

TRANSFORMATIONAL LEADERSHIP ROLES IN THE DEVELOPMENT OF MOTIVATION IN ASPECTS OF GOOD GOVERNANCE

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Abstract

In the present paper the relevant object of scientific research that is analysed is the motivation aspect of transformational leadership in good government. Continuous flow changes in the environment surrounding organizations imply the problem of the necessity to have a transformational leader of the organization who is able to cause a change in any area of the organization and influence subordinates, forcing them to change. In the present study the results of the research showed that transformational leadership is a key aspect of the motivational aspect that exists in all traits of a leader, which serves the followers as an acceptable management tool that motivates them to change and to achieve the highest performance. Good governance is facing changes, so the transformational leadership implementation problem is very relevant today.

Keywords: transformational leadership, transformational leadership traits, motivation, good governance.

Introduction

Change is necessary, but change is also dangerous, capable of destroying relationships, trust, and productivity in public administration. Researchers either do not differentiate charismatic from transformational leadership, or see charisma as a component of transformational leadership. Transformational leadership is a fundamental difference in the classical management of the organization which lies in the fact that the leader has a vision for the future and plans actions and is not focused on the tasks and relationships.

The definition of "transformational leadership" was introduced by Bass (1988). The role of the transformational leader is at present particularly relevant, due to the constant changes taking place both in organizations and in society, so that this type of leader is able to lead to changes in any of the activities of the organization, and at the same time change the subordinates. According to Bass (1988), leadership development is a process of transformation that entails a progressive reorganization, ending with the highest level of development. One of the primary goals of transformational leadership is to develop followers of self-confidence and a desire for self-development. Transformational leadership shifts the focus from external to internal controls. In the foreground is the

personal growth and development of the employees in the internal sense of self-efficacy.

The transformational leader understands the need for organizational change, to create a certain ideal, get people to reach this ideal, create an organizational culture so that it supports the changes and watched for signals, alerting the need for new changes. The means of transformational leadership are rhetorical (communication) skills that create the image of a strong and self-confident person, awakening in people the confidence and becoming the epitome of leadership. Let the leader can establish a personal relationship with all of his subordinates, but it seems that such a relationship exists.

In many countries local authorities are faced with challenges and issues, such as infrastructure failure, limited budget, an aging population, and public services efficiency (Raipa, Giedraitytė, 2012). The analysis in Lithuania conducted by Woolfson indicated that Lithuanian citizens have little experience to be heard both in the workplace and the public space (Woolfson, 2011). Municipalities must encourage civic participation, but in fact it supports a facade in which citizens do not excessively interfere in the affairs of municipalities (Rybnikova, 2012).

In the publications of Lithuanian and foreign researchers, the concept of leadership is investigated from a good governance viewpoint (Saparniene, 2010; Liukineviciene, Norkute, 2011; Raipa, Giedratyte, 2012, Savareikiene, 2012), and a concept of transformational leadership (Bass, 1988, Covey, 2006), Ballou, 2012).

Despite a great interest in the explanations of transformational leadership in researchers' publications, there is an insufficient analysis of the motivational aspect in the transformational leadership. As in many countries, good governance becomes a driver for public management development and enables the motivation to focus on potential long-term objectives, which enable not only the implementation of good governance, but also improve the quality of life for the local and state. The article is dissociated from

the transactional leadership analysis and comparison with transformational leadership and is oriented to a transformational leadership motivation role in good governance. **The problem of the research** might be defined by the following questions:

1. How can good governance be strengthened by transformational leadership?
2. How can motivation be developed by transformational leadership?

The aim of the research is to establish a transformational leadership characteristic and to identify motivation aspects in all transformational leadership traits in order to strengthen good governance.

The objectives are:

1. To analyze transformational leadership possibilities in public administration to strengthen good governance;
2. To identify the main traits of transformational leadership;
3. To analyze the sort of motivation in the process of transformational leadership;

The methods of the research are: scientific literature analysis, synthesis, abstraction, and comparison.

The results of the research. The results of this analysis showed that the different types of motivation was founded in transformational leadership. It supposed followers in adaptation process at the time of changes. Self-government faces numerous changes, but it is necessary to accept the challenges of transformational leadership which influences the outcome of good governance.

Theoretical and methodological basis of the research

This article was produced based on the academic literature on transformational leadership, motivation and good governance by both Lithuanian and foreign authors. Furthermore, it will present the benefits of transformational leadership in the good government and indicate how it is relevant to follower motivation. The methods of the research are the analysis, synthesis, abstraction, and comparison of scientific literature.

Good governance and leadership

The concept of good governance and the concept of leadership has been analysed with emphasis on its nature. Governance was created out from the word govern, which means: to rule a country, to control or direct the public affair of a city, to control or influence something or someone and to determine something; so governance is the activity or manner of governing. However, leadership was also created from the word leader, which means someone who shows people the way to follow, especially by going in the front, to hold and guide someone or a group of people to a particular

direction. Having recognized both words, it is obvious that they are pointing at the same thing, and that is direction and leading. This means that in leadership and governance, the followers look up to the leader, hold him in esteem, and trust him because he is the eyes with which they see. Of utmost importance in the qualities of governance and leadership is passion. Passion is the bearing of good governance and leadership, and without it, leadership is baseless because a good leader must see him or herself as a servant, be always close to his or her followers, give solution to their problems and always guide them well.

The concepts of leadership and governance encompass strategic direction, plans and policies, effective oversight, regulation, motivation, and partnerships. The concept of good governance is derived from the concept of good administration, primarily understood as a professional and ethical mannered excellent public servant, which can only be sufficiently motivating staff of the organization. Weiss states that good governance is an ideal which is difficult to achieve in its totality (Weiss, 2010).

Barcevicus (2008, p. 85-120) defined good governance in the context of sharing information, that good governance is such where information is exchanged inside the organization or among the organizations, cooperation is carried out while coordinating and making decisions, citizens are stimulated to participate in the processes of public governance and governance is considered from a general perspective of public interest (not from departmental perspective), and new decisions are sought that would stimulate citizens' confidence in government.

Saparniene emphasises the democratic aspect of good governance, that good governance is governance supported by democratic principles to which justice, efficiency, accountability and transparency as well as a clear interaction of government, society, private sector and non-government organizations are characteristic (Saparniene, 2010, p. 117-129).

According to Noble, twenty-first century mainstream culture is infatuated with the idea and the practice of leadership. It is common wisdom that behind every leader is a team that executes the vision and many followers who support the leader's work, if talking about the accountability mechanisms that make sure the leadership is on the right course. Any leader and all teams, organizations and nations succeed in the long run because of the strategic support and expert oversight they receive that keep them and their organizations on the right path. Governance, which includes boards, monitoring systems and signalized mechanisms like codes of conduct, ensures the success of leadership visions and organizational potential in the long run. (Noble, 2012).

Northouse (2009) notes that leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Defining leadership as an influence process means that is not a trait nor an ability that resides in the leader, but rather an interactive event that occurs between the leaders and followers. It is important to note the fact that leadership probably includes many dimensions: traits and ability, skill and behaviour, relationship and process. In considering these various definitions of leadership, it is quite possible to conclude that conceptualizing leadership is important because the vision about leadership will strongly influence the practice of leadership.

Behind every successful leader lies a capable team and many followers, and behind all good leadership is good governance. Not investing in good governance structures is a sure way to undermine your leadership and lose your followers. Infatuation often involves some mystery; it is often unknown why someone is attracted to something or someone, but they are. Often, it is because there is something beyond sight that is creating the illusion. With good leadership, it is often good governance (Noble, 2012).

Organizational development in the context of good governance allows the governments to align their workforce with their goal. It enables governments to have the right number of people with the right skills at the right place (Savareikiene20120).

According to Saparniene (Local government... 2012) municipal assets are managed, used and disposed of by municipal councils in accordance with the Law on Local self-Government, in performing the functions of the owner of assets, so that good leadership is becoming a necessity in managing those assets.

Transformational Leadership as a motivator of activity results

Successful organizations are different from others because they have a more dynamic and effective leadership. The nature of leadership can be better understood when compared with management. Be a manager and a leader in the organization – it is not the same thing, because a manager in working on building a relationship with subordinates first of all uses and relies on hierarchical power, whereas leadership is based more on the process of social influence, rather than the interaction of the organization. This process is much more complex, requiring a high level of interdependence of the participants. In contrast to the actual management, leadership requires followers in the organization, not subordinates. Leadership is managing relationships between the leader and followers based on an effective combination of the situation of different sources of power, aimed at encouraging people to achieve common goals.

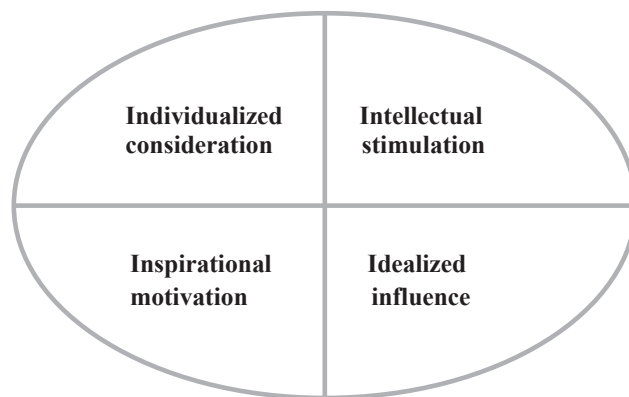


Fig.1. Transformational leadership model

Source: compiled by the author according to Bass, M. (1988). From Transactional to Transformational Leadership: Learning to Share the Vision. <<http://strandtheory.org/>>

Drucker and Bennis first summarized the difference between management and leadership: the essence of management is to do something right, and leadership - the right to choose what to do (Prokofjeva, 2006). It was a novel idea in management science. Covey (2006) emphasizes that the transformations taking place today in virtually every area and profession first requires clear leadership, and then control. High-performance management in the absence of effective leadership is like ordering an arrangement of chairs on the deck of the sinking Titanic.

Nicholls (1988) has pointed out that a fair amount of confusion has arisen in leadership research because there are three fundamentally different perspectives of leadership: Meta, Macro and Micro.

1. Meta leadership creates a 'movement' in a broad general direction (such as civil rights, home computers, or glasnost). Meta leadership "links individuals, through the leader's vision, to the environment. In doing so, it releases energy and creates enthusiastic followers."
2. In macro leadership, "the leader's role in creating a successful organization is fulfilled in two ways, path-finding and culture-building... Path-finding can be summed up as finding the way to a successful future. Culture-building can be viewed as drawing people into purposeful organization - one which is capable of traveling along the path that is found or of fully exploiting current opportunities...Macro leadership activity can influence individuals by linking them to the entity - be it the whole organization or just a division, department or group. The leader influences the individual by supplying the subordinates with answers to such questions as: what is this organization all about? Where do I fit in? How am I valued and

Table 1

Transformational leader traits and motivation

LEADER TRAITS	CONTENT	MOTIVATION
Individualized consideration	Leadership through the development of people. Leader gives to subordinates tasks that would develop their skills and strengthen their confidence. Employees in this case aspire to develop their professional skills and show initiative.	<ul style="list-style-type: none"> • Identification of the needs of individuals • Creation of the conditions for basic needs • Discovery of new motivation tools • Priority of non-financial motivation measures • Individual career plans
Intellectual stimulation	Leadership by promoting people's thinking. Ability to communicate and allow for expressing the title of an opinion. Stimulating the optimal solution for operational tasks.	<ul style="list-style-type: none"> • Focus on independence • Finding new ways of working • Creativity development • Involvement in problem-solving • Motivation for new ideas
Inspired motivation	Leadership by inspiring people. Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.	<ul style="list-style-type: none"> • Optimistic definition of the future • Understandable presentation of the vision • Foresight of priorities • Followers that meet expectation opportunities
Idealized influence (charisma)	Leadership based on charisma. Provides vision and a sense of mission, instills pride, gains respect and trust.	<ul style="list-style-type: none"> • Following the example of leadership • Perception of the organization's high goals • Meeting the needs of employee recognition

Source: compiled by the author of the article according to Bass, M. (1988). From Transactional to Transformational Leadership: Learning to Share the Vision. <<http://strandtheory.org/>>

judged? What is expected of me? Why should I commit myself? In the process, the leader creates committed members of the organization."

3. In contrast to both of these, Micro leadership "focuses on the choice of leadership style to create an efficient working atmosphere and obtain willing cooperation in getting the job done by adjusting one's style on the twin dimensions of task and relationship behavior. Choice of leadership style depends on the particular subordinates and the job/task being done, it is, thus, situational and contingent...the leader directs people in organizations in the accomplishment of a specific job or task. If the leadership style is correctly attuned, people perform willingly in an efficient working atmosphere" (Dilts, 1996).

A new approach to the role of leadership at different levels demonstrates the fact that their actions differ substantially depending on which level the leader depended. It helps to better understand the nature and role of leadership in the different organization.

Charismatic leadership theory does not reveal the behavior of the leader in the constantly changing environment, thus was born a new leadership approach,

called transformational leadership. Bennis and Nanus (1998) noticed that while leadership excellence has remained unchanged, the understanding of leadership operation and application was changed. Bass in 1985 proposed a broader and more refined model of transformational leadership, expanding Burns and House's ideas, arguing that transformational leadership should be applied to situations where the results are not positive (Northouse, 2009). The transformational leader looks less bright on the speaker's podium, most of all, he is introvert, but a personal energy comes from him that is transmitted to others and inspires them. Transformational leader tools are public speaking (communication) skills that create the image of a strong and self-confident person and awaken confidence in people. If the leader cannot establish personal relationships with all subordinates - they think that such a relationship exists. Transformational leaders can get from the people he leads more than a simple agreement: he or she is able to achieve better results by transforming the basic beliefs, values and needs of their subordinates. A transformational leader in contrast to the charismatic personality that draws its energy from other people, provides his own energy.

The transformational leader is the initiator of change, working within the framework of the four "i": an individualized consideration (leadership through the development of people), intellectual stimulation, inspired (inspirational) motivation and idealized influence (charisma) (Bass, 1988) (Fig.1).

Superior leadership performance - transformational leadership - occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and accept the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group. Transformational leaders inspire, energize, and intellectually stimulate their employees. Bass argues that through training, managers can learn the techniques and obtain the qualities they need to become transformational leaders (Bass, 1988). Liukineviciene and Norkute emphasize that transformational leaders strive so that their subordinates realize the most important tasks and priorities of the group in the organization. They want to arouse the enthusiasm of subordinates, encourage them to completely plunge into an activity, and reach so that the subordinates are interested in achievements, personal growth, and satisfaction (Liukineviciene, Norkute, 2011). The same opinion is shared by Zvirdauskas and he emphasizes for the transformational leadership motivational aspect, that the "transformational leader creates organisational culture that is favourable for changes and based on cooperation, seeks not to satisfy the expectations of employees, but to alter them, empowers and encourages improvement, persuades employees to rise above personal aims and interests, strengthens emotional ties with the followers, and motivates and involves them in implementation of visions and aims created by himself" (Zvirdauskas, 2007, p. 3).

The analysis of transformational leadership traits proposed by Bass (1988) allows for a clear presumption that leadership development is a process of transformation that entails a progressive reorganization, ending with the highest level of development. One of the primary goals of transformational leadership is to develop followers of self-confidence and a desire for self-development. The leader should identify strengths and weaknesses in their followers and set them tasks that can optimize their performance. Dilts (1996) emphasizes that vision without action is merely a dream, and action without vision a meaningless vanity. Transformational leaders are leaders who make their followers focus on their own higher-order needs, while increasing awareness of the importance of the results of their own labor and the new ways in which these results can be achieved.

Transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms and the transformational leader is

a role model for his follower (Table 1). Analysis of transformational leadership traits revealed the motivational leadership roles, and the motivation of followers today is one of the main instruments of government. Employee motivation enables to focus the potential for long-term objectives, which enables not only the implementation of good government, but also improves the quality of life at the local and state level.

Transformational leaders build strong leaders on teams that are motivated, focused and highly effective in setting and implementing powerful goals (Ballou, 2012). Morgan (2006) noticed that conscious and unconscious motivation continue to shape organizations and political and social landscape in deep and hidden ways. Transformational leader considers the relationship between the leader and followers as a business arrangement. The subordinate who does a good job receives a reward from the leader. The transformational leader is able to obtain from the people more than a simple agreement: he or she is able to achieve better results by transforming the basic beliefs, values and needs of their followers.

It is important to notice that many people do not aspire to power, but they become leaders even though power is not their value. Power is the only tool, a mechanism for obtaining various kinds of goods, and a means of achieving other goals: material (high income, prestige, lucrative communications privilege) or a spiritual-moral (achievement of higher goals - the responsibility for the common cause, possibility to care for the weak, the establishment of friendly relations in the team). In transformational leadership sometimes is used instrumental or commercial types of motivation, because the main value of some people is the size of earnings. Intangible value interests them very little and they constantly compare their income with similar posts and related professions and more often ask for a raise. It is well-known that a good specialist can effectively lure growth.

A new modern type of motivation is gaming motivation. The motivation can be a game - a person perceives process management as an exciting, addictive game. In this case, the motive becomes the leader of the actual content of management - addressing the complex and socially significant problems in the process of interaction and communication with people. Motivation determines the "program" action game and basically each person chooses their own way to motivate. Gaming motivation requires a mix of company policy with motivational tactics, along with an active participation by the management, and a conscious effort to reward the employees not only monetarily, but also with appreciation and recognition. The above-mentioned employee motivational games help in building healthy competition and sometimes

also act as parameters for employee performance appraisal. But this article ignores the broader discussion of this new type of motivation aspect.

In summary, transformational leadership acts as a motivator for activity results, and it should be noted that this type of leader is largely focused on the motivation of their followers, and it encourages them to improve their performance and accelerates the implementation of strategic goals.

The problem of transformational leadership implementation lies in the fact that local government does not provide the correct amount of this type of leaders, as sometimes it is related to the management of the political dimension.

Conclusions

If good governance is perceived as a systematic pursuit of a desired situation and the coordinated use of various resources, this transformation leadership is the best way to achieve this. Transformational leadership has established itself as one of the most productive ways towards a relationship between the leader and subordinates in the public administration sector. The degree of fundamental theoretical knowledge and experimental verification of the validity of the motivational tools of transformational leadership by Bass (1988) contributes to the development of the concept of transformational transactional leadership as undeniable. The transformational leader should not be in contrast to the transactional leadership which focuses on results, and the dominance of the functions of control by the leader should not be judged solely negatively. The problem of transformational leadership implementation lies in the fact that the local government does not provide the correct amount of this type of leaders, as sometimes it is related to the management of the political dimension.

Transformation is considered when leaders use as a means of motivation staging for subordinates non-trivial goals that interest personnel and which require nontrivial solutions. Often, the success is on the ability to find original solutions of atypical tasks in an irregular situation. At the same time, the ability to think creatively and act not according to the pattern of the elusive goal is both an effective mechanism for the validation of staff's own level of professionalism. With his variety of motivational expressions, the transformation leader punishes his followers for mistakes or bad behavior. The use of disciplinary methods as a means of influencing the performance of subordinates contributes to the development of a recent negative attitude to work coupled with the risk of making independent decisions. Transformational leadership gives an organization the opportunity to engage and involve employees in the change in

management of these directions: to achieve the desired business results, identify the actual employee morale and proper presentation of information about future changes in the organization, with their opportunities to participate in the process, formulate a paradigm change so that employees are aware of the necessity and inevitability, and develop and implement the most appropriate strategy. It is important to note that the motivation for modern management as the most important tool has a direct impact on organizational performance.

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Šavareikienė, D.

Transformacinės lyderystės vaidmuo ugdant motyvaciją gero valdymo aspektu

Santrauka

Straipsnyje analizuojamas aktualus teorinių ir praktinių tyrimų objektas – transformacinės lyderystės motyvacinis aspektas gero valdymo kontekste. Organizacijas supančioje aplinkoje vykstantys nuolatiniai pokyčiai suponuoja problemą – būtinybę turėti organizacijoje transformacinio tipo lyderį, kuris gebėtų sukelti pokyčius bet kurioje organizacijos srityje ir darytų poveikį savo pavaldiniams – priverstų juos keistis. Tyrimo tikslas – atskleisti transformacinės lyderystės esmę ir identifikuoti motyvacinius aspektus, analizuojant transformacinio lyderio bruožus. Kaip ir daugelyje šalių, geras valdymas tampa aktualia viešojo administravimo problema ir transformacinė lyderystė yra varomoji jėga, kai pasitelkus motyvaciją sutelkiamas dėmesys į ilgalaikius organizacijos tikslus, o tai ne tik sudaro sąlygas įgyvendinti gerą valdymą, bet ir gerina gyvenimo kokybę ir vietinių, ir šalies lygiu.

Daugelyje šalių vietos valdžios institucijos susiduria su iššūkiais ir problemomis, tokiais kaip infrastruktūros nepakankamumas, ribotas biudžetas, gyventojų senėjimas, viešųjų paslaugų veiksmingumas (Raipa, Giedraitytė, 2012). Woolfson Lietuvoje atlikta analizė atskleidė, kad Lietuvos piliečiai turi mažai galimybių išsakyti savo nuomonę arba būti išklausyti darbo vietoje, taip pat viešojoje erdvėje (Woolfson, 2011). Savivaldybės privalo skatinti piliečių dalyvavimą, bet tik sudaromas toks įvaizdis, realiai piliečiai nėra pernelyg skatinami kištis į savivaldybių reikalus (Rybnikova, 2012). Lietuvos ir užsienio mokslininkų publikacijose lyderystė nagrinėjama gero valdymo aspektu (Šaparnienė, 2010, Liukinevičienė Norkutė, 2011; Raipa, Giedraitytė, 2012, Šavareikienė, 2012), analizuojama transformacinės lyderystės koncepcija (Bass, 1988, Covey, 2006, Ballou, 2012). Nepaisant didelio susidomėjimo, aiškinant transformacinės lyderystės sampratą, dėl jos sudėtingumo ir nepakankamo praktinio taikymo pasigendama analizės motyvaciniu aspektu. Būtent ribotų išteklių panaudojimo kontekste atsiveria nauja galimybė stiprinti gerą valdymą vietos savivaldose ir tos galimybės raiška įmanoma per žmoniškųjų išteklių potencialo naudojimą motyvuojant pavaldinius. Geriausia tai įgyvendinti pasitelkiant transformacinio tipo lyderius.

Tyrimo rezultatai atskleidė, kad esminis transformacinio lyderio požūris yra motyvacinis aspektas, įžvelgiamas visuose jo bruožuose. Motyvacinis aspektas praktinėje veikloje tampa svarbiu valdymo instrumentu, kuris skatina sekėjus imtis pokyčių ir siekti aukštų veiklos rezultatų. Gero valdymo srityje kasdien susiduriama su pokyčiais, todėl

transformacinės lyderystės diegimo problema viešajame administravime nepaprastai aktuali.

Geras valdymas suvokiamas kaip sistemingas siekis įgyvendinti norimą situaciją, koordinuojant turimus išteklius, o transformacinė lyderystė yra geriausias būdas pasiekti šį tikslą. Transformacinė lyderystė įsitvirtino kaip vienas iš produktyviausių būdų, formuojant tarpusavio pasitikėjimo santykius tarp vadovo ir pavaldinių viešojo administravimo sektoriuje. Remdamasis pagrindinėmis teorinėmis žinioimis ir praktinių tyrimų rezultatais, Bass (1988) tvirtina, kad transformacinės lyderystės motyvaciniai įrankiai vystymosi procese keistų transakcinę lyderystę ir tokia plėtra teigiamai paveiktų organizacijų raidą. Transformacinis lyderis neturėtų būti supriešinamas su transakciniu lyderiu, kuris sutelkia dėmesį į rezultatus ir kontrolę, todėl šios lyderio funkcijos dominavimas neturėtų būti vertinamas tik neigiamai. Transformaciniai lyderiai pavaldinių motyvavimo priemonės naudoja ne menkaverčiams tikslams įgyvendinti, bet norėdami suinteresuoti juos dalyvauti priimant nestandartinius sprendimus, siekiant strateginių tikslų. Tokie lyderiai geba rasti savitų sprendimo būdų, netipinių išeičių, siekdami išspręsti uždavinius ir išeiti iš sudėtingos situacijos. Kartu gebėjimas kūrybiškai mąstyti ir veikti ne pagal taisykles siekiant tikslo yra efektyvus mechanizmas, darbuotojams padedantis padidinti profesionalumo lygį. Transformacinės lyderystės įgyvendinimo problema – kad savivaldos lygmeniu kartais sunku rasti reikiamą skaičių šio tipo lyderių, tai gali priklausyti nuo politinių savivaldos aspektų.

Nors yra plačių motyvacinių nuostatų, transformacinis lyderis baudžia savo sekėjus už klaidas ar netinkamą elgesį. Drausminių metodų, kaip pavaldiniams daromos įtakos mechanizmo, naudojimas mažina neigiamą požiūrį į darbą ir skatina priimti savarankiškus sprendimus. Transformacinė lyderystė suteikia organizacijai galimybę įtraukti darbuotojus į pokyčių valdymą siekiant ilgalaikių veiklos rezultatų; formuojant darbuotojų moralines savybes; aiškiai ir suprantamai pateikiant informaciją apie būsimus pokyčius organizacijoje, jų galimybes dalyvauti šiame procese; formuojant naujos valdymo paradigmos pokyčius, kad darbuotojai žinotų apie jų būtinybę ir neišvengiamumą, kuriant ir įgyvendinant naują strategiją. Svarbu pažymėti, kad motyvacija šiuolaikinėje vadyboje yra svarbiausias instrumentas, turintis tiesioginį poveikį organizacijos veiklos rezultatams.

Pagrindiniai žodžiai: transformacinis lyderis, transformacinio lyderio bruožai, motyvacija, geras valdymas.

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