



IMPACT OF EDUCATION, MOTIVATION AND LEADERS' BACKGROUND ON TRANSFORMATIONAL LEADERSHIP STYLES IN ORGANIZATIONS

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INTRODUCTION

Transformational leadership is an important success-factor in today's dynamic business environment.

Leadership is defined as "a process by which the individual influences a group of individuals to reach common goals" (Northouse, p. 4).

The objective of this study is to understand the antecedents of transformational leadership by examining additional factors which have an impact on this particular leadership style.



THE ROLE OF LEADERSHIP

1. At the organizational level:

- guidance in establishing organizational missions;
- associating methods with problem solving (Robbins & Judge, 2011).

2. At group level:

- maintaining contact with external customers and solving problems;
- managing conflict and coaching.

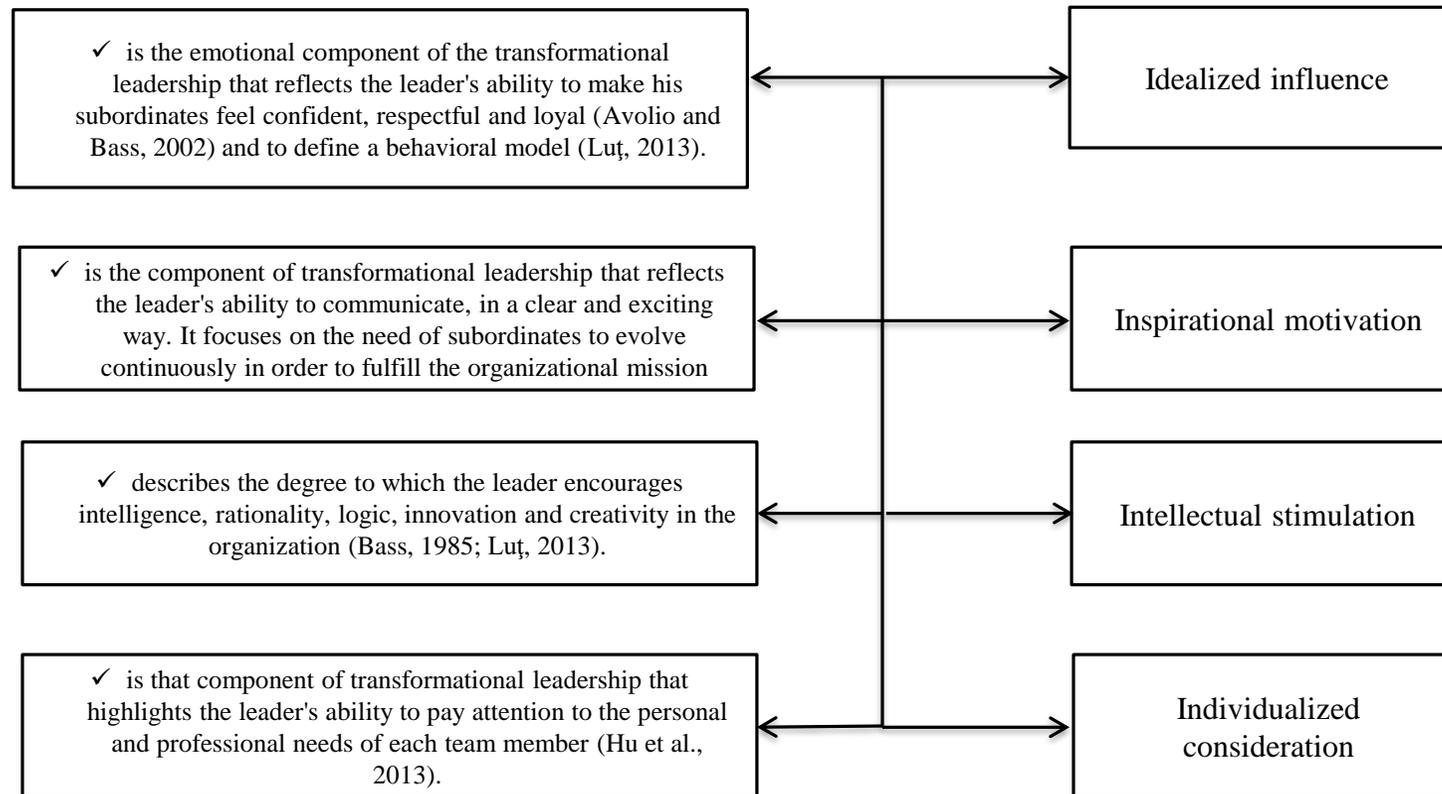
3. At the individual level:

- creating an environment in which subordinates can engage in creative endeavors to achieve their goals;
- focus on a vision and inspire subordinates to strive to achieve it in ways that positively impact their own purpose.

TRANSFORMATIONAL LEADERSHIP



Transformational leadership was defined as "the behavior of the leader who transforms and inspires subordinates to act and exceed their expectations while transcending personal interest in the good of the organization" (Avolio et al., 2009, p. 423).





PURPOSE

The purpose of the research is to determine the influence of a group of determining and significant factors such as education, experience and motivation at work, on the competences (characteristics) of transformational leadership.

Fundamental research hypothesis

The education, experience and motivation of managers influence the specific characteristics and components of transformational leadership.

The data used in this research was collected through qualitative and quantitative research methods such as documentary analysis and survey investigation using the questionnaire survey.



METHODOLOGY

The Inventory of Motivational Sources was implemented in the first part, as it is a short questionnaire, of only 30 items.

The items of the questionnaire are based on a 5-point Likert scale, where 0 - will represent "never", and 4 - "frequently / always".

In the second part, items aimed at transformational leadership are taken from the Multifactorial Leadership Questionnaire (MLQ 5X-short).

The 20 items will be based on a 5-point Likert scale, where 0 - will represent "never", and 4 - "frequently / always". The last part of the questionnaire includes demographic questions as well as items that determine education and work experience.



HYPOTHESIS

H1: Leaders with a high level of education adopt a transformational leadership style.

H2: There is a positive correlation between endogenous motivation and transformational leadership style.

H3: There is a positive correlation between the components of exogenous motivation and the transformational leadership style.

H4: Leaders with high professional experience in the same field as their graduate specialization adopt a transformational leadership style.

H5: Leaders with a high level of professional experience in the same field as their graduate specialization, achieve higher values for each component of the transformational leadership style.

DEFINING THE TARGET POPULATION



The target population:

- 1) includes managers from all hierarchical levels;
- 2) from organizations in the professional, scientific and technical services sector and retail (LT involves frequent interaction between employees, the problems to be solved are unstructured and require creative solutions and creating a common vision is vital);
- 3) the population refers to the Romania (in the specialty literature, a relatively small number of studies have been found analyzing leadership in general and LT in particular);
- 4) respondents who have a valid e-mail address.

DESCRIPTIVE ANALYSIS



206 respondents - 62% men and 38% women

6% high school graduates and the rest higher education graduates
(Bachelor's degree 37%, Master's degree 46%, PhD 11%);

80% of the respondents are from urban areas and 20% are from rural areas;

41% of the respondents have more than 10 years of work experience;

32% of the respondents have managerial experience more than 10 years,
19% have managerial experience between 5 and 10 years,

professional experience in other fields over 10 years has 29% of the respondents and under 1 year a percentage of 25%.



RESEARCH RESULTS

Table no.. Results regarding hypotheses - centralizer

Nr. crt.	Hypotheses	Test result
1.	H1: Leaders with a high level of education adopt a transformational leadership style.	Partially confirmed
2.	H2: There is a positive correlation between endogenous motivation and transformational leadership style.	Confirmed
3.	H3: There is a positive correlation between the components of exogenous motivation and the transformational leadership style..	Confirmed
4.	H4: Leaders with high professional experience in the same field as their graduate specialization adopt a transformational leadership style.	Confirmed
5.	H5: Leaders with a high level of professional experience in the same field as their graduate specialization, achieve higher values for each component of the transformational leadership style	Partially confirmed



CONCLUSIONS

- The purpose and objectives of the research were achieved - we did this with the help of hypotheses;
- The generic conceptual model proposed and tested which measures the components that contribute to the training of LT skills has confirmed its validity in the regional context;
- There are direct and significant relationships between the proposed independent variables, namely education, experience, work motivation and LT;
- There are sufficient logical arguments and empirical evidence to explain and evaluate LT skills training.

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