Ministry of Education Republic of Azerbaijan

THE IMPACTS OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCE

Manaf Murselov

UNEC SABAH

Azerbaijan State University of Economics

May 2018

Acknowledgements

Firstly,I would like to thank my supervisor, a Cand. Of Econ., Assoc .Prof. Aida Aydin Guliyeva; Head of SABAH groups at Azerbaijan State University of Economics (UNEC) for her participation in the survey who succorted my work in this way and helped me get better results.

Most importantly, none of this could have intervened without the support of my family. In addition I would like to express my thankfulness to my friends for their stimulus and endurance.

ABSTRACT

In the study, the characteristics of the leaders with transformative characteristics were explained, which affected the organizational performance. Leadership features in different businesses have been examined for this, and the impact on performance has been highlighted. first the theoretical researches, and then the observation method. The results of the analysis revealed that there is a relationship between transformational leadership and organizational performance.

Key Words: Transformatıonal Leadershıp, Organızatıon Performance.

Contents

ABSTRACT 3

1.INTRODUCTION 5

2.LITERATURE REVIEW 7

2.1. How to define transformational leadership 8

2.2. Theories of transformational leadership 13

2.3. Strengths of transformational leadrship 23

2.4. Weaknesses of transformational leadrship 25

2.5. Transformational leadrship and organizational performance 29

3. METHODOLOGY 33

4. FINDINGS AND DISCUSSIONS 41

5. CONCLUSION 47

6. LITERATURE 50

1. INTRODUCTION

The problem of the individual in politics is one of "eternal". It evokes constant interest among philosophers and historians, writers and moralists, religious thinkers and psychologists. Most political scientists now recognize the need to investigate the personal factor in the course of the political process. The personal factor of the political process is one of the most difficult for scientific analysis and, simultaneously, significant for the development of the political system.

The real effect of many stable and formalized political institutions, such as the electoral system, the system of separation of powers, the party model, directly depends on the subjective aspects of human political behavior. The urgency of this work is determined by the need to identify new approaches to the study of the phenomenon of leadership at the present stage of development of the political system, when the institutional structure of society is undergoing a break-up, and many facts and trends in public life can not be explained by the structural and institutional interdependencies that existed before.

The aim of the work is to study modern approaches to the phenomenon of leadership. The tasks are the identification of theoretical foundations for the creation of an integrated approach to the study of the phenomenon of personality, the consideration of the

basic concepts in leadership. The subject of the research is the theory and concept of approaches to the phenomenon of leadership. The object of research is the phenomenon of leadership.

The relevance is that the leader possessing the authority and leadership qualities of the organization's leader, contributes to the prosperity of the organization, rallying together like-minded people.

Subject: power and leadership in the organization.

Purpose: to study the characteristics of power and leadership in social organization.

Tasks:

- Disclosure of the concept of power and leadership in the organization;
- Study of the basic theories and the importance of leadership in the organization;
- Study of the basis and sources of power in the organization

2.LITERATURE REVIEW

The unique socio-psychological resources of innovative leadership that distinguish the managers of an enterprise focused on innovation are the high levels of the transformational style of leadership and self-evaluation of leadership effectiveness, the management culture of dignity, the socially-role identity of the "rescuer in crisis".

The general socio-psychological resources of innovative leadership that distinguish enterprise managers focused on innovative and modernizing transformations are expressed attitudes of strategic management (mobile, consolidated), tolerant attitude toward creative personnel, personnel evaluation on the existential grounds "freedom - domination", social role the identity of the "Creaser".

The philosophical level of the research methodology was presented by postmodern methodological principles of sustainable development by VI Danilov Danilyan and G. Atkinson. The general scientific level of the research methodology was presented by systemic and synergetic approaches of literary authors like AG Asmolov, VA Bogdanov, EN Knyazeva, IR Prigozhin, SP Kurdyumov. A particular level of methodology was represented by the socio-psychological concept of personality of Petrovsky; the concept of transformational and transactional leadership by Burns, B. Bass, J. Hunt, B.J. Avolio; the system approach to innovative leadership by Gryazevoy-Dobshinskaya; the concept of sociocultural space

organization by Yu.D. Krasovskii and the cultural and historical concept by A.G. Asmolov.

The methodology for diagnosing leadership styles named "Multifactor questionnaire of leadership" was diagnosed by B. Bass and B.J. Avolio as a transformational leadership style, a transactional leadership style, a self-evaluation of leadership effectiveness.

The methodology of management culture of managers named "CRAB" was diagnosed by Yu.D. Krasovskiy as managerial attitudes toward personnel: subject (innovation, humanization, democratic, mobilization) and object (bureaucratic, technocratic, autocratic, conflict).

Technique of managerial culture of managers named "RAKURS" was diagnosed by Yu.D. Krasovskiy as the culture of strategy management: mobile, command, consolidation, pyramidal, cooperative and paternalistic, confrontational, and rating.

Methodology of research named "Role relationships of social subjects to creative personality" was diagnosed by V.G. Gryazevoy-Dobshinskaya, N.Yu. Bakunchik, V.A. Glukhovoy, A.S. Maltseva in order to reveal the socio-cultural and socially-role identity of the subjects of government; attitude towards the creators (tolerant and intolerant); system of value-semantic assessments of employees; general cultural and individual-specific semantics of images of creative people.

2.1. How to define transformational leadership

The business leader considers the relationship between the leader and the people following him as a business agreement. The subordinate, who does a good job, gets a reward from the leader. The

transformational leader succeeds in getting more people from the people he leads than a simple agreement: he or she is able to achieve better results by transforming the fundamental beliefs, values and needs of his subordinates (Chu and Lai, 2011: 40).

The transformational leader understands the need for organizational change, creates an ideal, strives for people to be faithful to this ideal, shapes the organizational culture in such a way that it supports changes, and monitors the emergence of signals warning of the need for new changes. The means of a transformational leader are oratorical (communicative) skills that create the image of a strong and confident person, awaken people's trust and are the embodiment of leadership. Let the leader can not establish personal relationships with all subordinates - they believe that such relations exist (De Jong and Bruch, 2013: 8)

Socio-psychological characteristics, defined as barriers to innovative leadership that distinguish managers of an enterprise with a fragmented modernization, minimally oriented toward changes, are: a management culture of utility, an intolerant attitude to creative personnel, and a relation to the role of the "creator" as a low-status one.

Integration of the intra -individual and metindividual levels of socio-psychological characteristics, including the interconnection of the transformational leadership style with innovative and bureaucratic managerial orientations, is a resource of innovative leadership of enterprise managers focused on innovative and modernization transformations.

The structure of the complex of socio-psychological resources of innovative leadership of enterprise managers focused on innovation activity is distinguished by a unique factor that includes components

of the leadership style (transformational leadership style, self-assessment of leadership effectiveness) and management culture in terms of personnel and management culture (humanistic management orientation, management), showing the relationship of leadership, based on the inspiration of employees tailored to their individual and management culture, aimed at uniting and recognizing the absolute value of the employees designated as "design innovation in the context of humanistic choice."

The structure of the complex of socio-psychological resources of innovative leadership of enterprise managers focused on modernization activity is distinguished by a factor that includes indicators of the culture of strategic management (consolidation, rating, command, confrontational, paternalistic, cooperative management cultures), united by a focus on efficiency through internal interaction of employees, and designated as a "synergy strategy".

The essence and content of the leadership phenomenon of managers providing innovative activity are revealed through various terminology. In organizational psychology and management psychology, semantically close terms are innovative leadership, transformational leadership, charismatic and reformist leadership, transforming leadership, leadership change and entrepreneurial leadership style. The content of these terms include abilities, personality traits, behavioral strategies, a functional area, ways to integrate managerial behavior into organizational culture, a multi-level managerial activity system that determines effectiveness in creating and promoting innovation. Common in the definitions, denoting effective leadership in innovation, is the focus on change, the vision of

a bright non-trivial goal, the creation of emotional experiences associated with its achievement.

The most common term used to analyze the effectiveness of managers in innovation is the term of transformational leadership introduced by D.M. Burns, originally in which stood out the revolutionary, heroic, reformatory, intellectual options. The content of the term transformational leadership includes a set of capabilities demonstrated by individual political leaders who successfully initiated social change. It is noted that the transformational leader creates a coalition of followers to achieve higher, supra-individual goals, thereby increasing their ethical expectations, provoking to rise to a higher motivational level, beyond personal self-realization.

For organizational psychology, the concept of transformational leadership was adapted by B.M. Bass (B.M. Bass). The author identified the socio-psychological mechanisms underpinning transformational leadership, and studied the effects of his influence on employees. Such effects of influence include the emergence of a vision among followers of collective goals, the emergence of motivation to achieve them, the emergence of the opportunity to satisfy the need for self-actualization, the development of the interests of subordinates beyond self-actualization, and the stimulation to achieve collective goals. B.M. Bass and B.J. Avolio (B.J. Avolio) designated transformational leadership as the leadership of the new formation and defined the essence of transactional leadership based on interaction, as the leadership of the old formation. Researchers began to consider transformational and transactional leadership in a single model of leadership styles.

The model of transformational leadership contains four factors. The factor "idealized influence of the leader" (also used

"charismatic influence") reflects the ability to form in the followers of the image of the goal, through which there is an experience of ownership. The "inspiring motivation" factor reflects the ability to evoke in the followers a worker's enthusiasm and a desire to be part of the overall work process. The factor "intellectual stimulation" reflects the focus on supporting followers in developing their intellectual and creative competencies, in their propensity to seek and offer innovations. The factor "individual approach" reflects the focus on the perception of each employee, taking into account its uniqueness, the construction of interaction and distribution of tasks taking into account personal characteristics. The common effect of the presence in the behavior of these factors is the willingness of followers to go beyond the standard expectations, to show intellectual and creative activity, to achieve extraordinary results.

The transactional leadership model also contains four factors. The first factor is "proportionate promotion for the agreed work" reflects the ability to fair evaluation and reward for achievements. The second factor "active management of exclusion from standards" reflects the focus on proactive monitoring of quality control and enforcement of instructions and rules. The factor "passive management by excluding deviation from standards" reflects the control of poor-quality work results at times when the situation requires intervention. The "leadership-non-interference" factor reflects the leader's ability and willingness to refuse to make decisions, giving responsibility to employees, relying on potential self-organization. Transactional leaders are characterized by setting a specific and measurable goal of the activity, accurate reporting to the followers of the expected results from their work, willingness to share positive and

negative feedback regarding compliance with standards and business processes.

2.2. Theories of transformational leadership

The leadership study identifies three main approaches - the theory of personality traits, the behavioral approach and the situational approach. Beginning in the 1920s, the followers of the theory of personal qualities tried to find out which characteristics of a person provide leadership. Developing this idea, the researchers believed that if these "special" qualities could be identified, people could learn to "educate" the leader in themselves. The theory of features comes from the provisions of German psychology of the late XIX - early XX century. and focuses on the innate qualities of the leader. Within the framework of the theory of features, concepts of transformational and charismatic leadership were developed. Transformational leadership is the process of achieving significant changes in the attitudes and perceptions of members of the organization and creating commitment to significant changes in the organization's goals and strategy. Transformational leadership presupposes giving the leader influence over subordinates, but the effect of this influence is the expansion of the powers of subordinates, who also become leaders in the process of transforming the organization (Smorthers at all, 2016: 478). With charismatic leadership, the focus is on a separate leader. Charismatic leadership is a leadership built on energy, charisma, the ability to inspire, lead. Although most researchers agree that charisma is a special gift and can not be learned, there are some aspects of charismatic leadership that everyone can apply in practice.

This is the use of personal power, dedication to the common cause, a clear vision of the future, the ability to take risks and act effectively in a situation of uncertainty. The leader, according to this theory, can only be a person who has a certain set of personal qualities or a set of certain psychological traits. Various authors tried to identify these characteristics or characteristics necessary for the leader. In American social psychology, these sets of traits were fixed especially carefully, since they were to be the basis for constructing test systems for selecting individuals-possible leaders. However, very quickly it became clear that the task of drawing up a list of such features is unresolved (Snell at all, 2013: 24). Unsuccessful attempts to define universal personal traits forced scientists in the early 1950s to look at the problem of leadership on the other hand. Now researchers were interested in the behavior of leaders in the organization: what roles they play, how they manage and interact with people. The behavioral approach is aimed at analyzing leadership in the context of leader-led behavior and highlighting the universal behavioral characteristics that ensure its success. Proponents of the behavioral approach suggest that leadership can be taught. Representatives of the behavioral approach to leadership research believe that the leader is a person who has the right form of behavior. As part of this approach, numerous studies of leadership styles have been carried out and their classifications have been developed. The most famous were the classifications of leadership styles by K. Levine, who described and explored autocratic, democratic and liberal leadership styles, and R. Likert, who distinguished the style of leadership, focused on the task, and the style of leadership, focused on people. The results of empirical studies indicate a lack of an unambiguous connection between the characteristics of leadership style and its effectiveness. Finally, the

adherents of the situational approach believe that leadership is the product of a specific situation (Thampas and Boon-itt, 2015: 107). The main idea of this approach is that an effective leader can assess the situation and adapt his behavior to it. The theory of features in this conceptual scheme is not completely discarded, but it is argued that basically leadership is the product of the situation. In different situations of group life, individual members of the group are selected who excel at least in some other capacity, but since this quality is necessary in this situation, the person who possesses it becomes the leader. Thus, the idea of the innate qualities was rejected, and instead the idea that the leader is better than others can actualize in a particular situation the inherent feature (the existence of which in principle is not denied by other persons) is adopted. Properties, traits or qualities of the leader turned out to be relative. Within the framework of this approach, four theories were developed: Fidler's situational model, the Mitchell and Haus approach, the "path-goal", the life-cycle theory of Hersey and Blanchard, and the decision-making model by the leader of Vroom-Yetton.

Common to all these theories is the recognition that leadership can not be understood in isolation from the characteristics of the group and the situation. Thus, at present leadership appears as a complex multifaceted phenomenon, determined by a number of factors. Apart from this discussion about the innate nature and the acquisition of leadership qualities, there are compensatory leadership theories that owe their origin to the psychodynamic paradigm (mostly to the followers of neo-Freudianism). The general idea of these theories is that leadership is seen as behavior that neutralizes or compensates for some painful experiences and intrapersonal contradictions. For example, among the driving motives of leadership are the desire for

power, which compensates for the sense of inferiority (A. Adler), the desire to control the situation, compensating for the anxiety associated with the frustrated need for security (K. Horney) (Tmal at all, 2015:88).

All the above-mentioned theories of leadership consider leadership as an internal phenomenon associated with the characteristics of the leader himself - whether innate or acquired. Along with these endogenous theories, there are other concepts - let us call them, respectively, exogenous theories - in which leadership is viewed solely as the result of the influence of external, social (and not personal) factors.

One of them is the theory of leadership as a function of the group. The founder of this theory J. Homans believes that each social group is a group of slaves who need a leader, and he defines a leader as a person who most fully reflects group values that can meet the needs and expectations of the group (Verissimo and Lacerda, 2015: 34).

The next step in understanding leadership is the theory of situational leadership. The founder of this theory R. Stogdill believed that a person becomes a leader not because of his special traits and the needs of members of the group, but because of the situation. Experimentally, he established that the same person in the same group becomes a leader in one situation and does not become in another. Some authors try to combine external factors (environmental factor, situation factor, etc.), creating a combined theory of leadership. For example, according to F. Fiedler, there are three main variables that are present in group processes and affect the effectiveness of the leader and group as a whole: the nature of the relationship between the leader and the members of the group, the degree of structuring of the

task, the positional power of the leader, determined by his authority (Zacher at all, 2014: 171) .

Neither exogenous nor endogenous could fully explain the nature of leadership. Absolutization of internal factors leads to the idea of a leader as a kind of "thing-in-itself" that exists independently of the environment and situation; on the contrary, the extreme "extinction" of the leadership phenomenon turns the leader into an "empty fiction" that is not grounded "from within". Therefore, many researchers are trying to create an integrative approach to leadership, which will summarize all the factors that initiate and support the process of leadership in the group. For example, the American sociologist and psychologist Douglas McGregor created a theory of interrelated factors; in which he singled out four main factors: the characteristics of the leader's personality, attitudes, needs, interests, personal characteristics of the slaves, the organization's characteristics, its structure, the nature of the tasks it solves, the political, economic, social environment.

In recent years, new theories in leadership have not just emerged, but the principle of leadership has changed: there has been a transition from group to dyadic understanding of it and from transactional to transformational. There was also a convergence of different approaches and theories. In this convergence of approaches one can see the progress of leadership: now it is not research ideologies that are important, but ideas (Larsson at all, 2015: 271).

Recently, the works of Russian scientists appear, touching upon the problems of leadership. The study of the problem of leadership is necessary to develop methods for effective leadership, selection and formation of leaders. The problems of leadership at the moment are quite acute, and therefore the study of the phenomenon of

leadership is of great importance. Let's turn to the analysis of the concepts of the leader's personality, as a result of which the existence of various approaches to the development of a theoretical model of the development of the individual and the effectiveness of the manager's managerial activities was established. At present, there are various approaches to the study of the personality of the leader (leader) (Shi at all, 2016: 107).

The collection approach is based on the following concepts. The manager should have special personal qualities that ensure the success of management activities. In addition, a list of these qualities can be defined for a particular post. Typical systems for evaluating managers, based on this approach, contain sets of professionally significant qualities. In the structure of the personality characteristics of the manager four sub-structures are distinguished: managerial abilities, political qualities, professional qualities, organizational qualities. This approach has its limitations. Representations about the personality of the leader as a set of qualities associated with the success of activity through weight coefficients, did not contribute to the analysis of its dynamic characteristics. The possibility of personal development was only established, and it was assumed that it occurs as a simple change in individual qualities, isolated properties. The abstractness of understanding the qualities of the leader, their inconsistency with these or other managerial situations, the subjectivism of isolating and understanding professionally important qualities, the lack of delimitation of common qualities from the specific qualities inherent in the leader as a person, were also a certain drawback (Bass, 1985, 12).

A competitive approach presupposes that managers have special, personal properties or a certain level of development of

common properties that distinguish them from other people. The search for these personal qualities is carried out by comparing a group of leaders and people not belonging to this category, successful and unsuccessful leaders of various levels of government. In the personality structure of the manager, administrative and organizational skills, moral and ethical characteristics, qualities of the mind, professional skills, social orientation, motivation are distinguished. In analyzing the structure of the personality qualities of the evaluator, special properties of the personality and their substructure are exposed, in the first place, because they are extremely important for the performance of management activities. A special structure includes those qualities that distinguish an effective leader from inefficient. Interpretation of the revealed differences can be associated with significant difficulties: the reasons for the differences can be both special selection and the formation of personal neoplasms, conditioned by the characteristics of the activity or the system environment, professional deformation. Therefore, instead of professional qualities, researchers can identify the features of the selection criteria for managers or the conditions for their formation (Keegan, Hartog, 2004, 609).

The partial approach is formed in the course of practical activities of psychologists and suggests correction of personal methods of orientation in the environment. Formation of the personality of the manager is indirectly associated with the development of individual operations and actions included in management activities, with the psycho-correction of the system of relations. At the same time, special attention is paid to researching the development of thinking and creating algorithms for solving management problems.

The engineering-psychological approach considers the leader as the person making the decision. In this approach, they limit themselves to studying the psychological processes of processing by the head of information and its individual characteristics, manifested in management activities.

The reflexive-value approach examines the personality of the leader through the formation of his reflective-value management concept. The manager's ability to integrate is manifested in the formation, comprehension and self-correction of his own managerial concept, which consists of a series of mutually intersecting conceptual models of activity. Its elements are: strategic intentions; economic indicators; The problems that arise in the performance of indicators; causes of problems; administrative means of eliminating causes; functional units that implement these funds; information about the state of the activity.

In the socio-psychological approach, various personality models of the head of the production organization have been developed and empirically proven; the influence of the leader's personality on the effectiveness of managerial activity, the managerial potential and direction of the leader, the prognostication of professional development, managerial interaction and influence, social-perceptive processes in management; role conflict and socio-psychological orientation (Dvir at all, 2002: 735).

The situation-complex approach considers the driving forces of the personality development of the manager in various managerial situations and life events. To study the mechanisms of development of the personality of the manager, a complex (evaluation of the activity in the whole scope of its functions) and a local (evaluation of one

function) forecasting and expressive evaluation are singled out (Bas at all, 2003).

The analysis of the influence of certain factors and conditions on the development of the personality of the manager in managerial activity presupposes a factorial approach. Researchers are studying groups of factors. The first group includes situational and institutionalized, which include production, organizational and social conditions. The effectiveness of personal development in the managerial activities of the manager is associated with the structure and tasks of organizations, the period of its existence and the size, type of organization. Essential are such variables as the communication system, the hierarchy of power, the scope of control, the nature of information support, the system of values of the organization, the technology used. However, the results of the study of the influence of situational factors are often interpreted in their relation to the effectiveness of management activity, while internal mechanisms are not considered. Personality prerequisites and demographic variables are among individual factors in the development of a leader's personality. The factors that are of primary importance for development are singled out. They include: adaptive mobility, contactness, the factor of integration of social functions, roles and leadership, the level of training and the amount of knowledge (Heman at all, 2013: 763).

The functional approach is realized in research of activity of masters and heads of shops of the production organizations. Relying on the developed dynamic functional structure of the leader's personality, where the main substructures were psychophysiological, psychological, social, it was suggested to identify the general and special structure of the individual. If this three-component structure

can be considered as general, then the following substructures are the special structure of the leader's personality: ideological and political qualities, professional competence of the leader, organizational and pedagogical abilities, moral and ethical qualities. The combination of the above-mentioned personality substructures determines typology and personal identity.

The acmeological approach is aimed at the development of professional profiles of various types of managers, the structures of the professional leader in relation to the image of the world, the psychological-acmeological model of the formation of the professional self-consciousness of the leader's personality.

The analysis of the above approaches to the development of the personality concepts of the manager shows that the approaches analyzed are based on the author's notion of the structure of the personality, the mechanisms for changing it, and the psychological requirements for the leader. A significant influence on the methodology of developing the personality structure of the leader was provided by the classical personality models constructed by B.G. Ananyev, A.G. Kovalyov, V.S. Merlin, V.N. Myasishchev, K.K. Platonov, N.I. Reinvald, S.L. Rubinstein and LI Umansky. The modern stage of studying the personality of a leader is characterized by the transition from descriptive models to integral ones, when the general concepts of the individual with a more consistent description of the managerial development of the leader and the search for an integral basis of his personality structure come to replace disparate studies (Boemer, at all, 2007: 15-16). There is a tendency to search for the nucleus of the personality structure of the leader. In comprehending the phenomenon of the leader's personality, psychosemantic, autobiographical, experimental-psychological,

clinical-psychological and age-related approaches were inadequately developed.

2.3. Strengths of transformational leadrship

The transformational leader acts on two levels. The first is a change in the company's development strategy; the focus is on real or predicted requests from customers. The second level is when transformation becomes part of a corporate culture. This is a personal transformation of people who begin to think in a certain way, take care of clients, maintain a long-term partnership (Ekowati at all, 2013: 17).

Very often in the organization of a transformational leader they perceive as a necessary evil. People are inherently inert, they are inwardly opposed to change. In this case, the transformational leader uses inspirational goals. They are needed in order to expand the horizon of consciousness of each individual person, to teach him to dream, to set ambitious goals. Inspiring, challenging, but achievable goals are the first step on the road to change.

The next tool is motivation. The leader's ability to explain and prove to everyone the need for change, while using his charisma, confidence, influence - is the key to the success of transformation. Transformational leader is always a powerful communicator, charismatic and influential manager. All the changes that the transformer comes up with are, as a rule, absolutely realistic. Unrealistic are only the terms in which he expects to see the results of his efforts. Therefore, the transformational leader needs a team whose members are not afraid to express their opinion, are able to "ground" the boss's ideas, have planning skills and counter the common sense to

the leader's desire to do everything with a wave of magic wand (Han at all, 2016: 130).

The first sign that changes are necessary - good people are starting to leave. In general, the key criterion for assessing the viability of a company is the quality of people working in it, and the ability of the leader to retain them. If people are sensible, but the company is not able to create conditions for them in which they develop, it remains only to offer big money as an unshakable argument in favor of such an employer. And even if a person is in the active phase of his career, he will always think about the fact that his work experience in a particular company adds to his professionalism. A high salary can not always justify the missed opportunities for self-realization. Therefore, the best people start to look, where it will be better. At first glance it may seem that they are doing this for the sake of money, but usually the reasons are deeper (Halbesleben and Wheeler, 2015: 1628).

The second sign of the impending transformation is money. The deals are broken, sales are falling, clients are leaving. Sometimes clients with whom you have been working for a long time are leaving - this also indicates the need for change.

As a rule, the transformational leader is an outsider. It is difficult to imagine that a transformational leader can grow inside a company. As a rule, they are looking for a leader who has already performed some "miracles" and knows how to repeat them. This does not mean that there are no leaders within the company capable of causing transformation. But for the transformation to succeed, the leader needs to have a huge influence. A person from the inside does not always have it (Mhate at all, 2014: 214).

Transformation is a risky action that can throw the company back, especially if there is not enough patience to bring it to fruition. Transformation is not always conceived for the sake of growth, but always for greater consistency with the current moment. Let's say that the working conditions in your segment have changed, the market is no longer growing. So, you need to find a solution that will make the organization optimized and "adjusted" to a stagnant market. Growth is only one of the options for transformation, for many the most attractive, but objectively not always possible.

The person's focus on the future, the inability to freeze on the ground is, first of all, innate qualities associated with the speed and ways of processing information, an abstract or concrete vision of the world. The main task of the transformational leader is to launch the mechanism of inevitable changes (Bass, 2004: 32).

Managing change is so difficult that even recognized transformational leaders sometimes do not know what they are doing. As mentioned above, it is very important that around the leader-transformer there was a diverse team, balancing its idealism and impetuosity. Transformational leader needs strategic thinking, the habit of constantly running ahead, seeing the problem where it has not yet appeared.

2.4. Weaknesses of transformational leadrship

The study of transformational leadership is often focused on the effects of its weak influence on followers. B.M. Bass and B.J. Avolio proved that simultaneous combination of transformational and transactional styles leadership allows you to achieve sometimes the lowest efficiency in management. Research by BM. Bass and R.E.

Riggio (R.E. Riggio) showed that transformational leadership is associated with the disclosure of the staff's own leadership potential. Managers with a transformational leadership style support their employees in developing their leadership skills not fully. In the study by B. Shibru and G.M. Darshan, a significant correlation of transformational leadership and its components ("idealized influence", "inspirational motivation") with a sense of satisfaction with leaders emerging among employees of organizations.

The study of the connection between gender and the transformational and transactional style of leadership among youth representatives in the college, whose age ranges from 18 to 22 years, was studied by Katie Rosenbusch and Christine Townsend. They found that female students show more transformational leadership than male students, who, on the contrary, are more transactional leaders and it is the proof of violation of gender equality that falls into the weakness of transformational leadership directly. The authors concluded that, despite the social changes of the last decades and the gender equality transmitted, consideration and consideration of gender aspects in the study of the phenomenon of leadership remains relevant.

John E. Barbuto and co-authors studied another study that took into account the gender dimension, as well as the age and education devoted to the use of influence techniques by transformation and transactional leaders. In addition to the MLQ methodology, the diagnosis was carried out using the IBQ (Influence Behavior Questionnaire) methodology, which measures nine tactics that cover a wide variety of proactive behaviors for subjects to influence. With the help of the analysis of variance, experts found that gender and the formation of a leader significantly affect the manifestation of the

leader's style and choice of tactics of influence. Sex and education affect the manifestation of all indicators of the transformational style (influence that generates ideas, inspiring motivation, intellectual stimulation, an individual approach) and the manifestation of such parameters of the transactional style as active management of exclusion from standards and leadership-non-interference.

A more detailed analysis aimed at studying the differences in the choice of leadership style with respect to age showed that for a group over the age of 46, the transformation style of leadership is more characteristic and the manifestation of all its components is higher. The lowest estimates for such indicators of transformational leadership as intellectual stimulation and an individual approach were obtained in subjects in the age range of 36-45 years.

An analysis aimed at studying the differences in the choice of leadership style relative to the level of education showed that those who received higher education receive the maximum points on the scale of the individual approach. The authors conclude that it is important to take into account the gender aspect in the design of research on transformational and transactional leadership.

The relationship between transformational leadership and emotional intelligence has been proven in a study by P.D. Harms (P.D. Harms) and M. Creed (M. Crede). The authors of the study argue that the basis for transformational leadership is developed emotional intelligence. They also discovered the inverse nature of the connection between emotional intelligence and such components of transactional leadership as "passive management by excluding deviation from standards" and "leadership-non-intervention". Non-standard research by J.L. Hall, conducted with the help of content analysis of texts of musical compositions by popular performers,

revealed the presence of manifestations of components of the extended theory of transformational leadership proposed by J.A. Conger. Music, according to the researcher, can be an instrument for broadcasting the position of the transformational leader.

The vast majority of studies show a positive role for transformational leadership, but some negative effects of its influence have also been revealed. Study A.B. Bhat, S. Rangnekar, M. Barua, performed on Indian organizations, found feedback on the development of organizational learning with transformational leadership and positive - with transactional leadership.

It is important to note that the originality of the national culture of the subjects on whom the study was conducted does not allow the dissemination of the results to other samples. In different cultures, the connection between transformational leadership and its role in the development of organizations can vary.

Results of studies showing some limitations of transformational leadership are considered by S.R. Yagolkovsky. Referring to the study by M.D. Mumford and B. Licuanan, he believes that transformational leadership is effective in stimulating creativity in followers, while observing such conditions as the maximum heterogeneity of the group in its composition and minimizing the leader's contact with the idea generators at the time of maximum creative activity.

The results complement the research proving the special relationship between the innovative and creative leader. The resulting conclusion will be true without taking into account the leadership style. Heterogeneous groups in themselves have great creative potential, which is important to take into account when forming design and creative teams. The task of the transformational leader is

not to maintain constant communication with followers, and especially not to activate it at the moment of maximum creative activity, but rather to create an environment in which this activity is intensified.

2.5. Transformational leadrship and organizational performance

Leadership behavior has also been expressed as a factor in some of the studies conducted to determine the factors affecting organizational commitment. Some researchers have shown that the behavior and practices of the leader influence the organizational commitment of the occupants. The occupation, which thinks that it is not supported by the leader representing the organization, and therefore the organization, shows a low commitment to knitting. If the occupations are open individuals in the enterprises or sectors in which they operate, especially if they are lacking in business resource and equipment, they do not show any commitment (Spangler, Braiotta, 2000: 134).

It has been found that transformational leaders are able to achieve greater satisfaction, motivation, commitment and higher performance in functioning when compared to engagement leader or other leadership behaviors. In organizations where transformational leaders exist, it has been found that the workers have a high level of confidence in the leadership. Leaders, with their transformational leadership behaviors, make the audience more effective and prepare the environment for high performance (Kener, 2002: 382).

Liberal leadership behavior, a sub-dimension of interactive leadership behavior, has not reduced emotional and normative

commitment. In another research, it has been suggested that the transformationist is effective in improving the performance of the occupation, according to leadership behavior, and some other leadership behaviors. In organizations where the transformation leader is the leader, the followers accept the mission, the strategic vision and the goals of the organization at a high level and show devotion.

Moreover, according to the theory of transformational leadership, transformative leaders are more likely to demonstrate their effectiveness over crisis situations and uncertainty, aside from the usual times they want to join. Transformational leaders help to keep track of past routines, to develop new solutions to uncertain problems, and to adapt to changing circles. In this context, transformational leadership has empirical studies that reveal high levels of uncertainty and limitations with organizational commitment, organizational identification, or similar concepts.

Shamir, House and Arthur, the role of the transformer leader on the followers of the organization; to provide the followers with organizational development and to contribute to the reconstruction of their personality in a sense (Bass, 200: 19). Followers of the transformation leader; the organization shares its mission and organizational goals and consequently organizes the occupation to ensure transformation. At the end of this commitment, they argued that the occupation made all the effort and improved its performance. Lowe, Pillai, Schriesheim and Williams argue that behavioral leadership behavior is related to performance and organizational commitment (Sydow at all, 2004: 25).

Transformational leader behavior differs from other leadership behaviors in that it emphasizes the placement of formal transformation and transformational cultures. For the transformation process to take

place, the leader guides the followers in implementing the strategies. In organizations, the leader of the transformation not only focuses on a defined task in the organization but also emphasizes transformation in the organization and develops a common vision that will provide followers' organizational commitment and communicates this to the members of the organization.

In an effort to determine the relationship between charismatic leadership behavior and emotional attachment, emotional commitment implies that occupations are embraced by organizational objects and identified with an organization. The same study has suggested that charismatic leadership behaviors benefit from two important concepts in accepting organizational goals and values by occupations. These; Identification and internalization. According to Allen and Meyer, emotional commitment, which is the dimension of organizational commitment, involves the adoption of organizational goals and objectives by the occupation (Brockhoff, 2006: 27). The occupation with this dimension of commitment is not to adopt an endeavor to stay organized and to achieve its goals.

In another study, empirical clarity was taken as the determinant of interaction between transformative leadership and emotional and normative commitment. It has been researched whether the leaders have weakened the relationship between followers' organizational commitment and experiential openness. In the case of managers' transformational leadership displays, experiential sense of openness increases the emotional and normative commitment of businesspeople. Although the findings of the research show that the leadership of the transformer strengthens the relationship between openness and loyalty, the exact boundaries of the behaviors that produce these results have not been drawn (Morgeson, 2005: 497).

From modern leadership theories it is possible to come up with studies that treat charismatic leadership as a different approach to transformationalist and activist leadership. Some investigations have regarded charisma as a feature of the revolutionary leadership, and even argue that it is one of the most important characteristics of the transformational leader. In the business world it is possible to encounter some examples of the transformationist leadership behavior. For example; Kelleher, the manager of Southwest Airlines, has significantly increased the number of businesspeople and business owners with their charismatic leadership features. Because of the behavior of the leader in this business, on the occasions, what an individual is dependent on his family, they are bound in knit, and they have done all the work out of their duties determined by their leaders without hindrance and willingly (Emery, 2007: 77).

According to Kelleher, in a sense, identification has been established between the workplace and the organization. Identification is the result of the leader's behavior, the influences and likes of the audience, and the desire to imitate the leader. In a sense, the behavior of the leader has an influence on the audience. In some cases, charismatic leaders are influencing their viewers through these effective strategic thinking and strong persuasion abilities, their confidence in themselves, their extraordinary and active behavior. The viewers also try to be like him by imitating such a leader that they see extraordinary. The situation is somewhat different in transformative leadership behavior (Zwikael, 2010: 413).

Many research findings have shown that the transformational leader shapes effective leadership perceptions on the ruled and improves the satisfaction of the occupation. One of the factors affecting organizational commitment is the characteristics of the

occupation. Occupations can express both their personal traits and feelings of commitment in organizations where the outsider has a clear personality and the leader in the leader exhibits a transformational leader behavior. Neither revolutionary leadership nor liberal leadership behavior, a dimension of intervention leadership, has reduced organizational commitment. On the contrary, open-minded workshops demonstrate loyalty to organizations when they provide favorable conditions in organizations and when they are given the opportunity to produce original ideas, express their different preferences, and encourage them. This situation can weaken the loyalty of outsourced occupations. Leaders must therefore strive to make it easier for them to express their innate tendencies rather than correcting perceived inadequacies of the workplace. Organizations that are governed by a transformational leadership style can present the environment that includes all these mentioned.

3. METHODOLOGY

In this part of the workshop, information about the aims, hypotheses, methods and findings of the research carried out using the observation method will be given. In addition, the results of the research will be evaluated whether they are statistically significant and whether the hypotheses have been verified.

Respondents at various stages of the study were 229 managers engaged in management activities at three large enterprises (the number of employees in excess of 1000 people) in Chelyabinsk and the Chelyabinsk Region at the age of 25 to 63, 62 of them women and 167 men. All managers had higher professional education.

Enterprises were selected in connection with the differences existing at the time of the study in the implementation of modernization and innovation processes.

Enterprise No. 1 had a minimal percentage of new products, which were largely produced at obsolete production facilities. In the structure of the enterprise there were divisions engaged in the introduction of innovations, but their share in the total output was minimal. The sample at this enterprise was formed randomly from among the employees of the units, both engaged in and not involved in the implementation of innovations. This enterprise had a long-term program of modernization of production, which was carried out fragmentarily. This enterprise is designated as focused on fragmentary modernization. 80 managers of this enterprise were included in the study.

Enterprise No. 2 had a limited production of new products, but it adopted a short-term modernization program, within which most of the production capacity was updated. The latter determined the increase in manufacturability of products and the speed with which orders were executed. The sample of managers of this enterprise included all the management staff and the personnel reserve. This enterprise is designated as an oriented

for intensive modernization. The survey included 89 managers of this enterprise.

Enterprise number 3 carried out the introduction and release of new products, some of which were classified as high-tech. This strategy was implemented both due to the qualitative improvement of traditional production for the enterprise, and thanks to the introduction of new production lines due to the change in the work of some units. Diversification of production at this enterprise was carried out through

the introduction of new innovative products. The sample of managers of this enterprise included all the management staff and the personnel reserve. This enterprise is designated as an enterprise focused on innovation activity. The study included 60 managers of the enterprise.

The following methods were used in the work:

To determine the transformation-transactional components of the leadership style: The Multifactorial Leadership Questionnaire (B. Bass, B.J. Avolio).

To determine the managerial management culture of managers: "CRAB" (Y. Krasovsky) method for determining managerial orientations of managers in relation to personnel; method "RAKURS" (YD Krasovsky) for the definition of strategic management. The diagnostic technique "Role relationships of social subjects to a creative personality" (VG Gryazeva-Dobshinskaya, N.Yu. Bakunchik, VA Glukhova, AS Maltseva) for determining attitudes towards creative personnel and setting up staff assessment systems .

Methodology for determining the social identity of managers: the diagnostic methodology "Role relationships of social subjects to a creative personality" (VG Gryazeva-Dobshinskaya, N.Yu. Bakunchik, VA Glukhova, AS Maltseva) for determining the social role and the sociocultural identity of managers.

To solve the third task of the dissertation research - to develop a methodology for differentiating the ways of implementing changes at enterprises, whose managers participated in the study, and differentiating enterprises by the specifics of modernization and innovation processes - I carried out a comparative analysis of socio-economic indicators reflecting the progress of modernization and innovation processes.

There are different approaches to differentiating enterprises by the specifics of the processes of implementation of changes. So, in authoritative statistical reference book "Indicators of innovation activity: 2014" (edited by L.M. Gokhberg), published by NIU "Higher School of Economics", the authors defined industrial design, acquisition of machines and equipment, acquisition of new technologies, acquisition of rights for patents and patent licenses, the acquisition of software, training and staff training, conducting marketing research, environmental innovations as uniquely innovative activities.

E.S. Lugovoi analyzes the general laws of modernization and innovation development and describes their specifics. One of the key features that distinguish the modernization process is the focus on the introduction of innovations and innovations already created, unlike the innovation process, which focuses on the creation and promotion of internal developments.

As the main criteria for analyzing the modernization and innovation development of enterprises, I took the specifics of introducing changes in enterprises. The following indicators were selected: attitudes toward own research base, orientation to innovation, investment potential for innovation, contacts with scientific and educational institutions, institutional innovation structures in the structure of the enterprise.

Description of the enterprise №1

The main production facilities of enterprise No. 1 have not been modernized in large part for a long period of time and can be classified as worn-out equipment. At present, most enterprises of competitors use more modern analogs, which allows them to obtain competitive advantages already at the stage of production. The

enterprise is engaged in output of products of the lower and middle price segment. This choice is explained by the technological level of the enterprise development, which does not allow the production of a higher level of redistribution. Demand for such products continues to decline, as buyers determine the products in the given price range with the maximum level of quality that is unattainable at this enterprise.

Technical re-equipment of production processes at the enterprise is realized slowly, it is carried out without expansion of production areas. At the same time at the enterprise No. 1, tasks are declared to achieve modern requirements of the technical level of individual production sites by introducing new machinery and technology, mechanization and automation of production processes. At most of the enterprises of enterprise No. 1 there are no examples of modernization and replacement of obsolete and physically worn out equipment with new, more productive ones. In the organizational structure of the enterprise, divisions are assigned whose duties include the introduction of innovations, but the share of products of these units in the total volume of production is relatively small. At the time of the study, the company sold only one project, claiming high technology. However, the deadline for the delivery of the project has been postponed several times, which also indicates difficulties in introducing innovations. There are no publications and other materials aimed at forming a positive image in relation to the innovation policy of this enterprise.

At the enterprise number 1 for a long time there is an acute shortage of financing associated with a high debt burden in the form of loans taken to support business, to replenish working capital, and not to modernize production. There is a negative dynamics of

revenues and operating costs, as well as financial and production indicators with industry average values.

Thus, in recent years, there has been a reduction in the financial capacity of enterprise No. 1, which also reduces the full implementation of the policy of innovation development. It can be stated that the modernization carried out at the enterprise No. 1 has a fragmentary character.

Description of the enterprise №3

Enterprise No. 3 has the status of a research and production association and belongs to the science-intensive manufacturing sector in Azerbaijan. The products of the enterprise are diversified. The enterprise produces both defense and civil defense products.

The development of new types of products is one of the priority tasks of the enterprise development. When placing orders, great attention is paid to the formation of a competitive cost of the enterprise's products: in many respects products are being developed that are not inferior to imported analogues in terms of quality characteristics; in this regard, the cost to the consumer becomes a key factor in decision-making. Also rigid terms of manufacturing of the first batches of the production made on tenders, won by the enterprise are established. All this requires promptness and high tension in the work of all structural divisions of the enterprise and a general high production culture.

In addition, special requirements to the quality of products and production in general are related to the implementation of the state defense order and the availability of a state military-technical acceptance system at the enterprise. Compliance with the special requirements of the quality management system at the enterprise

determines the high technological and scientific intensity of the entire production process.

Enterprise No. 3 has a production base comparable to advanced domestic and foreign enterprises. The enterprise cooperates with higher educational institutions of the country, which is regarded as an important part of the personnel policy of the enterprise, there is also an own research and development center of the enterprise that is organized in the form of an industrial park. It is necessary to emphasize that the technopark is defined as an institutional resource specially designed for interaction of specialists engaged in innovative activities.

At the enterprise №3 the concept of formation of a team of managers, specialists and managers is realized, which is able to solve the tasks of innovative development, whose members must possess the necessary knowledge and qualifications that allow carrying out innovative activities. For this purpose, the company's personnel participate in annual international, industry and interbranch exhibitions, conferences, round tables devoted to new types of products and modern technologies

production, is being systematically upgraded in terms of professional skills and personnel management.

Thus, I can talk about the high possibilities for developing and developing scientific and technical solutions at this enterprise, on determining the directions for innovative production investment, on the availability of a detailed plan for achieving the set goals of the company's innovation activity, aimed at strengthening the enterprise's competitiveness not only at the national level, but also at the international level. It can be concluded that enterprise No. 3 is an innovative enterprise in terms of its level of development.

The presented socio-economic characteristics of enterprises make it possible to characterize the degree of innovativeness of enterprises whose personnel were involved in empirical research of socio-psychological characteristics as resources of innovative leadership of managers. Thus, it is legitimate to characterize the enterprise No. 1 as an enterprise with a fragmented modernization, enterprise No. 2 as an enterprise with intensive modernization and enterprise No. 3 as an innovative enterprise.

4. FINDINGS AND DISCUSSIONS

In this section, I will consider the techniques presented in the Multifactorial Leadership Questionnaire (B. Bass, B.J. Avolio), KRAB (Y. Krasovsky), RAKURS (Y. Krasovsky), "Role the relationship of social actors to the creative personality "(VG Gryazeva-Dobshinskaya, N.Yu. Bakunchik, VA Glukhova, AS Maltseva).

Transformational leadership is based on finding and advancing new ideas and is aimed at satisfying the needs of followers of self-actualization and at the same time expanding the interests of subordinates beyond the limits of self-realization - towards achieving collective goals.

The questionnaire lists five scales reflecting the content of transformational leadership:

1. II (A) The influence of the leader, giving rise to the experience of participation in the case.

They create the image of a joint future, establish new high standards. 2. II (B) The influence of the leader, encouraging the harmonization of goals and values of behavior. Leaders possessing this ability give subordinates an understanding of a single non-trivial goal, form ethical principles of interaction of employees.

3. IM Inspiring motivation. The leader provides excitement, high expectations, excite in the staff pride.

4. IS Intellectual creative stimulation. Leaders who have this ability, help followers become more creative and inclined to innovation.

5. IC Individual approach of the leader to the employees. Leaders perceive each employee individually, give tasks designed to grow the organization's employees.

Transactional leadership is based on the failure of effective arrangements through the fair promotion of staff efforts, quality control and compliance, accurate fulfillment of promises and willingness to provide resources to employees in exchange for their support.

The questionnaire contains four scales reflecting the content of transactional leadership:

1. Proportional promotion for the agreed work. Leader encourages effort, effective work and achievements.

2. Active management of the method of excluding deviations from standards. The leader performs the functions of a quality inspector and ensures the implementation of the rules.

3. Passive control by the method of excluding deviations from standards. The leader monitors poor-quality work following the results of its manifestation.

4. Leadership-non-interference. The manager tries not to take on himself responsibility, do not make decisions, do not commit unnecessary actions, giving the possibility of self-organization.

The questionnaire lists three scales that reflect the content of the overall level of leadership effectiveness:

1. Mobilization of the team on over-strength. Reflects the leader's ability to strengthen the mobilization of employees.

2. Collective efficiency. Reflects the ability to achieve group goals.

3. Self-esteem and self-worth. Reflects the ability to create an environment in which employees feel important.

Authors of the methodology give the following psychometric characteristics of the methodology: indicators of internal consistency of managers' estimates ranged from 0.69 to 0.85, retest reliability - from 0.44 to 0.74. Coefficients of alpha employee ratings ranged from 0.74 to 0.94, retest reliability from 0.53 to 0.85.

To confirm the criterial validity, an analysis was carried out of the interrelationships of the methodology of the "Multifactorial questionnaire of leadership" by B. Bass, B. Avolio with the indicators of the creative resources of G. Rorschach's test, the indicators of the structure of the motivation for achieving the Heckhausen methodology. The results of the analysis confirm the validity of the questionnaire of leadership for the samples.

The "CRAB" method (YD Krasovsky) is used both to define managerial managerial orientations in relation to the organization's staff at the moment, and to simulate the dynamics of managerial managerial orientations. It is a questionnaire in which the respondent needs to evaluate himself according to 80 statements, each with a certain behavioral manifestation. Statements are grouped according to eight parameters, corresponding to eight managerial orientations. To assess each behavioral manifestation, a five-point scale is proposed. Each statement is evaluated relative to the state of its current manifestation (actual values) and to the perspective of its desired change (projective values).

Management orientations are considered as polar socio-cultural positions, namely:

- bureaucratic ("everything must be orderly") and innovative ("it is necessary to develop all the time") management orientations;

- Technocratic ("came to work - leave your mood at home") and humanizing ("people, first of all, do business") management orientations;

- autocratic ("if you want to talk to me, then say nothing") and democratic ("with the opinion of employees always have to reckon"), managerial orientations;

- conflict ("no one works as it should") and mobilization ("the head knows how to organize work well") management orientations.

An analysis of the psychometric characteristics of the "CRAB" method was performed by Yu.D. Krasovskii, who revealed the consistency and character of the distribution of the indices of its scales at a level corresponding to the requirements for methods of this type.

The method of "RAKURS" (Y. Krasovsky) is used both to define eight strategic management cultures, which include orientation to various factors of success and productivity, and to simulate the dynamics of their changes towards greater efficiency, according to the managers of the organization. It is a questionnaire in which the respondent needs to evaluate himself on 80 statements, each of which has a certain managerial position. Statements are grouped according to eight parameters, corresponding to eight basic organizational cultures. To assess each behavioral manifestation, a five-point scale is proposed. Each statement is evaluated relative to the state of its current manifestation (actual values) and to the perspective of its desired change (projective values).

Basic organizational cultures are considered as settings that determine the different interpretations of managers about what contributes to the success of the organization. They are viewed as polar socio-cultural positions, namely:

1. Consolidated management culture (success depends on the balanced managerial policy of the head of the firm) and a mobile management culture (the success of the firm depends on the operational maneuverability of resources).

2. The rating culture of management (the success of the firm depends on the satisfaction of the needs of customers) and the confrontational management culture (the success of the firm depends on a strict competitive policy).

3. Pyramidal management culture (success in the firm depends on the fulfillment of the requirements of the higher management) and team management culture (the success of the firm depends on the productive and creative work of the teams).

4. Paternalistic management culture (the success of a firm depends on the development of the capabilities of each employee) and the cooperative management culture (the success of the firm depends on the professionalism of the employees and each of them in the self-organization of the work).

The diagnostic technique "Role relationships of social subjects to the creative personality", abbreviated ROSSTL (VG Gryazeva-Dobshinskaya, N.Yu. Bakunchik, V.A. Glukhova, AS Maltseva) reveals the general cultural and individual-specific semantics of images of creative people, their correlation with the semantics of their own image of self, the selective attitude of subjects to the types of creative people, as well as the status-role correlation of images and the forms of tolerance of social subjects to creative individuals. The methodology is based on a modified psychosemantic method

J. Kelly - the technique of repertory grids. The possibility of combining, in the ROSSTL methodology, the projective and

psychosemantic methods of investigating the individuality of personality is achieved as follows.

The space of objects for evaluation (elements) and the space of the scales of estimation (bipolar constructs) were specified as two symbol spaces. Elements are types of creative people, having a mythological basis. The constructs are phraseological units corresponding to the polar definitions of creative people revealed in preliminary experiments.

5. CONCLUSION

The realization of each of the behavioral components of the transformational leader ensures transformation in organizations. In this study, the effect of the dimensions of transformational leadership on organizational commitment was examined separately. Every dimension of transformational leadership has a special significance in the transformation process and the effect on organizational commitment can be different. It is possible to explain the effect of these dimensions of the transformational leader on the organization, and therefore on the followers.

For the purpose of the study, the questionnaire method was used to measure the impact of the transformational leadership behaviors on the organizational commitment of the staff. As a result of these evaluations, it is seen that there is a significant relationship between the transformational leadership behaviors and organizational commitment. Thus the main hypothesis is confirmed.

This research reveals the relationship between transformational leadership behavior and organizational commitment. Survey findings show that organizational commitment of occupations is moderate. Responses to organizational commitment were grouped as emotional commitment, continuance commitment, and normative commitment, and when the averages were evaluated, the highest mean level related to emotional commitment, and the lowest mean level perceived to be related to continued commitment. Employees with high emotional attachment are less likely to leave the organization. Normative commitment has the highest average after emotional attachment. This proved that bank employees had a sense of loyalty and did not find it morally right to leave the organization. Because of

the moderate organizational commitment in organizations, it may be that the occupation has the desire to protect the individual identity within the organization. The employer may adopt some of the purpose and values belonging to the organization, but may not have adopted some goals and values. Occupation is a member of the society at the same time while being a member of the organization in the workplace. This may make it difficult to decide between social values and organizational values.

Another factor influencing organizational commitment is the factors related to work and role. Another reason for the moderate level of organizational commitment may be that the organizational role is not clearly defined by the leaders of the role. The ambiguity or role conflict of roles may have influenced the organizational commitment negatively. The occupation that is in the role conflict can go into a situation that is closed to the friends in the organization. Therefore, it can act in the direction of leaving the organization and thinking that it is unimportant (Yavuz, 2008: 147). Using the charisma and individual support dimensions of the managerial, transformational leadership style; employees should increase their emotional and normative commitment. Managers should value their employees, create opportunities for them to develop themselves, and boast and reward them with success. If employees perceive themselves as important, their emotional commitment will increase.

When the relationship between dimensions of transformational leader and emotional commitment is examined; it is seen that the highest relation is the size of charisma. The employee, who finds his leader charismatic and impressive, takes him as his model. Due to these characteristics of the leader, the confidence of the leader of the employee is high and he increases his belief that extra behaviors for

the benefit of this organization will be correctly evaluated by the leader.

As a result of the analysis, it was determined that the inspiration factor of the transformation leader's leadership positively influenced the employees' organizational commitment. Transformational leaders inspire subordinates with their ability to communicate and motivate, enable their subordinates to see striking situations about the future, and overcome the belief that they can achieve their goals. Leaders with this feature can create a strong common goal by using symbols, slogans and simple emotional items. This atmosphere created by the leaders triggers employees' sense of teamwork and employees can gain the ability to act as a single body.

6. REFERENCES

1. Al-Mawali, H. (2013). Consequences of the effectiveness of the use of information on the accounting registration of the management system in Jordan. Business and economic horizons, 9 (1), 22-31. doi: 10.15208 / beh.2013.3

2. Andrew, D.P.S., Pedersen, P.M., & McEvoy, C.D. (2011). "Methods of research and design" in the management of sports. " Champaign, Illinois: The kinetics of man.

3. Anjali, K.T., & Anand, D. (2015). Intellectual stimulation and commitment: the study of IT professionals. IUP Journal of Organizational Behavior, 14 (2), 28-41 http://www.iupindia.in/Organizational_Behavior.asp

4. Chen, L.Y. (2004). "Studying the impact of organizational culture and managerial behavior on organizational obligations", "Job satisfaction and work in small and medium-sized enterprises in Taiwan". "Journal of the American Academy of Business", Cambridge, 5 (1/2), 432-438. http://www.jaabc.com/journal.htm

5. Caillier, J.G. (2014). "Towards a better understanding of the relationship between transformational leadership, motivation for public service, mission validity and staff effectiveness":

6. Choudhary, A., Akhtar, S., & Zaheer, A. (2013). "The impact of transformational and service leadership on the effectiveness of the organization: a comparative analysis. Journal of Business Ethics, 116 (2), 433-440. Doi: 10.1007 / s10551-012-1470-8

7. Chu, L., & Lai, C. (2011). Study of the influence of leadership style and job characteristics on work among county and city government accountants in Taiwan. Management of public personnel, 40 (2), 101-118. doi: 10.1177 / 009102601104000202

8. De Jong, S.B., & Bruch, H. (2013). Importance of a uniform transformational leadership climate for organizational activities. International Journal of Leadership Studies, 8 (1), http://www.regent.edu/acad/global/publications/ijls/new/home.htm

9. De Oliveira Rodriguez, A., & Ferreira, M.C. (2015). The influence of the style of transactional and transformational leadership on organizational forms of citizenship. Psico-USF, 20 (3), 493 504. doi: 10.1590 / 1413-8271201520031

10. Doody, O., & Doody, C.M. (2012). "Transformational leadership in the practice of nursing. British Journal of Nursing, 21 (20), 1212-1218. Http://info.britishjournalofnursing.com/

11. Ghasabeh M.S., Reaiche, C., & Soosay, C. (2015). The emerging role of transformational leadership. Journal of Developing Areas, 49 (6), 459-467. https://muse.jhu.edu/journals/journal_of_developing_areas/

12. Giroux, T., & McLarney, C. (2014). "Study of the continuum of leadership: the relevance of transformational leadership in the effectiveness of the organization. Proceedings of the Institute of

Sciences on the solutions of the North-Eastern region ", 862-886. http://nedsi.org/

13. Groves, R.M., Fowler, F.J., & Couper, M.P. (2011). Methodology of the survey (2nd ed.). Hoboken, New Jersey: John Wiley & Sons

14. Hoxha A. (2015). "Empowerment as intermediaries in the relationship between transformational leadership and organizational effectiveness. European Journal of Economic and Political Studies, 8 (1), 43-60. Http://www.ejeps.com/index.php/ejeps

15. Kim, S., Yun, G. (2015). A culture that focuses on innovation in local government: Is the senior manager's transformational leadership and creativity climate? Management of public personnel, 44 (2), 147-168. doi: 10.1177 / 0091026014568896

16. Kroll, A. (2016). A study of the relationship between the use of official information and organizational effectiveness: an approach in the event of unforeseen circumstances. Public Performance and Management Review, 39 (1), 7-32. doi: 10.1080 / 15309576.2016.1071159

17. In general, J. (2015). "Conceptual framework for innovation and productivity": Ⅶ importance of leadership, quality of relations and knowledge management. Academy of Entrepreneurship, 21 (2), 41-54. Http://www.alliedacademies.org/academy-of-entrepreneurship-journal

18. Pradhan, S., & Pradhan, R.K. (2015). Transformational leadership, affective organizational obligations and contextual indicators. Vision, 19 (3), 227-235. doi: 10.1177 / 097226291559708

19. Rawung, F.H., Wuryaningrat, N.F., & Elvinita, L.E. (2015). "The impact of transformational and transactional leadership" on

knowledge sharing: an empirical study of small and medium-sized businesses in Indonesia. Asian Academy of Management, 20 (1), 123-145. Http://web.usm.my/aamj/

20. Smothers, K., Doleh, R., Celuch, K., Peluchette, J., & Valadares, K. (2016). Talk to me: the role of intellectual stimulation in the relationship between the leader and the employee. Journal of Health & Human Services Administration, 38 (4), 478-508. http://www.spaef.com/jhhsa.php Snell, R.S., Yi, Z., & Chak, A.M.K. (2013). "Representation of interests for employees": their influence on the perception of individualized accounting of supervisors and on employee satisfaction with work. International Journal of Human Resources Management, 24 (8), doi: 10.1080 / 09585192.2012.723634

2**1**. Tharnpas, S., & Boon-itt, S. (2015). Study of the transformational leadership of the CEO, organizational factors and productivity of innovative products: the development of the scale and the theoretical basis. International Journal of Innovative Science, 7 (2), 107-125. doi: 10.1260 / 1757-2223.7.2.107

22. Trmal, S.A., Bustamam, U.S.A., & Mohamed, Z.A. (2015). "The impact of transformational leadership on achieving high productivity exceeds the organization's expectations: research from a global and Islamic perspective. Global Business & Management Research, 7 (2), 88-94 http://www.gbmr.ioksp.com/

23. Verissimo, J. M.C., & Lacerda, T.M.C. (2015). Is the integrity of CSR practices in organizations? Intermediary role of transformational leadership. Business ethics: European overview, 24 (1), 34-51. doi: 10.1111 / beer.12065

24. Zachher, H., Pierce, L., Rooney, D., and McKenna, B. (2014). "Personal wisdom and leadership: the quality of individual evaluation. Journal of Business Ethics, 121 (2), 171-187. Doi: 10.1007 / s10551-013-1692-4

25. Larsson, J.; Eriksson, P.E .; Olofsson, T .; Simonsson, P (2015). "Leadership in civil engineering: the influence of styles of leadership of project managers on the effectiveness of the project. J. Manag. Eng. 2015, 31, 04015011.

26. Zuo, J.; Zhao, Z.Y (2014). "Studies of green construction - the current state and future agenda: a review. En. Rev. 30, 271-281.

27. Shea, Q.; Yan, Y.; Zuo, J.; Yu, T (2016). "Objective conflicts in projects of green buildings: a critical analysis." Build. Environ. , 96, 107-117.

28. Bass, B.M (2005). "Leadership exceeds expectations. Acad. Manag, open. 12, 5244-5247.

29. Kigan A.E.; Hartog, D.N. (2004). "Transformational leadership in the project environment: a comparative study of management styles of project managers and line managers." Int. J. Proj. Manag. , 22, 609-617.

30. Dvir, T .; Eden, D .; Avolio, B.J.; Shamir, B (2002). "The impact of transformational leadership on the development and productivity of followers": field experiment. Acad. Manag. J., 45, 735-744.

31. Bass, B.M.; Avolio, B.J (2003). "Improving the effectiveness of the organization through transformational leadership"; Sage: Thousand Oaks, California, USA.

32. Herman, H.M.; Juan, X.; Lam, W (2013). "Why Transformational Leadership is Important for Turnover Staff"? From the point of view of social exchange with several tricks. «Leadersh». Question 24, 763-777

33. Boerner, S .; Eisenbeiss, S.A. (2007); Griesser, D. "Consistent behavior and organizational effectiveness: the influence of the leaders of transformation. J. Leadersh. Organ. Stud », 13, 15-26

34. Ekowati, V.M.; Troena, E.A. (2013); "Noermijati, N. Organizational role of citizenship behavior in mediating the influence of transformational leadership", satisfaction with the work of the staff: research in PT Bank Syariah Mandiri Malang East Java. Int. J. Bus. Manag "8, 17.

35. Ekowati, V.M .; .; Troena, E.A. (2013); "Noermijati, N. Organizational role of citizenship behavior in mediating the influence of transformational leadership", satisfaction with the work of staff: research in PT Bank Syariah Mandiri Malang East Java. Int. J. Bus. Manag "8, 17.

36. Halbesleben, J.R.B.; Wheeler, A.R (2015). "To invest or not? The role of support on the part of the employee and confidence in the daily "mutual benefit" of spirals of help in behavior. J. Manag, 41, 1628-1650 Mhatre, KH Riggio, RE Directories, O (2014). "Charismatic and Transformational Leadership: Past, Present and Future". In the Oxford Guide to Leaders and Organizations, Oxford University Press: Oxford, UK, pp. 221-224.

37. Bass, B.M (2004). "Two decades of research and development in the field of transformational leadership." Euro. J. The working body. Psihol., 8, 9-32

38. Judge, T.A (2004); Piccolo, R.F. "Transformational and transactional leadership: a meta-analytic test of their relative validity." J. Appl. «Psychol». , 89, 755

39. Cano, C.R.; Carrillat, F.A; Jaramillo, F. Meta-analysis of the relationship between market orientation and business performance: data from five continents. Int. J. Res. Market. 2004, 21, 179-200

40. Barrick, M.R .; Mount, M.K (2001). "Big five personality characteristics and work: a meta-analysis." Chel. Psychol, 44, 1-26.

41. Bozionelos, N.; Singh, S.K. (2017). "The connection of emotional intelligence with the task and the contextual": more than meets the linear eye. Chel. Individual. "They are different., 116, 206-211

42. Gerstner, C.R.; Day, D.V (2007). "Meta-analytic review of exchange theory between a member leader": correlates and constructs questions. J. Appl. Psychologist. 82, 827-844.

43. Howell, J.M. Hallmerenda, K.E (2004). "Connections that connect: the influence of a member-leader exchange," transformational and transactional leadership and distance in predicting the performance of followers. J. Appl. Psychol., 84, 680-694

44. Yammarino, F.J.; Dubinsky A.D. (2004). "Transformational theory of leadership: the use of analysis levels to determine the boundary conditions." Chel. Psychol. , 47, 787-811

45. "Spangler, W. D .; Braiotta, L (2000). Efficiency of management and corporate audit. Organ of the group. Stud "., 15, 134-157

46. Kener, E (2002). "Mortality prognosis in patients with CF". N. Engl. J. Med., 326, 1187-1192

47. Bass, B.M (2000). "From transactional to transformational leadership: to learn to share a vision. Organ". Dyn. 18, 19-31

48. Sydow, J.; Lindkvist, L .; DeFillippi, R (2004). "Project organizations, storage and knowledge repositories.", 25, 1475 - 1489

49. Brokhov, K. (2006) "On Measuring Novelty in Project Management". 37, 26-36.

50. Morgeson, F.P. (2005). "External leadership of self-governing teams: intervention in the context of new and destructive events." J. Appl. Psyche, 90, 497-508

51. Emery, C.R .; Barker, K.J (2007). "The effect of transactional and transformational leadership. J. Organ. Cult. Commun. Confl. ", 11, 77 - 90.

52. Zwikael, O (2010); "Unger-Aviram, E. Herm in the project groups: the impact of the duration of the project on the effectiveness of the development of the team." Int. J. Proj. Manag., 28, 413-421.

53. Developing the main directions for improving the style of the management of LLC "Sport Master" `https://knowledge.allbest.ru/management/2c0a65635a3bc78a5d53a88521316d37_1.html