TRANSFORMATIONAL LEADERSHIP STYLE OF MANAGEMENT AND ISSUES OF ITS EFFECTIVE USE.

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Abstract: The article provides an in-depth analysis of the transformational leadership style, which is widely used in modern management, and its impact on management effectiveness. The theoretical foundations of transformational leadership, its structural elements, and forms of application in management practice are highlighted. The author has studied in detail the factors affecting the effective use of the transformational style by managers, in particular, the personal qualities of the leader, organizational culture, and issues related to employee motivation. The article presents the impact of this leadership style on the development of the enterprise, its importance in increasing employee efficiency, and practical recommendations for solving current problems.

Keywords: transformational leadership, management, management effectiveness, organizational culture, motivation, leadership, management styles, personal characteristics of the leader, employee efficiency.

Today, the economy and management systems operate in a constantly changing environment. This requires leaders to use new, effective and innovative management methods. The transformational leadership style arose precisely on the basis of such requirements, motivating employees not only to perform current tasks, but also to achieve future goals. Transformational leadership significantly improves the effectiveness of the organization by establishing effective communication with employees, increasing their potential and developing organizational culture. At the same time, in order to increase the effectiveness of this leadership style, it is necessary to pay special attention to the personality of the leader, organizational culture and motivational factors of employees. This article provides a broad scientific coverage of the role of transformational leadership in management effectiveness, its application and practical aspects. Leadership models allow organizations to achieve their current goals by supporting employees and ensuring that they have the necessary tools for their effective work, and by involving employees in the process. Without leadership, the probability of success is lower and the risk of making mistakes is very high. Among them, leadership plays a key role in supporting people to achieve their goals and creating, communicating, and changing culture. Since the essence of leadership is power, the art of empowering others to achieve greater social engagement can be considered leadership. In today's global economy, where organizations are faced with a changing environment, managers face difficult challenges.

There is a close relationship between leadership and organizational performance. Good leadership is a solid foundation for management development and competitive advantage. Leadership styles help organizations achieve current goals more effectively by

linking performance with meaningful motivation and enabling employees to take advantage of their needs for performance. Without a leader, mistakes are more likely to occur and the chances of success are smaller. Thus, leadership, along with support and motivation, plays a necessary role in creating, developing, and changing organizational culture, and encouraging support brings people together to achieve common goals.

In today's changing and increasingly competitive world, achieving results requires a modern leadership style. Leaders in the past managed complex organizations, but today's world is relatively stable and unpredictable. In today's world, where organizations are adapting to a rapidly changing environment, leaders are facing new realities. Mobile workers who can work in flexible contexts and adapt to real-time conditions are becoming essential for organizations. What is needed now is a change agent and a leader who can attract, act as a center, focus on himself, and enable people and organizations to be flexible and present. Positive change occurs when leaders are able to choose and use leadership styles that are appropriate for the goals of their organization.

Transformational leadership is a key concept in organizational psychology and management, first conceptualized by Burns (1978) and developed by Bass and Avolio (2004). It is widely recognized for its ability to inspire and motivate employees to put their personal interests above their own for the sake of the organization's goals. This style emphasizes instilling a sense of pride among team members and encouraging innovation.

The importance of transformational leadership:

1. Motivation: Transformational leaders motivate and inspire employees to go beyond their personal interests for the benefit of the group and the organization. They emphasize an optimistic and confident approach to employee tasks and goals.

2. Innovation: Transformational leaders challenge traditional assumptions and encourage creativity and innovation. They act as change agents who manage unpredictable situations in the workplace and encourage new perspectives.

3. Organizational culture: Transformational leaders shape and manage the culture and goals of the organization. They create a set of shared values and norms that foster unity and commitment among team members.

4. Performance Management: Transformational leadership emphasizes setting clear goals and expectations that help maintain order and efficiency within the organization. Leaders focus on achieving results by developing relationships with employees.

5. Fulfilling Basic Needs: Transformational leaders address the needs of lower-level employees by motivating them for results. This creates a stable work environment and ensures that basic needs are met.

6. Administrative Focus: Transformational leadership prioritizes administrative tasks and satisfying basic needs, which ensures the smooth functioning of the organizational structure. Leaders focus on task completion and maintaining order rather than personal development.

Types of Transformational Leadership:

1. Idealized Influence: Transformational leaders serve as role models with commendable qualities and a clear value system, inspiring their followers to emulate their behavior. This component enhances the leader's ability to influence through charisma and personal example.

2. Inspirational Motivation: Transformational leaders promote an attractive attitude that inspires optimism and action among their followers. They articulate goals in a way that evokes a sense of shared purpose and human spirituality.

3. Intellectual Stimulation: Transformational leaders challenge traditional assumptions and encourage creativity and innovation. They encourage employees to think critically and explore new perspectives.

4. Individualized Reflection: Transformational leaders recognize and strive to meet the individual needs of each employee. They act as coaches who support personal growth and goal achievement.

Transformational leadership plays a key role in achieving organizational success by fostering motivation, innovation, and a positive organizational culture. Its various components work together to empower both leaders and employees to achieve greater collective results than they could individually, making it a valuable approach in modern leadership contexts.

The question arises as to how transformational leadership differs from transactional leadership. Transactional leadership differs from transformational leadership in that it focuses on the law of "what works, what dies" rather than inspiring and motivating employees to a shared vision. While transformational leaders emphasize personal development, innovation, and a shared sense of purpose, transactional leaders focus on achieving immediate goals and maintaining order through rewards and punishments.

Bass (1985) studies transformational and transactional leadership separately, systematizes them, and emphasizes their complementary nature.

While transformational leadership inspires employees to prioritize the interests of the team over personal interests, transactional leadership ensures the achievement of organizational goals through the communication system and relationships created with employees. Studies have shown a positive relationship between both styles and favorable organizational outcomes in various situations.

So, let's highlight the advantages and effective results of choosing leadership styles:

1. Formation of communication skills and employee satisfaction: Leadership styles and communication skills, regardless of gender differences, have a significant impact on employee satisfaction.

2. Increasing the role of leadership in organizational integration: Effective leadership is essential in aligning employee aspirations with organizational goals and requires direction, control, and motivation, all of which are reinforced through effective communication.

3. Building effective communication in leadership, creating positive relationships between leaders and employees: Leadership is inherently about communication,

influencing perceptions of the leader's charisma and building trust, thereby increasing satisfaction with the communication between leaders and employees.

4. Building task- and relationship-oriented leadership behaviors: Leaders are evaluated by employees based on their efforts to complete tasks and build relationships, and when both aspects are managed effectively, acceptable results are achieved.

5. Creating mutual understanding: Communication serves many organizational functions, such as coordination, information sharing, building trust, and decision-making, which highlights the need for leaders to understand and adapt to different communication styles.

6. Development of communication skills competence: Effective communicators have the ability to convey understandable, accepted and relevant messages, which requires a combination of knowledge, motivation, skills, behavior and effectiveness.

7. Emergence of the motivating "factor": The use of the motivating factor by leaders significantly increases the attitude, job satisfaction, efficiency and acceptance of innovations by employees, which includes the instructive, empathetic and expressive factor.

8. Goal setting and implementation: The hypotheses confirming the positive impact of communication skills of leaders and task-oriented, relationship-oriented leadership styles on employee satisfaction were confirmed, which showed their significant impact on employee attitude and satisfaction.

In conclusion, the results of many studies have highlighted the important role of communication skills, task-oriented and relationship-oriented leadership styles in employee satisfaction and the development of constructive, communicative relationships between managers and employees.

Transactional and transformational leadership styles have attracted the attention of many researchers in recent times. Some believe that they are the same, while others consider them to be different. This study focuses on the difference between transformational and transactional leadership based on evidence from the literature.

Leadership is one of the most important aspects of management. This is because leadership is a key factor that contributes greatly to the overall well-being of organizations and countries.

Organizations such as General Electric and Chrysler emerged from the brink of bankruptcy to become two of the most profitable organizations in the world thanks to the effective leadership of Jack Wyelch and Lee Iacocca. Countries such as the United States, Great Britain, France and India are among the most prominent countries in the world today due to their effective leadership styles.

Several theories exist and are still being advanced to explain leadership effectiveness. Two of the most popular theories of leadership are transformational and transactional leadership theories. Since the late 1980s, theories of transformational and transactional (charismatic) leadership have gained momentum. The main directions, principles, and laws of transformational leadership have been proposed by several theorists, including Bass.

Although most authors agree that transactional and transformational leadership differ in concept and practice, many authors believe that transformational leadership significantly enhances transactional leadership, which, as a result, leads to higher levels of individual, group, and organizational performance. Other researchers believe that transactional leadership is a subset of transformational leadership.

Thus, a transformational leader is a person who motivates and inspires (changes) employees to achieve high results.

-it focuses on the care and development needs of individual employees;

-they change employees' awareness of problems by helping them look at old problems in a new way;

-and they can motivate, excite, and inspire employees to put in extra effort to achieve group goals. Transformational leadership theory is leadership that creates positive changes in employees, in which they care about each other's interests and focus on the interests of the group as a whole. The concept of transformational leadership was first described in 1978 by James McGregor Burns in a descriptive study of political leaders, but its application was further modified by B.M. Bass and J.B. Avalio in organizational psychology and management.

Transformational leadership increases employee motivation, morale, and performance through a variety of mechanisms. These include linking an employee's identity and self-awareness to the collective identity of the organization, inspiring and engaging employees by providing role models, encouraging employees to take ownership of their work, and understanding employees' strengths and weaknesses, which can help align employees with tasks that will increase their effectiveness.

We propose four components of a transformational leadership style:

1) Charisma or idealized influence: the degree to which a leader acts in a way that is admirable and demonstrates their beliefs, and positions their followers to identify with a leader who has a clear set of values and who is a role model for them.

2) Inspirational motivation: the degree to which a leader expresses his or her vision, inspiring employees with a sense of purpose for future goals, and providing meaning for current tasks.

3) Intellectual stimulation: the degree to which a leader challenges expectations, the degree to which employees are encouraged to be creative - creating a basis for employees to see how they relate to them, creating a sense of being able to creatively overcome any obstacles on the way to the goal.

4) Personal and individual attention: the degree to which a leader meets the needs of each employee and acts as a coach, respecting and appreciating the individual's contribution to the team. This satisfies and strengthens the needs of each team member for self-understanding, self-esteem, thereby inspiring employees to further achievements.

There are also weaknesses of transformational leadership.

Yukl identified seven main weaknesses of transformational leadership. First, the possible uncertainty underlying its effects and processes. The theory cannot explain the

variables that interact between transformational leadership and positive work results. The theory would be stronger if the underlying processes of influence were more clearly articulated and used to explain how each type of behavior affects the mediating variable and each type of outcome.

Second, the theory is overly focused on secondary-level leadership instrumental principles. The primary interest is in explaining the direct effects of leaders on individual employees, rather than their effects on group or organizational processes.

Examples of relevant group-level processes include:

1) how well the work is organized to utilize personnel and resources;

2) how well the interrelated group activities are coordinated;

3) the degree of agreement on goals and priorities;

4) mutual trust and cooperation among members;

5) the degree to which the member identifies with the group;

6) the members' confidence in the group's ability to achieve its goals;

7) the acquisition and effective use of resources;

8) coordination with other organizational systems and external factors. Transformational leadership theories do not provide much detail on how leaders influence these group processes. Most theories of transformational leadership also pay insufficient attention to organizational processes. Leadership is seen as a key determinant of organizational effectiveness, but the impact of leader behavior on the organizational processes that ultimately determine effectiveness is rarely described in detail. Transformational leadership theories would benefit from a more detailed description of the leader's influence on group and organizational processes.

Third, the theoretical basis for distinguishing behaviors is not clearly explained. The high correlation between partially overlapping content and transformational behaviors raises doubts about their construct validity. For example, intellectual stimulation operationally leads a follower to question traditional beliefs, look at problems from a different perspective, and find innovative solutions to problems. The content is varied and ambiguous. There is no clear description of what a leader actually says or does to influence cognitive processes or the behavior of followers.

Fourth, empirical evidence has revealed that several transformational behaviors are missing from the original transformational leadership theory. Some of these include inspiring (increasing the meaning of the work), developing (increasing the skills and self-confidence of employees), and empowering (giving employees a meaningful role and autonomy).

Fifth, the situational variables in transformational leadership are not sufficiently specified. A central assumption of transformational leadership theory is that the basic leadership processes and outcomes are the same in all situations. Bass proposed that transformational leadership is beneficial to both employees and organizations regardless of the situation. Research has shown that situational factors can affect the employees and work outcomes of transformational leadership. The following situational variables have been

proposed as moderators of the relationship between transformational leadership and employees: environmental sustainability, organic structure, entrepreneurial culture, and dominance of techniques and technology.

Sixth, the theory does not clearly define every situation in which transformational leadership is harmful. Several studies have shown that transformational leadership can have detrimental effects on both employees and the organization. Transformational leadership is believed to benefit top management, owners, and executives. Employees may become so emotionally involved with their work over time that they become stressed. Leaders who have a strong identification with their unit and its goals can improve employee motivation, but can also create excessive competition between different parts of the organization. When cross-functional collaboration is required to achieve organizational goals, the result can be reduced organizational performance. The possibility that transformational leadership can have negative consequences should be investigated with research methods designed to detect such effects.

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