in shaping employee attitudes, but specifies this behaviour to CEOs taking on the roles of motivators, motivating and creating excitement among employees towards the corporate vision and objectives.

Transformational leadership is the leadership style most commonly connected to shaping attitudes (Penava & Šehić, 2014, 2016; Piccolo & Colquitt, 2016). The leadership style is built on the idea that leaders who adopt certain behaviours can influence and change the way that their followers think and behave (Piccolo & Colquitt, 2006), thus affecting two attitudinal components of their followers. Such leaders are characterized by four factors recognized as the four Is of transformational leadership; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1993; Piccolo & Colquitt, 2006; Penava & Šehić, 2014). Idealized influence refers to charismatic leadership behaviour that influences subordinates to identify with the leader (Piccolo & Colquitt, 2006), whereas inspirational motivation mainly regards communicating visions (Piccolo & Colquitt, 2006), expectations and important purposes (Bass, 1990). Intellectual stimulation refers to risk-taking (Piccolo & Colquitt, 2006), rationality and problem solving (Bass, 1990). Finally, individualized
consideration regards the leader’s coaching behaviour and attention towards the individual employee (Piccolo & Colquitt, 2006; Bass, 1990).

As can be seen in Figure 1, this study aims to see how Cybercom’s leadership has shaped the employees’ attitudes through studying how the four leadership behaviours connected to transformational leadership has affected the different attitudinal components of the followers.

To see how each of the four Is, or leadership behaviours, help shape the attitudes of employees, the outcome of each leadership behaviour on each of the attitudinal components of the employees will be studied as can be seen in the matrix below. For example, idealized influence can be summarized as having a role model. The outcome of that role model on the thoughts, feelings and behavioural intentions of the employee will be identified. Thus, the leadership/attitude matrix will help see which leadership behaviours have has a positive effect on all the different attitudinal components of the participants in the study.

Table 1: The leadership/attitude matrix

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<tr>
<th>Leadership Behaviours</th>
<th>Attitudinal Components</th>
<th>Affect</th>
<th>Cognition</th>
<th>Behaviour</th>
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<td>Idealized Influence</td>
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4. Methods and Methodology

4.1. Research Approach and Design
Traditionally, in scholarly research, one can choose either a deductive or an inductive approach (Saunders et al., 2016). This research is based on a deductive approach, which is commonly combined with quantitative research methods (Bitektine, 2008). However, it has been argued that pairing a deductive approach with qualitative research methods can be beneficial when testing theories (Bitektine, 2008). A deductive approach is based upon existing theories, and often has a focus on testing those theories in new settings or occasions, whereas an inductive approach is focused on building new theory based on the collected data (Hyde, 2000). As this research tests existing theories on transformational leadership in a new setting, namely sustainability attitudes among employees in the IT sector, a deductive approach has been deemed suitable.

The research design is chosen based on the type of research purpose used in a study (Saunders et al., 2016). There are various types of research purposes that can be utilized, however, this study has an explanatory research purpose. An exploratory research purpose is often associated with qualitative research, where a new subject is being explored or where existing theories are tested in new contexts (Saunders et al., 2016). This will also be the case in this study, with follows a qualitative nature. Bryman & Bell (2011) point out that qualitative research is more concerned with words, rather than with numbers and statistics which is the case with quantitative research. Furthermore, a qualitative approach is argued to be of relevance when attempting to understand something from the perspective of the participants in the study (Bryman & Bell, 2011).

As the purpose of this study is to explore how employees' attitudes towards sustainability has been shaped through Cybercom leadership, a qualitative approach is relevant due to exploratory nature of the purpose. Furthermore, seeing that the research is concerned with the attitudes and experiences of employees towards sustainability and leadership, a qualitative approach is of higher relevance than a quantitative one, as personal experiences are difficult to measure in numbers.

4.2. Case Selection
In this paper, the IT consultancy company Cybercom is being studied; an IT consultancy company which was established in 1995, and focuses on helping companies increase their competitiveness. They provide sustainable and innovative solutions, focusing on the business, technology and experience. The company operates within the Nordic market but cooperates with Poland and India, and the organization is officially divided into Sweden, Finland and Poland, where they have leadership teams for each region as well as on a local level. While being an IT consultancy, Cybercom still treats sustainability as one of the essential features of their organisation and place a high importance on social and environmental sustainability, believing that this is not only the right thing to do but also a means for becoming more profitable as a company. Moreover, the services they provide include solutions that contribute to sustainable development by for instance reducing the use of finite resources, as well as energy and cost efficiency. As Cybercom (2016) further states:

"Cybercom has always had a major focus on internal environmental aspects, and one of our sustainability goals for 2016 was to secure environmental certification for the entire company. In 2016, Rashin Kabodvand, Competence Team Lead for the Java Team, and one of Cybercom’s Sustainability Ambassadors, was placed in charge of planning and preparing for environmental certification."

Cybercom further applied a code of conduct for their suppliers in order to make sure that suppliers share their effort in sustainable business practices (Cybercom, 2016). Cybercom is an especially interesting case because sustainability is ranked very high apart from company’s core values: innovation, passion and trust. This case connects / shows that sustainability can be implemented in a high-tech solutions and business development which might be an introduction for the new industry. Apart from the standard solutions, Cybercom introduces sustainability consulting and helps stakeholders
to improve their sustainability performance. The case was carried out in Malmö, Sweden but participants were employed in all three regional offices of Cybercom.

This research is directed for the scientific community, particularly in the fields of business administration, Corporate Social Responsibility, Human Resources and Relations and management. Furthermore, the study generates managerial implications for Cybercom Group.

4.3. Data Collection

This research makes use of primary data, which has been collected by the authors of this paper for the specific purposes of this study. The data was collected through semi-structured interviews conducted with employees at Cybercom. Semi-structured interviews are closely connected to qualitative research and can be described to apprehend the interviewee’s perceptions of their environment (Bryman & Bell, 2011), thus indicating the method’s relevance for this study aiming to explore employee’s experiences with the leadership in the case company.

The sample of a research is the smaller portion of the population being studied, that are used in the data collection (Bryman & Bell, 2011). Naturally, there are various ways of selecting an appropriate sample for the data collection of a research. However, in qualitative research, there are some recurring qualities that generally apply for sampling (Curtis et al., 2000). For example, the samples are generally small, but generate vast amounts of information, and are moreover designed to enable analytic generalization rather than statistical generalization (Curtis et al., 2000).

The two authors of this study conducted the interviews together, where one person acted mainly as a facilitator and the other an observer who was taking notes. As the participants were spread out across Cybercom’s many offices in different parts of Europe, it was not possible to carry out all interviews face-to-face due to cost and time limitations. Thus, face-to-face interviews were conducted with participants employed at the Malmö office, and skype interviews were deemed the most efficient and appropriate method for the remaining interviews.

As this is a case study, the sample selected are employees at Cybercom. These employees have various roles and responsibilities, are spread out over the four countries in which Cybercom operates (Sweden, Finland, Denmark and Poland), and are employed at different levels in the company. Some participants were managers, on both high and low levels, and most part of the participants were consultants or lower and middle level employees. In the process of selecting the sample, the Cybercom contact for this thesis sent out emails to several employees at different levels and positions, who were likely to have time to participate in an interview. From this initial sample, some participants declined as they did not have the time to participate, and one participant was added on the day of the interviews as another interviewee had dropped out by using the snowball sampling method.

<table>
<thead>
<tr>
<th>Participant</th>
<th>Management Level</th>
<th>Region</th>
<th>Duration of Employment at Cybercom</th>
<th>Date of interview</th>
<th>Interview Duration</th>
<th>Interview Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lower</td>
<td>Sweden</td>
<td>6 months</td>
<td>May 2nd 2018</td>
<td>29 minutes</td>
<td>Malmö Office</td>
</tr>
<tr>
<td>2</td>
<td>Middle</td>
<td>Sweden</td>
<td>8 months</td>
<td>May 2nd 2018</td>
<td>17 minutes</td>
<td>Malmö Office</td>
</tr>
<tr>
<td>3</td>
<td>Middle</td>
<td>Sweden</td>
<td>13 years</td>
<td>May 2nd 2018</td>
<td>12 minutes</td>
<td>Malmö Office</td>
</tr>
<tr>
<td></td>
<td>Level</td>
<td>Country</td>
<td>Duration</td>
<td>Date</td>
<td>Duration (Minutes)</td>
<td>Location</td>
</tr>
<tr>
<td>---</td>
<td>-------</td>
<td>---------</td>
<td>----------</td>
<td>--------------</td>
<td>--------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4</td>
<td>Middle</td>
<td>Sweden</td>
<td>9 years</td>
<td>May 2nd 2018</td>
<td>19</td>
<td>Malmö Office</td>
</tr>
<tr>
<td>5</td>
<td>Middle</td>
<td>Sweden</td>
<td>2 years</td>
<td>May 2nd 2018</td>
<td>35</td>
<td>Malmö Office</td>
</tr>
<tr>
<td>6</td>
<td>Lower</td>
<td>Sweden</td>
<td>2 years</td>
<td>May 2nd 2018</td>
<td>23</td>
<td>Malmö Office</td>
</tr>
<tr>
<td>7</td>
<td>Top</td>
<td>Sweden</td>
<td>6 years</td>
<td>May 3rd 2018</td>
<td>21</td>
<td>Skype</td>
</tr>
<tr>
<td>8</td>
<td>Middle</td>
<td>Sweden</td>
<td>9 months</td>
<td>May 3rd 2018</td>
<td>18</td>
<td>Skype</td>
</tr>
<tr>
<td>9</td>
<td>Middle</td>
<td>Finland</td>
<td>15 years</td>
<td>May 3rd 2018</td>
<td>24</td>
<td>Skype</td>
</tr>
<tr>
<td>10</td>
<td>Lower</td>
<td>Sweden</td>
<td>5 months</td>
<td>May 3rd 2018</td>
<td>25</td>
<td>Skype</td>
</tr>
<tr>
<td>11</td>
<td>Middle</td>
<td>Sweden</td>
<td>2 years</td>
<td>May 3rd 2018</td>
<td>19</td>
<td>Skype</td>
</tr>
<tr>
<td>12</td>
<td>Lower</td>
<td>Sweden</td>
<td>20 years</td>
<td>May 4th 2018</td>
<td>28</td>
<td>Malmö Office</td>
</tr>
<tr>
<td>13</td>
<td>Lower</td>
<td>Denmark</td>
<td>2 years</td>
<td>May 4th 2018</td>
<td>32</td>
<td>Skype</td>
</tr>
<tr>
<td>14</td>
<td>Lower</td>
<td>Finland</td>
<td>5 years</td>
<td>May 4th 2018</td>
<td>21</td>
<td>Skype</td>
</tr>
<tr>
<td>15</td>
<td>Top</td>
<td>Finland</td>
<td>14 years</td>
<td>May 4th 2018</td>
<td>18</td>
<td>Skype</td>
</tr>
<tr>
<td>16</td>
<td>Lower</td>
<td>Poland</td>
<td>5 years</td>
<td>May 4th 2018</td>
<td>37</td>
<td>Skype</td>
</tr>
<tr>
<td>17</td>
<td>Lower</td>
<td>Sweden</td>
<td>1 year</td>
<td>May 4th 2018</td>
<td>34</td>
<td>Skype</td>
</tr>
</tbody>
</table>

### 4.4. Data Analysis Methods

When analysing the data collected in this study, a thematic approach was applied, which is common in qualitative research where the researcher must process large amounts of data (Silverman, 2011). In a thematic approach, labels or codes are drawn from the data, which are later assigned to larger themes or categories (Silverman, 2015).

In order to simplify the analysis process, the leadership/attitude matrix which was developed in the theoretical framework, was used. As can be seen in the figure below, the matrix identifies outcomes of actions connected to each of the four leadership behaviours (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), on each of the attitudinal components of the employees (cognition, affect, behaviour).
### Table 3: Application of the leadership/attitude matrix

<table>
<thead>
<tr>
<th>Leadership Behaviours</th>
<th>Attitudinal Components</th>
<th>Affect</th>
<th>Cognition</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized Influence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualized Consideration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The table above shows twelve empty boxes, which each represents the combination of a certain leadership behaviour, and a certain attitudinal component. This is used to simplify the data analysis, so that themes can be identified in each box, or category. Thus, it is easy to see what outcomes idealized influence has had on the affective component of the participants, and how this different from, for example, the cognitive component.

#### 4.5. Ethics in Research

Ethical considerations are vital to take when conducting a research (Bryman & Bell, 2011). There are several aspects to consider when it comes to ethics in research, but four issues can be considered more general and ordinary; harm to participants, lack of informed consent, invasion of privacy and deception (Bryman & Bell, 2011). In this study, several actions were taken in order to prevent any ethical issues. Firstly, in regards to anonymity, the contact at the case company was consulted and asked about whether or not the case company should be anonymous in this study, and it was determined that the case company should not be anonymous. However, all participants in the study remain anonymous, and the coding of the data has been carried out in a manner that it shall not be possible for the reader to understand who said what in the data collection. This is furthermore the reason that the full transcripts of the interviews will not be provided in this thesis. Furthermore, participants were informed about the purpose of the data collection and were not forced to participate, nor to answer any questions they felt uncomfortable answering.

#### 4.6. Operationalization

<table>
<thead>
<tr>
<th>Concept</th>
<th>Description</th>
<th>Source</th>
<th>Reasoning</th>
<th>Interview Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability</td>
<td>Sustainability regards managing natural, social and physical capital in a sustainable way.</td>
<td>Elkington (1998)</td>
<td>To explore how sustainability attitudes can be shaped by transformational leadership.</td>
<td>Sections 1-4</td>
</tr>
<tr>
<td>Cognition</td>
<td>Cognition is an attitudinal component which refers to thoughts or beliefs about an attitude object.</td>
<td>Kim &amp; Stepchenkova (2015)</td>
<td>To explore how the cognitive component of an attitude is shaped by the different leadership styles</td>
<td>1.1, 2.1, 3.1, 4.1</td>
</tr>
<tr>
<td>Affect</td>
<td>Affect is an attitudinal component which regards emotions or feelings toward an attitude object.</td>
<td>Kim &amp; Stepchenkova (2015)</td>
<td>To explore how the affective component of an attitude is shaped by the different leadership styles</td>
<td>1.2, 2.2, 3.2, 4.2</td>
</tr>
<tr>
<td>--------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Behaviour is an attitudinal component which refers to a person’s actions and reactions in relation to an attitude object.</td>
<td>Kim &amp; Stepchenkova (2015)</td>
<td>To explore how the behavioural component of an attitude is shaped by the different leadership styles</td>
<td>1.3, 2.3, 3.3, 4.3</td>
</tr>
<tr>
<td>Idealized Influence</td>
<td>A transformational leadership behaviour where the leader acts as a role model to their followers by using their charisma and thus causing the followers to identify with them.</td>
<td>Piccolo &amp; Colquitt (2006)</td>
<td>To understand how idealized influence can help shape sustainability attitudes</td>
<td>Section 1</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>A transformational leadership behaviour where the leader inspires and motivates their followers by challenging them and sharing their vision for the organization.</td>
<td>Bass &amp; Avolio (1993)</td>
<td>To understand how inspirational motivation can help shape sustainability attitudes</td>
<td>Section 2</td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td>A transformational leadership behaviour where the leader intellectually stimulates their followers by encouraging them to be innovative and imaginative.</td>
<td>Bass (1999)</td>
<td>To understand how intellectual stimulation can help shape sustainability attitudes</td>
<td>Section 3</td>
</tr>
<tr>
<td>Individualized Consideration</td>
<td>A transformational leadership behaviour where the leader pays individual consideration to their followers in order to engage them in the organization and develop them to their full work capability.</td>
<td>Avolio et al. (2004)</td>
<td>To understand how individualized consideration can help shape sustainability attitudes</td>
<td>Section 4</td>
</tr>
<tr>
<td>Idealized influence and cognition</td>
<td>The cognitive attitudinal component of followers can be influenced by idealized influence as it generates knowledge and affects the ideals of followers.</td>
<td>Ngaithe et al. (2016)</td>
<td>To explore the effect that idealized influence can have on shaping the cognitive component of an attitude</td>
<td>1.1. If you have a leader who is a good role model when it comes to sustainability; have they made you perceive/understand sustainability differently? How?</td>
</tr>
<tr>
<td>Idealized influence and affect</td>
<td>Leaders can use idealized influence to affect the affective attitudinal component of followers by making them feel more confident in, and appreciative of the leader.</td>
<td>Ngaithe et al. (2016)</td>
<td>To explore the effect that idealized influence can have on shaping the affective component of an attitude</td>
<td>1.2. If you have a leader who is a good role model when it comes to sustainability; have they made you feel differently about sustainability? How?</td>
</tr>
<tr>
<td>Idealized influence and behaviour</td>
<td>Leaders can use idealized influence to affect the behavioural attitudinal component of followers by making them work more actively towards the organizational objectives.</td>
<td>Bass (1999)</td>
<td>To explore the effect that idealized influence can have on shaping the behavioural component of an attitude</td>
<td>1.3. If you have a leader who is a good role model when it comes to sustainability; did they make you want to change your behaviour in regards to sustainability? How?</td>
</tr>
<tr>
<td>Inspirational motivation and cognition</td>
<td>Leaders can use inspirational motivation to affect the cognitive attitudinal component of followers by increasing their interest in, and creating excitement for, a topic.</td>
<td>Hughes (2014)</td>
<td>To explore the effect that inspirational motivation can have on shaping the cognitive component of an attitude</td>
<td>2.1. If you have a leader who has been particularly inspiring/motivating in regards to sustainability; have they made you perceive/understand sustainability differently? How?</td>
</tr>
<tr>
<td>Inspirational motivation and affect</td>
<td>Leaders can use inspirational motivation to affect the affective attitudinal component of followers by making them feel more motivated and inspired.</td>
<td>Kent et al. (2001)</td>
<td>To explore the effect that inspirational motivation can have on shaping the affective component of an attitude</td>
<td>2.2. If you have a leader who has been particularly inspiring/motivating in regards to sustainability; have they made you feel differently about sustainability? How?</td>
</tr>
<tr>
<td>Inspirational motivation and behaviour</td>
<td>Leaders can use inspirational motivation to affect the behavioural attitudinal component of followers by encouraging them to take part in fulfilling the mission and show endeavour.</td>
<td>Bass (1999)</td>
<td>To explore the effect that inspirational motivation can have on shaping the behavioural component of an attitude</td>
<td>2.3. If you have a leader who has been particularly inspiring/motivating in regards to sustainability; did they make you want to change your behaviour in regards to sustainability? How?</td>
</tr>
<tr>
<td>Intellectual stimulation and cognition</td>
<td>Leaders can affect the cognitive attitudinal component of their followers through intellectual stimulation by making them see new perspectives, and increase their knowledge.</td>
<td>Hughes (2014), Brown &amp; Posner (2001)</td>
<td>To explore the effect that intellectual stimulation can have on shaping the cognitive component of an attitude</td>
<td>3.1. If leadership has provided you with intellectual stimulation of some kind; has that made you perceive/understand sustainability differently? How?</td>
</tr>
<tr>
<td>Intellectual stimulation and affect</td>
<td>Leaders can use intellectual stimulation to affect the affective attitudinal component, making followers feel more engaged and feel like their decisions are important in value creation.</td>
<td>Hughes (2014)</td>
<td>To explore the effect that intellectual stimulation can have on shaping the affective component of an attitude</td>
<td>3.2. If leadership has provided you with intellectual stimulation of some kind; have that made you feel differently about sustainability? How?</td>
</tr>
<tr>
<td>Intellectual stimulation and behaviour</td>
<td>Leaders can use intellectual stimulation to affect the behavioural attitudinal component of their followers by motivating and challenging their followers to do things in new, innovative ways.</td>
<td>Avolio et al. (2004)</td>
<td>To explore the effect that intellectual stimulation can have on shaping the behavioural component of an attitude</td>
<td>3.3. If leadership has provided you with intellectual stimulation of some kind; did that make you want to change your behaviour in regards to sustainability? How?</td>
</tr>
<tr>
<td>Individualized consideration and cognition</td>
<td>Leaders can use individualized consideration to affect the cognitive attitudinal component of followers by teaching them and helping them to improve their strengths.</td>
<td>Hughes (2014)</td>
<td>To explore the effect that individualized consideration can have on shaping the cognitive component of an attitude</td>
<td>4.1. If you have a leader who has paid individual attention to your needs and concerns regarding sustainability; have they made you perceive/understand sustainability differently? How?</td>
</tr>
<tr>
<td>Individualized consideration and affect</td>
<td>Leaders can affect the affective attitudinal component of followers by paying individual consideration to them and making them feel more capable of having an influence on their job.</td>
<td>Avolio et al. (2004)</td>
<td>To explore the effect that individualized consideration can have on shaping the affective component of an attitude</td>
<td>4.2. If you have a leader who has paid individual attention to your needs and concerns regarding sustainability; have they made you feel differently about sustainability? How?</td>
</tr>
<tr>
<td>Individualized consideration and behaviour</td>
<td>Leaders can affect the behavioural attitudinal component by paying individual consideration to them and encourage them to take more responsibility and make decisions.</td>
<td>Avolio et al. (2004)</td>
<td>To explore the effect that individualized consideration can have on shaping the behavioural component of an attitude</td>
<td>4.3. If you have a leader who has paid individual attention to your needs and concerns regarding sustainability; did they make you want to change your behaviour in regards to sustainability? How?</td>
</tr>
</tbody>
</table>
5. Empirical Material

5.1. Idealized Influence
Under the investigation of the leadership style called ‘idealized influence’, the seventeen participants were asked to point out their sustainability role models in Cybercom; official or unofficial leaders who they felt were trustworthy or particularly good at providing a sense of vision in regards to sustainability.

Some participants pointed out several role models, and one participant could not think of anyone in the company who they considered a sustainability role model. However, two leaders in the group executive board were pointed as role models out by nearly half of the participants, and a third leader in the organization was seen as a role model by three participants. Some leaders on a more local level were further pointed out as role models, but only by single participants from different offices. This indicates that in Cybercom, it has been more common for higher level leadership to be considered sustainability role models, although lower level leadership has also displayed the leadership behaviour.

Participants were asked to provide examples of when and how the leaders mentioned had been particularly good sustainability role models. A few participants mentioned that their role model was very engaged in the issue, and that they truly believed it was important. Furthermore, some participants argued that their role models simplified the objectives and bring energy to the discussion. Another participant mentioned that their role model was supportive in these issues.

One situation brought up by participants in regards to when their leaders had been good role models, was a workshop on sustainability, and how Cybercom could help their clients become more sustainable. Another participant mentioned being part of a sustainability ambassador programme, and that the mentioned leader was a particularly good role model in activities related to that.

5.1.1. Idealized Influence and Affect
The majority of participants explained during their interviews that their sustainability role models had posed an effect on how they felt about sustainability on an emotional level; the affective attitudinal component. Some participants who had someone they considered a sustainability role model, however, said that they did not influence their emotions towards sustainability.

When asked in what way their emotions towards sustainability had changed, some participants explained that they had gained a new sense of pride for being part of the company as they put a lot of effort and importance on sustainability. One participant mentioned feeling more positive in regards to it being possible to pursue a more sustainable way or working.

Another participant explained:

“Sometimes it could be difficult to see ‘what am I exactly doing towards sustainability?’ But he expanded in a way that we sort of felt like a part of the sustainability.”

A few participants said that they felt more inspired, and some participants could not describe in what way their emotions towards sustainability had changed, while others had individual experiences such as feeling more committed towards sustainability, feeling that it was more important, or simply experiencing stronger emotions towards sustainability.

5.1.2. Idealized Influence and Cognition
The majority of participants said that their sustainability role models had affected the way they understood or perceived sustainability; their cognitive attitudinal component. However, a few participants explained that their sustainability role model in the company had not posed an effect on how they understood sustainability.
As the participants who had noticed an effect were asked how their perception or understanding of sustainability had changed, several participants argued that they were now seeing sustainability from a business perspective or how to work with it in their role at Cybercom. One of the participants explained;

“(…) not necessarily new knowledge about what is sustainable and what isn't sustainable. But more how can I use that knowledge as an IT consultant.”

Another participant further mentioned;

“I feel like I more saw the, what do you say, the possibilities with sustainability and how to work with it in business.”

Some participants further argued for an increased awareness about sustainability in general, and another few pointed out that they had learned more about the United Nations’ Sustainable Development Goals from their role models. One of them stated:

“(…) I think I learned more about this, I don’t know how many there are, but the UN sustainability goals, through him and that it’s like part of Cybercom vision and mission.”

5.1.3. Idealized Influence and Behaviour
In regards to the behavioural component, the majority of participants said that the influence from their sustainability role models had an effect on their behaviour or behavioural intentions, while a few participants said that the influence from their sustainability role models had not had such an effect on their behaviour or behavioural intentions - in many cases because these were actions they were already taking before the influence from the role models.

Out of the participants whose behavioural component was affected by the idealized influence, many said that their behavioural change had to do with how, and how much, they communicated about sustainability. The target group of said communication varied, but several participants mentioned colleagues, clients and friends in this context. One of the participants stated:

“It has actually strengthened my communication and attracting people to work for the company because it has a bigger sense of value in my personal life.”

Another participant said:

“It changed me in the way that I talk more with my friends about it, and sort of… I think a lot of people are stuck on the environmental part of it, and separating at source – that it’s only about that. So, I talked a lot about it.”

A few participants argued that their role models’ influence had made them behave differently in the workplace in such a way that they tried to reduce their use of paper or plastic in activities such as printing, and ordering merchandise. Furthermore, some participants pointed out that they had changed their behaviour at home after being influenced by their sustainability role models at Cybercom.

5.2. Inspirational Motivation
In regards to the leadership behaviour inspirational motivation, participants were asked if they had a leader at Cybercom who was particularly inspiring or motivating to them in regards to sustainability. Several leaders at Cybercom were identified repeatedly, out of which two were on the group executive board and were identified as motivators by several participants. A third leader in the company was identified by a few participants, and a previous site manager was pointed out by a few participants employed at that particular site. Some other leaders were further mentioned, but these were singular
opinions and leaders on a local level. All participants had experienced this leadership behaviour during their time at Cybercom, but from leaders on different levels and in different situations.

When asked to provide an example of a situation when their suggested leader had displayed this leadership behaviour, several participants mentioned speeches or presentations that their inspirational leader had held. Other participants said that their leaders were inspirational and motivating in everyday work situations, meetings or in simple conversations. One participant described:

“We had one session which was (...) about the digital sustainability, which was interesting to see, where their pitch was that the business development, being financially profitable and innovation doesn’t contrast to sustainability. That you can do both. And it should… it can even generate new business to be sustainable. So, I think that was a good, inspiring session.”

5.2.1. Inspirational Motivation and Affect
Most of the participants said that the inspirational motivation they had experienced at Cybercom influenced their feelings or emotions towards sustainability, while some said that they had not experienced such an effect.

When the participants who had experienced a change in their affective attitudinal component were asked to elaborate and describe the change in their emotions or feelings, the responses varied. Several participants could not describe exactly how it had changed, one participant explained:

“If you ask me to elaborate on it, I can’t. It’s just a feeling in my stomach.”

Other participants described that they felt more encouraged, motivated, or proud. One participant said that sustainability felt more real to them after being exposed to the leadership behaviour in question, and another argued that they felt that sustainability was more important to them. However, no participant highlighted the same sort of emotions as another, and thus, no themes could be identified in the dataset.

5.2.2. Inspirational Motivation and Cognition
Nearly all participants said that the inspirational motivation in regards to sustainability that they had experienced at Cybercom had resulted in a change in their understanding or perception of sustainability, or that they had learned something new on the topic.

Out of these participants who had seen a change in their cognition, some explained this change as gaining the business perspective to sustainability. A few participants identified it as learning how to apply sustainability to their work at Cybercom, whereas another few had learned about digital sustainability. One participant stated:

“It probably goes back to the realization of sustainability being more a part of my professional life also, because well, it’s easy to think of it as just coding stuff, or doing work on computers and not really having an impact on sustainability (...). I think it’s brought a bigger scale of understanding.”

Another participant further explains what they learned about digital sustainability:

“It became more concrete and also, I saw more opportunities.”

No other themes were identified regarding this, but other participants mentioned that they had understood the connection between their work and the sustainable development goals, that they had learned about the concept of shared economy, or that they had simply learned more about sustainability in general.
5.2.3. Inspirational Motivation and Behaviour

Most of the participants argued that their sustainability experiences with inspirational motivation at Cybercom had posed an effect on their behaviour, or on their behavioural intentions. The remaining participants had experienced said leadership behaviour, but said that it had not influenced their behavioural intentions or behaviour.

When asked how their behaviour had changed, several participants who had experienced a change, said that their change was connected to how they communicated. They argued that they communicated about sustainability differently, or more, with clients, candidates or colleagues. One participant explained how they communicated differently with clients after experiencing the leadership behaviour:

“(…) that has changed, to be… just to talk more about sustainable development and how their work contributes or doesn’t contribute to sustainability in different ways. I think that was something that I started to do more recently, that when I came in (…) I didn’t really do that much.”

Furthermore, a few participants argued that the leadership behaviour in question had provided them with the tools or the support that they needed in order to make sustainability-related changes in their professional behaviour. One participant stated:

“I think I’ve tried to see… find new ways. New ways to think differently when it comes to how we do the business. Can I, in a dialogue with a customer, think of new ways, to a new angle in this?”

And another participant said:

“Actually, to be honest, I think I was more inspired to find the places where I can make a bigger impact. And I feel that I can make the biggest impact in my work.”

Other participants experienced individual behavioural changes, and some could not say exactly how their behavioural intentions had been affected.

5.3. Intellectual Stimulation

In regards to intellectual stimulation, participants were asked about whether they had experienced leadership behaviour at Cybercom that was intellectually stimulating. For example, if they were encouraged to be more creative or innovative in regards to sustainability, or where they were included in the decision making process on the subject.

All the participants had experienced this leadership behaviour, although in different forms and contexts. Several employees said that they had taken part in an internal sustainability training, or that they had read the company’s sustainability report. Furthermore, some other activities that were repeatedly mentioned by a few participants were workshops, intranet blogs and vlogs, and involvement in the sustainability decision making process. One of the participants said:

“We have like an online… You have to do a training session, that… I think it takes one hour or something, and complete before the first two or three months.”

Another participant further explained:

“(…) we have an internal education, like an e-learning thing, with a focus on environment and sustainability. So that is one thing that every employee will get from here. The second thing I would say is the sustainability report, that has been made since like 2010, I think. So that is the thing that gives me more input on how the other sites… what they’re doing and to get a good overview of how many nationalities, and employees, and what kind of reference cases are connected to the different goals.”
5.3.1. Intellectual Stimulation and Affect
The majority of the participants said that their feelings towards sustainability were not influenced by the leadership behaviour called ‘intellectual stimulation’. These participants pointed that sustainability trainings, materials or workshops they had taken part in did not change their feelings or emotions towards sustainability. The remaining participants argued that such experiences at Cybercom had posed an effect on their emotions or feelings toward sustainability.

A few participants mentioned that their feelings towards sustainability had become more positive and another few participants noticed that sustainability felt more important to them. One participant said:

“...I think the key is that I really see that it’s important for us as a company (…), and it’s not something we just, I don’t know, want to do marketing about, but we want to really understand it and believe in it. So, I think this makes me feel like connected with the idea, and people… and believe in it.”

Some participants were unable to describe how their emotions had changed, and others had experienced individual outcomes such as feeling angry or sad after learning about injustice through this leadership behaviour, or feeling inspired.

One participant explained their emotional response to intellectual stimulation they had experienced at a conference:

“...Some people are excluded, and then you just hear these new examples which made me quite angry, and a bit sad. So, there was definitely an emotional trigger (…), but it’s also when you come back to the office, you have your tasks to do and your normal activities, and you need to get your work done. So you still have that knowledge with you, and maybe some of the drive as well, but your emotion, for me it also fades again after a while. Maybe that’s natural, I’m not sure. I think it’s more that it plants little seeds in your knowledge and your awareness.”

5.3.2. Intellectual Stimulation and Cognition
Nearly all the participants said that the intellectual stimulation from Cybercom that was related to sustainability had influenced how they understood or perceived sustainability.

When asked to describe how their cognition had changed, some participants said that they had gained a broader understanding of sustainability. A few participants mentioned that they gained a new perspective in regards to sustainability, and another few said that they had learned new things about it following the exposure to this leadership behaviour. Other participants had individual experiences such as understanding sustainability from the company’s perspective, or learning more about sustainable leadership. One participant stated:

“I would say that it gives me a better insight to... for example the global goals could be difficult to connect with something that’s real, something that is done for our clients. So that helps me to get a greater understanding.”

Another participant highlighted the training session from the beginning of their employment and stated;

“...I got a broader information, definitely, but I can’t remember exactly what.”

5.3.3. Intellectual Stimulation and Behaviour
Most of the participants noticed a change in their sustainability behaviour or behavioural intentions after experiencing the leadership behaviour called ‘intellectual stimulation’ at Cybercom. The remaining participants indicated that the intellectual stimulation they had experienced in regards to sustainability at Cybercom did not have an effect on their behaviour, nor on their behavioural intentions.
Out of the participants who did notice a change, a few said that this change had to do with their workplace behaviour, while another few argued that the behavioural change had to do with how, and how much, they communicated about sustainability. One participant said:

“Definitely I would like to do that, and I think it’s something I try to do, and it’s not something you always do in reality. So, that’s always a… makes you feel guilty that you could do more. But of course, I try to do it every day and I try also how I raise my kids, and what they should think of.”

Another participant argued:

“I think the more I read, the more interested I get, and the more I will take that information into decision making.”

Some participants were unable to describe how their behaviour had changed, and out of the participants whose behaviour was unchanged, several participants argued that this was due to the fact that their behaviour was in fact sustainable before being exposed to the leadership behaviour.

5.4. Individualized Consideration
In regards to individualized consideration, the participants were asked if they had a leader at Cybercom who, had acted as a mentor or a coach to them in sustainability questions, and who was particularly supportive. The majority of participants said that they had not experienced this leadership behaviour, or that they did not have any form of sustainability mentor or coach. However, several of these participants further added that they had not sought any support or guidance in these questions, and that they were sure they would have been provided with it had they asked.

Out of the multiple participants who had experienced the leadership behaviour of individualized consideration at Cybercom, most participants pointed to the same leader as a sustainability mentor or coach; a person on the group executive board. Some other leaders were further identified, but these were singular cases and often leaders on a local level. One participant described their colleague when providing an example of a leader who portrayed this leadership behaviour:

“(…) I think she would fit that role because we are trying to support each other in this.”

Another participant explains that three of their leaders had acted as mentors or coaches in regards to joining the sustainability ambassador programme:

“(…) they were supporting me into joining the sustainability… Without them I wouldn’t have joined to be honest. (…) They were always supportive. So, whenever I wanted to discuss and they also provided me with materials.”

5.4.1. Individualized Consideration and Affect
Out of the participants who had experienced the leadership behaviour in question, several argued that it had posed an effect on their feelings towards sustainability. The remaining few participants said that the leadership behaviour had not influenced their feelings or emotions towards sustainability.

When asked about how their emotions or feelings towards sustainability had changed following the experience of said leadership behaviour, several participants could not describe exactly how it had changed, only that there had been a change. The only theme identified in regards to how the participants’ emotions changed was that a few participants said that sustainability felt more important to them, and to the company. One participant said:

“Having people on board, people who want to do something together, who believe in something and share values. Without it, it’s hard to take something seriously.”
5.4.2. Individualized Consideration and Cognition
Out of the participants who had experienced the leadership behaviour of individualized consideration, nearly everyone said that it had posed an effect on how they understood or perceived sustainability; the cognitive attitudinal component. One of the participants who had experienced the leadership behaviour had not seen a change in their cognition following it.

When asked about what had changed in their cognition, the descriptions varied greatly, and no two respondents brought forward the same example. However, some examples of how participants described the change are that they gained a deeper understanding of sustainability, saw it from a different perspective, or learned how to apply their knowledge in their everyday work. One participant stated:

“Yes. Not, you know, transforming the whole idea, but it has deepened my understanding.”

Another participant described their experience with the leadership behaviour, and how it had changed their cognition:

“I think he was really good at guiding me in finding the right assignments, but also in inviting me to the right workshops, and he was really good at that. And I think he really helped me to develop a lot more in this field in the last year. (...) So, we kind of figured out how I could use the theoretical knowledge that I already had and apply it here in my work.”

5.4.3. Individualized Consideration and Behaviour
Out of the participants who had experienced individualized consideration during their time at Cybercom, most said that it had posed an effect on their behaviour or behavioural intentions in regards to sustainability. The remaining few participants had not experienced such an effect.

Several participants had not experienced this leadership behaviour in the first place and thus, could not answer whether it had posed an effect on their behavioural intentions or behaviour.

When asked to elaborate on their behavioural change, a few participants argued that it had affected the way that they communicated about sustainability, both when interacting with clients, but also when giving advice to people. One participant stated:

“I think it’s also mostly in how I interact with clients, and to bring it up like he did. He didn’t quite push for that, he guided that, and helped me find ways on how to talk to our customers about sustainability, so it was mostly in that area as well.”

Another participant described that the behavioural change was connected to their work:

“Yes, at least from the working perspective, yes.”

The remaining descriptions varied, and some participants could not specify exactly how their behavioural intentions had changed.
6. Analysis

In regards to idealized influence, two main role models were pointed out by the employees, both of which were part of the group executive board. Presumably, these two were pointed out by majority of participants because they are very vocal about sustainability and very visible throughout the company due to their high position. In regards to inspirational motivation, the same two leaders that were pointed out as role models, were also regularly pointed out as motivators. A third leader was identified to be inspiring and motivating, and all three choices can be assumed to be due to their strong communication about sustainability from these leaders as well as their high position in Cybercom.

In regards to the affective component of the participants, all four leadership behaviours led to a higher feeling of importance in regards to sustainability among the participants. However, this feeling was more common as a result of the leadership behaviours of intellectual stimulation and individualized consideration. This could be explained by Avolio et al. (2004), who state that leaders who use intellectual stimulation are likely to make followers more interested in a certain topic, and by Hughes (2014) who argues that the same leadership behaviour makes followers feel that their actions are important. Thus, it can be assumed that leaders at Cybercom have made their followers more interested in the topic of sustainability through the use of intellectual stimulation behaviour, resulting in followers feeling that their actions are important. Furthermore, in regards to individualized consideration, Avolio et al. (2004) argue that this leadership behaviour makes followers more engaged in the organization. This can explain the response in feeling that sustainability has a higher importance as sustainability is of high importance in Cybercom. Thus, if Cybercom employees have become more engaged in the organization due to the behaviour of individualized consideration, they would naturally also become more engaged in sustainability as it is an important part of the organization.

Some of the participants mentioned that they felt proud as an outcome of leadership behaviours such as idealized influence and inspirational motivation, and inspired as an outcome of idealized influence and intellectual stimulation. However, while it was not particularly stated by any of the participants, it is assumed that participants felt inspired as an outcome of inspirational motivation, too, as they were asked about leadership that had inspired them towards sustainability. This connects with the theory by Kent et al. (2001) which says that followers should feel inspired as an outcome of the leadership behaviour inspirational motivation. The fact that participants felt proud as an outcome of idealized influence can be explained by Bass (1999), who describes that pride in association with the leader is a common outcome of said leadership behaviour as the leader is idealized by followers.

As for the cognitive component, all four leadership behaviours led to some participants understanding more about the business perspective of sustainability or how to apply it in their work at Cybercom. In connection to this, a seeing a new perspective of some kind, in regards to sustainability, was mentioned as an outcome of all leadership behaviours. This can be clearly connected to the theory on the leadership behaviour, in which it it argued that intellectual stimulation does broaden followers’ perspectives (Hughes, 2014; Avolio et al., 2004). Furthermore, idealized influence is said to generate new knowledge (Ngaithe et al., 2016), which can be connected to the new perspectives of participants in relation to that leadership behaviour as seeing a new perspective is new knowledge of sorts. The fact that participants also gained new perspective from the leadership behaviour inspirational motivation, can be explained by Hughes (2014) who argues that the leadership behaviour creates an interest in the topic among followers. Thus, if they are more interested in a topic, they are more likely to learn more about it and gain new perspective. Individualized consideration further caused participants to gain new perspective, which is explained by Hughes (2014) who regards the leadership behaviour as teaching followers, and by Avolio et al. (2004) who argue that it results in follower growth. Thus, the employees have likely been taught a new perspective, or their personal growth has been connected to their broadened perspectives.

Communicating more or differently was a behavioural outcome of all four leadership behaviours, however, this behavioural change was most common after being exposed to the leadership behaviours
idealized influence and inspirational motivation. Acting differently in the workplace was an outcome of three leadership behaviours; idealized influence, inspirational motivation, and intellectual stimulation. The change in workplace behaviour following idealized influence can be explained by Bass (1999) who states that idealized influence behaviour make followers more involved in achieving organisational goals, and by Bass and Avolio (1993) who argue that inspirational motivation motivates followers to join the process of fulfilling company’s mission and attracts their focus by visioning a fruitful outcomes of work as well as develops common vision. Similarly, changed behaviour could occur because of intellectual Stimulation which make them feel like their actions are important and have impact on organisational development (Hughes, 2014) and therefore, felt motivated to behave differently. Furthermore, employees changed behaviour can be supported by theory where Avolio et al. (2004) states that followers are more engaged in organisation and feel like they have an influence on their job after being exposed to individualized consideration. It may be, since employees feel that the leaders are focusing on individual needs and take them into consideration separately.

It can further be argued that intellectual stimulation played an important role when it comes to influencing the cognitive attitudinal aspect where the most helpful appeared to be trainings and materials provided by Cybercom, which caused employees to learn about sustainability. Interestingly, Brown and Posner (2001) point out that intellectual stimulation creates new knowledge for both the leader and the follower, and argue that the learning process is of high importance in regards to this leadership behaviour. Thus, the findings that employees tended to learn about sustainability following intellectual stimulation leadership behaviours are in line with previous theory on transformational leadership.

Intellectual stimulation seemed to have a strong effect on the cognitive component of participants, but did not seem to affect many participants in regards to the other two attitudinal components. This might be explained by the findings of Ji et al. (2012) which indicate that a good employee training leads to a higher likeliness of employees understanding the need for sustainable development, thus explaining that one example of intellectual stimulation behaviour which was repeatedly mentioned by participants in this study leads to a higher likeliness of a change in the cognitive component of an attitude.

Moreover, one participants said that they experienced stronger emotions towards sustainability after experiencing the leadership behaviour idealized influence. This strongly supported by the theory of Hughes (2014) in which it is argues that leadership behaviour can create a strong emotional response in followers.

After being exposed to inspirational motivation one participant explained that the topic in question, digital sustainability, had become more concrete to them and that they now saw more opportunities. Hughes (2014) emphasized that inspirational motivation is connected to followers gaining a positive vision for the company and having faith in its success, while Kent et al. (2001) argues that the leadership behaviour can cause followers to feel inspired to take action and show endeavour in organisational enterprises. Thus, the leadership behaviour of inspirational motivation had an expected outcome on the participant who saw new opportunities.

A few participants pointed out that inspirational motivation had provided them with the support or tools necessary for them to make sustainability related changed in their behaviour. Kent et al. (2001) support this fining in their argument that inspirational motivation inspires followers to take action. WhereasHughes (2014) emphasizes that the leadership behaviour includes providing followers with support. Thus, as argued in previous research inspirational motivation has provided followers with support and inspired them to take action also at Cybercom.
7. Conclusions

7.1. Concluding Remarks
As the research question of this study implies, the focus of this study has been to investigate how transformational leadership behaviours have affected the sustainability attitudes of employees in Cybercom. The results from this study show that Cybercom leadership has, to a certain extent, helped shape employee attitudes towards sustainability through aspects such as workshops, material, trainings, inspirational leaders and role models. Furthermore, it was found that all four leadership behaviours studied caused a stronger feeling of importance of sustainability, an understanding of the business perspective of sustainability or how to apply it to the day to day work, and a difference in how much, or in what way participants communicated about sustainability.

It can be concluded that some leaders are considered motivators or role models, have the power to influence employees’ attitudes towards sustainability in three aspects: cognitive, behavioural and affective.

All four leadership behaviours of transformational leadership caused a higher feeling of importance of sustainability among participants, however, it was more common as a result from individualized consideration and intellectual stimulation, which connects with previous research by Avolio et al. (2004) and Hughes (2014). Thus, the main change to the attitudinal component of affect in Cybercom, was feeling that sustainability was more important.

Further, all four leadership behaviours caused some participants to see sustainability from a new perspective, often a business one. While caused by all four leadership behaviours, theory strongly supports this change in perspective as an outcome of intellectual stimulation (Hughes, 2014; Avolio et al., 2004). Thus, the main change to the attitudinal component of cognition in Cybercom, was seeing sustainability from a new perspective.

Regarding behaviour, all four leadership behaviours resulted in a change in sustainability communication among participants. However, this behavioural change was more common because of leadership behaviours idealized influence and inspirational motivation. While there is no evidence in previous research of transformational leadership behaviours affecting the communication of followers, several authors argue for a change in workplace behaviour (Bass, 1999; Bass & Avolio, 1993; Hughes, 2014, Avolio et al., 2004), which communicating differently, when in the workplace, is part of.
### Attitudinal Components

<table>
<thead>
<tr>
<th>Leadership Behaviours</th>
<th>Affect</th>
<th>Cognition</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized Influence</td>
<td>- Felt pride in being part of the company.</td>
<td>- They saw sustainability from the business perspective.</td>
<td>- How, and how much they communicated about sustainability changed.</td>
</tr>
<tr>
<td></td>
<td>- Felt positive.</td>
<td>- Learned about application of sustainability in Cybercom.</td>
<td>- They behaved differently in the workplace.</td>
</tr>
<tr>
<td></td>
<td>- Saw more possibilities.</td>
<td>- Increased awareness about sustainability.</td>
<td>- They behaved differently at home (more sustainably).</td>
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<tr>
<td></td>
<td>- Felt inspired.</td>
<td>- Learned about the SDGs.</td>
<td></td>
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<tr>
<td></td>
<td>- Felt commitment.</td>
<td>- How, and how much they communicated about sustainability changed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sustainability felt more important.</td>
<td>- Saw more opportunities.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Stronger emotions towards sustainability.</td>
<td>- It became more concrete.</td>
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</tr>
<tr>
<td>Inspirational Motivation</td>
<td>- Felt more encouraged, motivated and proud.</td>
<td>- Learned about business perspective of sustainability.</td>
<td>- Communicated differently about sustainability.</td>
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<td></td>
<td>- Sustainability felt more real.</td>
<td>- Learned how to apply it at Cybercom.</td>
<td>- Were provided with tools &amp; support needed to make change at work.</td>
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<td></td>
<td></td>
<td>- Saw more opportunities.</td>
<td>- Behaved differently at work.</td>
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<tr>
<td></td>
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<td>- It became more concrete.</td>
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<tr>
<td>Intellectual Stimulation</td>
<td>- Felt more positive emotions towards sustainability.</td>
<td>- Learned about sustainability from Cybercom perspective.</td>
<td>- Behaved differently at work.</td>
</tr>
<tr>
<td></td>
<td>- Sustainability felt more important.</td>
<td>- Gained a broader understanding of sustainability.</td>
<td>- Communicated differently about sustainability.</td>
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<tr>
<td></td>
<td>- Felt more connected with it.</td>
<td>- Better insight in sustainability.</td>
<td>- Are now harder to improve.</td>
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<td></td>
<td>- Felt sad/angry learning about injustice.</td>
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<td></td>
<td>- Felt inspired.</td>
<td>- Saw new perspective.</td>
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<tr>
<td></td>
<td></td>
<td>- Learned about sustainable leadership.</td>
<td></td>
</tr>
<tr>
<td>Individualized Consideration</td>
<td>- Sustainability felt more important.</td>
<td>- Gained a deeper understanding of sustainability.</td>
<td>- Communicated differently.</td>
</tr>
<tr>
<td></td>
<td>- Felt integrated/connected.</td>
<td>- Saw a new perspective.</td>
<td>- Behaved differently at work.</td>
</tr>
<tr>
<td></td>
<td>- Shared values.</td>
<td>- Learned about its application to work in Cybercom.</td>
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<tr>
<td></td>
<td></td>
<td>- Developed as a person.</td>
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#### 7.2. Managerial Implications

Several managerial implications can be drawn from the findings of this study. Firstly, as conveyed several times in the literature review of this study, it is found that shaping employee attitudes can positively affect the organizational performance (Wang et al., 2011; Ji et al., 2012). Thus, by shaping more positive attitudes towards sustainability, Cybercom are likely to improve their performance in the area.

It is clear that Cybercom has succeeded to shape some sustainability attitudes of employees by using the four transformational leadership behaviours. However, far from all participants were affected by all leadership behaviours, and some said that there were still things they were unaware of or that they wanted to do better in regards to sustainability. Thus, we recommend that the company develops a
strategy for how to apply all four leadership behaviours in order to improve the sustainability attitudes of their employees.

Many participants said that they had not experienced the leadership behaviour known as individualized consideration, and thus, we suggest that Cybercom emphasizes this leadership behaviour when developing a strategy for shaping sustainability attitudes in their company. There can be various strategies for how to apply this leadership behaviour. For example, leaders can focus on listening to followers needs and providing them with both support and the tools necessary for their growth and development. On the topic of sustainability, this could be done by carefully listening to employees’ suggestions and concerns in regards to Cybercom’s corporate social responsibility. Furthermore, leaders should be supportive and encouraging in regards to employees’ ideas on the topic, as it is an opportunity for employee growth and commitment in the company’s CSR strategy.

7.3. Limitations and Implications for Future Research
This study has contributed theoretically with new knowledge in the field of leadership shaping attitudes, as well as new analytical tools which can be applied to other cases. Practically, it has contributed with managerial implications for Cybercom’s use. While the findings of this study are limited to the case company, the analytical tools can be applied to other cases in the same, or in other industries. Furthermore, there are several factors external to leadership and transformational leadership that can affect sustainability attitudes of employees, and might have had an effect in the Cybercom case. However, this study focuses singularly on how transformational leadership in Cybercom has affected the employees’ attitudes.

In accordance with Kim and Stepchenkova (2015) an attitude is built on three components: affect, behaviour and cognition. Thus, in order to evaluate the effect on the full attitude one needs to consider all three components. Previously in this study we have been analysing how one leadership behaviour affected one attitudinal component. Although it is also of a relevance to examine how a leadership behaviour affected all the attitudinal components to be able to see the big picture of the study. Focusing on one leadership and one attitudinal component makes it easier to see the pattern in the study and pay attention to the details for later evaluation, and as Breckler (1984) strongly argues for measuring all three components separately. However, examining the outcome on all three components allows to see how leadership in general affects attitudes and helps to see differences clear. This study was conducted according to the arguments of Breckler (1984), as the three attitudinal components were measured separately. However, this can be seen as a limitation to the study as it does not provide any evidence of how the leadership behaviours have affected the whole of an attitude. Furthermore, as it is a qualitative study, the findings are not generalizable. For future research, it would be interesting to conduct a quantitative study with more generalizable findings, which has a higher focus on how the four leadership behaviours can shape employees’ attitudes as a whole, and not as separate attitudinal components.

There are some limitations to this study which need to be acknowledged. Firstly, it has been limited regarding the sample variety, and the sample was not perfectly representative of this population as participants from one region were all on the same management level, and there were more participants from Malmö than any other region as this was the only location possible to conduct face to face interviews in. Another limitation of the study is the very limited time frame for conducting the research, as well as the lack of the prior research on the topic of shaping attitudes through the leadership in a company. Furthermore, this study has been limited to a single European IT consultancy company, and to a rather small sample. For future research, it is proposed to study the topic on a broader scale, which can be done both in the IT sector and in other sectors by applying the analytical tools developed in this study. For the IT sector, it would be of value to conduct a larger scale study to generate more generalizable findings which could serve as a framework for IT consultancy companies in how to achieve higher sustainability performance through shaping employee sustainability attitudes.
List of References


Appendix I – Interview Guide

Idealized Influence
Is there any leader at Cybercom who is particularly trustworthy and provides a good sense of vision in regards to sustainability? For example, do you have a leader that is a good role model when it comes to sustainability? In what way? Do you have an example of a situation when they were a good role model?

1. Do/did they make you perceive/understand/learn about sustainability differently? How?
2. Does it make you feel any different about sustainability/the issue? Do you feel like it is more important to you? Why? In what way?
3. Does it make you want to change your behaviour when it comes to being sustainable? Have you done anything differently after this experience or do you plan to? In what way?

Inspirational Motivation
Have any of your leaders at Cybercom inspired or motivated you particularly about sustainability? Being more sustainable or valuing sustainability higher? Could you give an example of a situation when they inspired or motivated you?

1. Did that make you understand/perceive/learn about sustainability more/differently? How?
2. Did it make you feel any different about sustainability/the issue? Does it feel more important to you? How? Why?
3. Did it make you want to change your behaviour? Have you done anything differently or do you plan to? How? Why?

Intellectual Stimulation
Do you feel like you were intellectually stimulated by Cybercom leadership, or their actions? Were you included in the decision-making process in regards to sustainability or encouraged to be creative and innovative in solving sustainability issues in the workplace? Could you give an example of such a situation?

1. Did that make you understand/perceive/learn about sustainability more/differently? How?
2. Did it make you feel any different about sustainability/the issue? Does it feel more important to you than it did before? How? Why?
3. Did it make you want to change your behaviour? Have you done anything differently or do you plan to? How? Why?

Individualized Consideration
Do you have any leader at Cybercom who has listened to your needs and concerns, or paid individual attention to your issues or ideas in regards to sustainability? For example, has anyone at Cybercom acted as a mentor or a coach to you? Could you give an example of such a situation?

1. Did that make you understand/perceive/learn about sustainability more/differently? How?
2. Did it make you feel any different about sustainability/the issue? Does it feel more important to you? How? Why?
3. Did it make you want to change your behaviour? Have you done anything differently or do you plan to? How? Why?

Demographic questions
a. What is your job title at Cybercom group? Are you in a leadership position?
b. How old are you?
c. What is your gender?
d. Which of Cybercom’s offices do you work at?
e. How long have you been working at Cybercom?