

**COURSEWORK 2: CRITICAL ANALYSIS OF TWO
ACADEMIC JOURNAL ARTICLES**

Response to the brief

Two journals have been shortlisted for the critical comparison of empirical studies in both papers. The purpose of the first journal by Udin (2020) is to explore the relationship between a particular kind of transformational leadership in the effectiveness of organisational performance and commitment. The study uses thematic analysis to explain and interpret the findings in the literature review. The paper sees organisational performance and commitment from the perspective of effective styles, which can be seen in transformational leaders. The paper focuses that all the good qualities such as self-realisation, collaboration, social assistance, reciprocity and accomplishment are achieved through the learnings of enthusiastic transformational leadership. Therefore the dominant keywords found in this paper are “Transformational leadership and organisational commitment”. The article is quite interesting in explaining the effectiveness of transformational leadership for the organisation's benefit. The article states the vitality of one leadership trait in a very skilful way that makes the article helpful to the readers.

On the contrary, a journal by Sandybayev (2019) seeks to provide the dependency of organisational performance of entrepreneur skills and establish a strong relationship between entrepreneurial leadership and firm performance. The study provides an indicative relationship between the variables where the key findings uncover the entrepreneurial mindset benefits organisational performance more than the traditional leadership style. The paper emphasises the prime responsibility of a leader is to differ significantly from classical leadership behavioural norms. The study has researched to claim to keep entrepreneurship top notch and concludes that a successful entrepreneur must have several leadership qualities. Therefore the keywords identified in this journal are “Entrepreneurship, Leadership, Organization, and Performance”. This article, on the other hand, this article has a long structure and many observational and survey instruments which might be difficult for readers to understand the actual response and result.

Understanding of research approaches

The journal by Udin (2020) has a concise and clear account and awareness of appropriate multiple treatments in methodological approaches to classify both unpublished and reported research. The study looked for secondary data collection methods through reliable internet sources such as emeraldsignt.com, direct.com, dissertation abstract and authentic worldwide databases. The

journal focuses more on the theoretical analysis to establish a connection between transformational leadership and employee motivation. In Udin's research, the primary research design is followed, and prior research such as a dissertation, unpublished research works and online sources have been available. Udin has properly followed the secondary research design by collecting information from the relevant prior research. This article chooses variables that are examined in a contrasting manner. The nature of Udin's article is secondary, and it can be said that the data collected are based on others' research but not authentic. The brief is small and directly focuses on the key points with a major philosophy. The literature is reviewed with the proper use of theories and establishes a connection between theory and organisational commitment.

Sandybayev, on the other hand, chose primary research strategies that include the collection of data through reliability, correlational and validity tests. The article does not make use of proper and vital theories of entrepreneurship; rather it focuses on the direct responses of the concerned people. The sampling instrument used in the article is a survey with 100 participants in the UAE who are dealing with entrepreneurial skills every day to enhance their business performance. The article survey of 100 SMEs was conducted to accumulate relevant data, and in article one, prior literature has been used to collect information. Sandybayev has applied primary data by conducting a survey of 100 private organisations in Abu Dhabi. In this article, the random sampling method has been followed precisely, and in article one sampling method is redundant due to the respective research strategy. The sampling frame in this article is clear and concise because direct interviews or responses of the interviews matter mostly in case of proper research. The primary data is then analysed with a clear strategic approach that identifies the risks and strengths in entrepreneurship, such as creativity risk taking abilities. Descriptive methods have been used to analyse the collected data.

Comparison of critical thinking

Udin (2020) precisely explored the various aspects of the research context' however, issues of transformational leadership have not been mentioned in this report. The research has followed the secondary research strategies, but it does not have sampling frames. On the other hand, Sandybayev (2019) followed the primary research techniques and properly mentioned the sampling size, method and population size leading to an exact solution from the respondents. Udin (2020) explored the critical assumption of transformational leadership skills; however, the study's

gaps or weaknesses are not fully examined. On the contrary, Sandybayev (2019) has not explored the weakness of the chosen method and literature gap in the research; and provided a solution to overcome the narrow gaps and obstacles towards developing entrepreneurship skills by the companies. Udin, in this article, focuses on and discusses the comparative nature of organisational commitment and the effectiveness of transformational leadership. Sandybayev views the direct correlation between leadership, organisational performance and entrepreneurship skills. The interconnection has been appropriately explored in this study. Udin provides an appropriate conclusive note of the study, and the summary explains motivation and expectation as the basic factors in improving the employees' performances. The concluding section briefly defines the vitality of transformational leadership and its benefits. On the other hand, Sandybayev provides an in-depth view of the research, highlighting vital elements of entrepreneurship skills and strategies for improving performance. Udin's article has been fairly persuasive as it features various aspects of transformational leadership in the business organisation. Sandybayev proves his justification that entrepreneurship is the most vital element to drive organisational performance following primary research helpful in providing recent data regarding entrepreneurship skills. The survey of 100 private sector employees has provided relevant data regarding the research.

Presenting argument and presentation

Udin (2020), in this research, clearly states the strength of the secondary research approach has been discussed properly. On the other hand, Sandybayev (2019) study has explored the primary research approach in a detailed manner to evaluate the participants' opinions regarding the effectiveness of the “entrepreneurial leadership style”. Udin's (2020) research does not have a compact discussion of the findings. On the contrary, Sandybayev (2019) have provided concluding data by creating research objectives that highlight the role of entrepreneurship in organisational performance. The research by Sandybayev (2019) precisely utilises the data analysis method of the primary research, and it is more comprehensive than the research of Udin (2020). Sandybayev (2019) followed a more contrasting approach by including the research background and hypotheses that provided an appropriate structure to the study. The hypotheses have outlined various factors such as management style and performance of the SMEs.

In addition, the sampling method and the descriptive research style have provided a comprehensive view of the entrepreneurship style.

On the other hand, as Udin (2020) has followed the secondary research, hypotheses have not been included in the study. Nevertheless, both studies have provided proper arguments regarding several factors such as collaboration, the role of motivation, skills of entrepreneurship and many more. Udin (2020) has described the interconnection between the transitional leadership style and organisational commitments. The research method also has been described adequately, and an overall description has been provided at the end of the study. Sandybayev (2019) has explored organisational performance, leadership, and entrepreneurship to analyse the proper entrepreneurship style in the business sector. The research method, results and discussion are in this report. Udin (2020) explored the basic concepts of human activities to establish a logical assessment and a clear research layout. Sandybayev, on the other hand, delivered an appropriate layout of the research as well. In the first article, the researcher has defined the concepts of commitments and leadership and established the connection between both factors (Udin, 2020). As a result, the study displays a cohesive method that aids in establishing the connection among the factors. In the second article, the researcher discusses the variables and explains the research strategies, data collection method and sampling process before elaborating research findings. The research finding is appropriate, invalidating the link between the chosen variables. Sandybayev also assesses the results in the discussion section, and it has created a comprehensive structure for the project. In both articles, the correct research approach is followed as per the rules of the research academy. Various authentic sources have been used to build the research foundation. Besides, both the research studies have strictly avoided fake information to provide a unique perspective on entrepreneurial skills. In the second article, the link between the variables established by the researcher and the participants' responses is important to create validity in the research. In the first article, the researcher has examined the leaders' sense of inclusion and behaviours by following viable examples. However, the second article effectively establishes appropriate evidence due to the nature of the research. In both articles, the rules of the critical review have been followed properly, and sources have been taken following the research topic. However, article two has displayed more preciseness regarding the referencing conventions.

Reference

1st article

Udin, U., 2020. Transformational leadership and organizational commitment: a review of literature. Journal of Research And Opinion, 7(2), pp.2623-2626.

2nd article

Sandybayev, A., 2019. Impact of effective entrepreneurial leadership style on organizational performance: Critical review. International Journal of Economics and Management, 1(1), pp.47-55.