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Introduction

Leadership and management are critical factors in the success of an organisation. A leader can influence, inspire, and motivate employees to achieve organisational goals (Northouse, 2018). They impact everyone inside the business's mental and emotional well-being and behaviour (Hiller et al., 2011). This essay will explore the leadership and management theories and models and their application to the TJX Companies Inc., commonly known as TJX (a multinational retail corporation that operates several discount department stores across the United States, Europe, and Canada) (Anon., n.d.), and the impact of leadership at the organisation. It will also review my leadership experience as a sales assistant at TJX and areas for personal development. Additionally, I will provide an action plan for my leadership development and attach a leadership development plan template as an appendix.

Brief Information about the TJX Organization

TJX is an American multinational corporation that operates in the retail sector. Founded in 1956, the company operates more than 4,500 stores in nine countries, including the United States, Canada, the United Kingdom, Ireland, Germany, Poland, Austria, the Netherlands, and Australia (Anon., n.d.) . TJX is the world's leading off-price retailer of apparel and home fashions, with a commitment to providing quality products at unbeatable prices. The company's business model involves purchasing merchandise from various brands and manufacturers at discounted prices and selling them at a lower cost than traditional retailers. TJX's leadership structure is decentralised, with each division's CEO responsible for driving their respective operations.

Leadership Theories And Models

Introduction of Leadership

An organisation needs a number of things in order to strong leadership. An organisation's success typically hinges on its leaders, who oversee and direct both the people and the work that their workers do. Although leadership is intuitively understood as the practice of leading, the term 'leadership' has a variety of meanings for different people. According to Northouse (2021), leadership is the process by which a person influences a group of followers to direct them towards a shared purpose. Robbins and Judge (2017) defined leadership as the capacity to persuade a group to accomplish a vision or goal. Thus, the influence exerted by individuals in an organisational environment can be defined as leadership. Some theories emphasise leader traits, while others focus on actions that individuals may adopt to become better leaders.

Trait Theories

Throughout history, strong leaders have been classified according to their characteristics. As a result, leadership study has long tried to ascertain the psychological, social, physical, and intellectual characteristics that distinguish leaders from followers. Trait theories of leadership, one of the earliest theories of leadership, emphasise individual characteristics and qualities. Personal characteristics or traits are the most important factors in leadership in trait theories (Judge et al.,

2002). Research has shown that some traits can predict leadership such as extroverted leaders like interacting with others and asserting their authority, while conscientious leaders can stick to their commitments and are open to new ideas, all of which gives them a significant advantage in the leadership stakes (Ensari et al., 2011). Hence, personal traits may predict leadership, and such traits are better at forecasting the rise of leaders and the development of leadership.

Behavioural Approach

Trait theories of leadership offer a foundation for picking the best candidates for leadership positions. By contrast, behavioural theories of leadership indicate that individuals can be made to be leaders. Leaders are judged on their behaviours in the workplace, according to behavioural leadership theory (Tannenbaum et al., 2013). This approach reminds leaders that they affect people both via their behaviours and through the connections they build. There has been a wide range of outcomes from research into behavioural theory theories of human action. According to one study, those who follow leaders who are well regarded report higher levels of work satisfaction (Moura et al., 2017). The greater levels of productivity in groups and organisations, as well as more favourable performance assessments, were more closely linked to the use of a structured approach.

Fiedler Theories of Leadership

In Fiedler's Contingency Theory, no style of leadership is always perfect. The most effective style of leadership in any given situation is one that is tailored to the situation at hand (Fiedler, 2015). A leader should be selected based on their talents and the needs of the situation, according to Fiedler. It is only by understanding one's natural leadership style that one can properly match leaders to situations in the workplace.

Path-Goal Theory

In the Path-Goal theory, a leader's style or conduct is explained in terms of how well it fits the employee and the workplace as a whole (Bans-Akutey, 2021). This idea states that effective leaders provide their staff with a clear route to follow to reach their objectives, eradicating any traps or impediments in the process. Leaders may use this notion as a guide to help motivate and assist their people in achieving their objectives. Using the path-goal theory, researchers can better understand how different leadership styles affect employee happiness and productivity. Path-goal

theory is an effort to incorporate the ideas of expectation theory into a leadership philosophy (Olowoselu et al., 2019). In certain aspects, the theory offers a useful model.

Leader-Member Exchange Theory

Leaders are said to put their faith in certain workers while rejecting others, according to the LMX theory (Omlion-Hodges, 2021). People's preferences and subconscious biases play a role in such decision-making. Due to time pressures, the leaders form a close connection with a small group of followers. Earlier theories had focused on leadership's attention to followers in a collective way, but LXM theory argued that leaders' attentions are not always collective (Northouse, 2021). For example, a volunteer program leader relies on a handpicked group of volunteers who are more trustworthy and dedicated than most volunteers to keep things running smoothly.

Transformational Leadership

Transformative leaders inspire and encourage their people by changing their attitudes and opinions to align with a new vision. As its name indicates, transformative leadership is a process that transforms individuals. This leadership concerns followers' emotions, standards, ethics, and goals (Zhu et al., 2011). An important part of this is determining what motivates the followers and ensuring they are treated like people. Transformative leadership entails a unique influence that pushes others to put effort beyond expectation. It is an approach that often needs charismatic leadership.

Situational Leadership

The situational leadership model, emphasises the need for leaders to adjust their leadership style based on the situation (Hersey & Blanchard, 1982). This model suggests that those who can modify their leadership style to suit the situation are the most effective leaders.situation's specific needs. For instance, a leader may need to use a more directive leadership style when working with a new employee who requires more guidance, but a more delegating style when working with an experienced employee who requires less direction.

Application of Leadership and Management Theories and Models to TJX

The TJX organisation's leadership style is mainly transformational, as evident in the company's mission statement, which emphasises the importance of providing value to customers and shareholders. Carol Meyrowitz, the former CEO of TJX, was recognised as a transformational leader who transformed the company from a domestic to an international player . (Wang, ©2017; 2017.)

A focus on employee engagement, talent development, and innovation characterised Meyrowitz's leadership style. For instance, under Meyrowitz's leadership, TJX implemented a "Grow TJX Talent" program that emphasised talent development and employee training. The program aimed to develop a pipeline of future leaders and enhance employees' skills and knowledge (Anon., n.d.).

The impact of transformational leadership on the TJX organisation has been positive. Meyrowitz's transformational leadership style contributed to the company's success in several ways. For instance, under Meyrowitz's leadership, the company's revenue increased from \$16.3 billion in 2007 to \$33.2 billion in 2014 (Gibson & Gupta, 2015). The company also expanded globally, opening stores in Canada and Europe, which contributed to the company's growth.

Ernie Herrman is the CEO of TJX, having joined the company in 1989. Herrman has held various leadership positions within the company, including President and Chief Operating Officer, before being appointed CEO in 2016 (TJX, 2021). Herrman has been instrumental in maintaining TJX's focus on customer satisfaction, employee engagement, and operational efficiency, which have been key drivers of the company's success.

Herrman's leadership style can be best described as transformational. He has been successful in building strong relationships with employees, which has fostered a culture of innovation and creativity within the organisation. Herrman has communicated a clear vision for the company, emphasising the need to offer customers high-quality merchandise at low prices. He has also been successful in promoting employee engagement through various initiatives, such as employee recognition programs and training and development opportunities. (The TJX Companies, INC, 2022).

Additionally, Herrman has demonstrated an ability to adapt his leadership style based on the situation. For instance, during the COVID-19 pandemic, he demonstrated a more directive leadership style, emphasising the need to prioritise employee safety and ensuring that the company could continue to operate safely. Herrman's ability to adapt his leadership style based on the situation has been critical in maintaining TJX's success.

Self-Review of My Own Experience of Leadership and Areas for Self-Development

As a sales assistant at TJX, I've got the chance to see and absorb information from my leaders. My experience has taught me the importance of effective communication, teamwork, and customer service. I have also learned the importance of adapting to changing situations and being resilient in the face of challenges. As a sales assistant at a retail store, I have gained valuable experience in leadership and management. In my role, I have had to provide support and guidance to new employees, helping them understand the store's operations and procedures. Through this experience, I have learned the importance of effective communication, delegation, and teamwork. However, I recognise that there is still room for improvement in my leadership skills.

Regarding leadership, it's crucial to remember that working well with others is a key quality that every great leader has. My ability to see beyond the apparent grimness of a situation and see the good aspects of it was an effective quality that I was proud of. Communication between the high and lower echelons was facilitated during my time in charge. Team members showed a high level of dedication as a result of having the option to participate in the team's decision-making process. I'm able to get my staff to do more than simply sit at a desk because of this strategy. To strengthen my leadership methods, I have shifted my attention from the self to the ideas of others in the workplace. To hone my critical thinking skills, I've studied leadership case studies and experimented with a variety of analytical frameworks. I've concluded that I'm good at handling difficult issues from several perspectives. My absorbing method comprises a simple and logical approach to developing critical thinking. Thoughts and wisdom came from several sources. It wasn't only me who had to take charge of the goods; there was also one responsibility that engaged the whole team: group-shared projects. To get the position of facilitator in management, I had a

lot effort to ensure that everyone was included in the decision-making process. For example, the path-goal leadership model is applicable when a leader instructs an employee to carry out various tasks in various ways.

Areas of Own Development

One area for personal development is time management. In a fast-paced retail environment, it is essential to prioritise tasks and manage time effectively. By improving my time management skills, I can become more efficient in completing tasks and meeting deadlines. Another area for development is conflict resolution. As a leader, I must be able to address and resolve conflicts among team members effectively. By developing my conflict resolution skills, I can create a climate that is productive and supportive for my team. I need to improve my decision-making abilities. It dawned on me that decision-making encourages employees to participate actively in their job. However, I recognize that there is room for improvement in my leadership skills. One area for development is coaching and mentoring, which is critical in a fast-paced retail environment. I plan to achieve these objectives by attending leadership training programs and seeking guidance from my supervisors and mentors.

Conclusion

An organisation's success is strongly tied to its leaders' efficacy and leadership style; they influence everyone's mental and emotional health and conduct. The essay analysed leadership theories in light of TJX Companies practical application. Additionally, the paper examined the author's personal leadership experience and advised some practical skills for increasing his effectiveness as a leader.

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Appendix

Leadership development plan

Areas for Self-Development	Actions to Take to Develop Skills	Where or Through What Resources Will Skill Development Take Place?	An Estimated Time for Me to Reach My Goals
Competence in Delegating Power and Responsibilities	Learn about delegation of authority and responsibility through leadership literature and by seeing successful leaders in action.	I'm going to learn more about delegation and work with more successful leaders by attending guest lectures, reading journals and books, and looking at case studies on the Internet.	6 Months
Effective Decision Making	Learning more about decision models, witnessing great leaders' decision-making methods, reading literature, and playing mental games like chess can help me enhance my decision-making abilities.	Effective decision-making books and articles about how to become a better leader and play better chess	4 Months
Critical Reasoning	Participating in challenges and seeing outstanding	This skill will be honed via the use of a divergent learning	4 Months

	performances, as well as using multiple views to execute the work, may help me strengthen this skill.	method. Critical thinking is honed via the examination of many examples of leadership.	
Participation-Oriented Behaviours	Assisting teammates and allowing them some degree of self-direction	Observing and evaluating the behaviours of effective leaders.	3 Months
Teaching and Mentoring	To teach and mentor successfully, I will get a better understanding of human nature, motivation, and mode of learning.	Mentoring, teaching, leadership, and psychology books, as well as anecdotal evidence from successful instructors and mentors.	6 Months