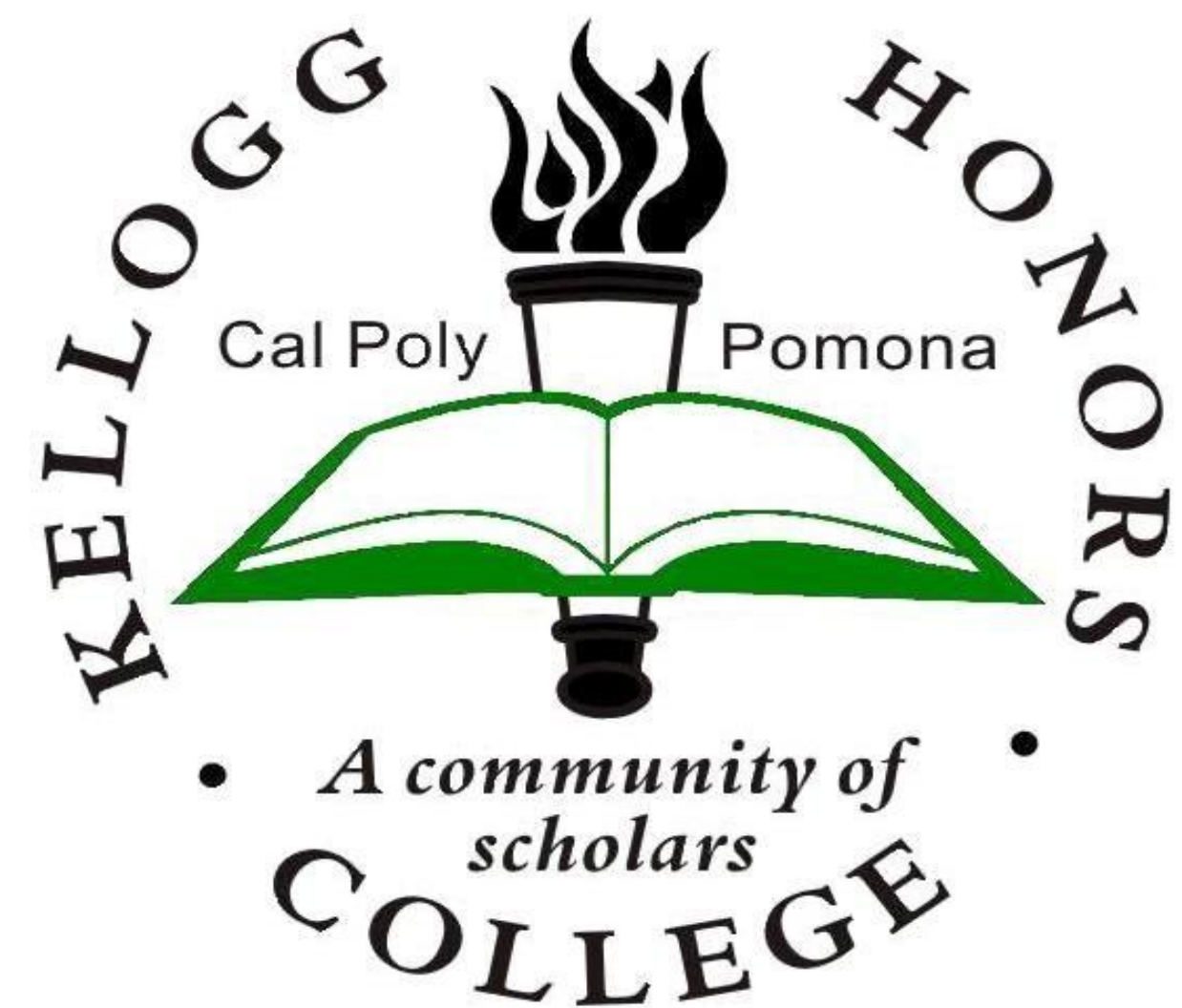




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# Transformational Leadership and Employee Motivation



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Kellogg Honors College Capstone Project



## Background

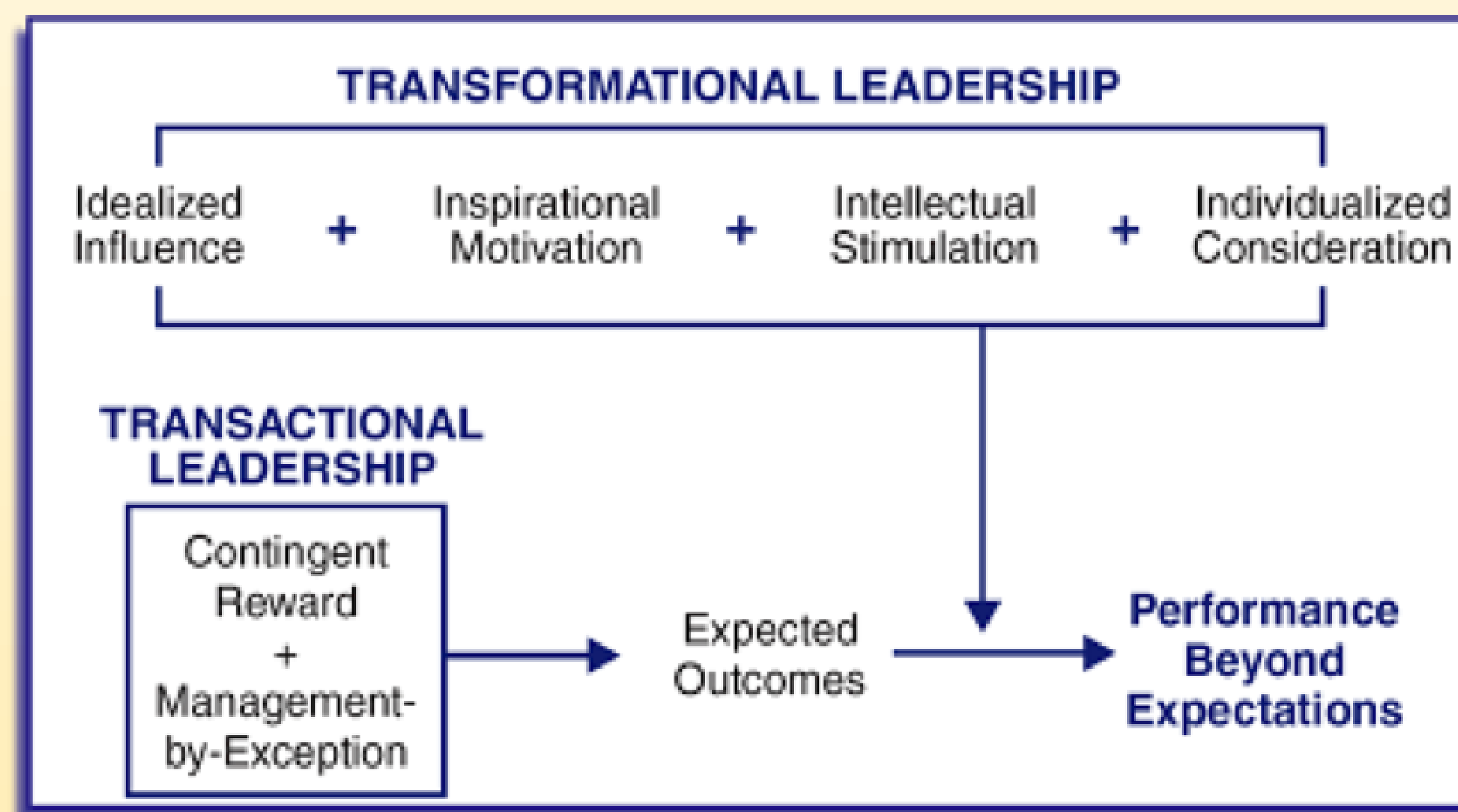
Transformational leadership; a theory that proposes a holistic approach to the phenomenon that emphasizes emotions and charisma as gateways to rational results has been the most researched out of all in the last 40 years. Transformational leadership and its four tenets of inspirational motivation, intellectual stimulation, individualized consideration and idealized influence have been utilized in fields like nursing and education in addition to the traditional domain of corporate management.

## Importance

For over a century, researchers have focused on determining the one best method of leadership; the process of social influence which inspires subordinates to achieve a goal. Given current low managerial approval ratings and the prevalence of knowledge workers, it is essential to properly motivate employees to experience effective performance.

## Methodology

This study utilized a modified version of the Multifactor Leadership Questionnaire Form 6S, a widely-used instrument by industry experts and consultants to assess both the self-perception of leadership style by managers employed in a Fortune 200 utility as well as the views of their respective employees. Three managers and their subordinates were surveyed in order to assess their perception of themselves and their leaders, respectively.

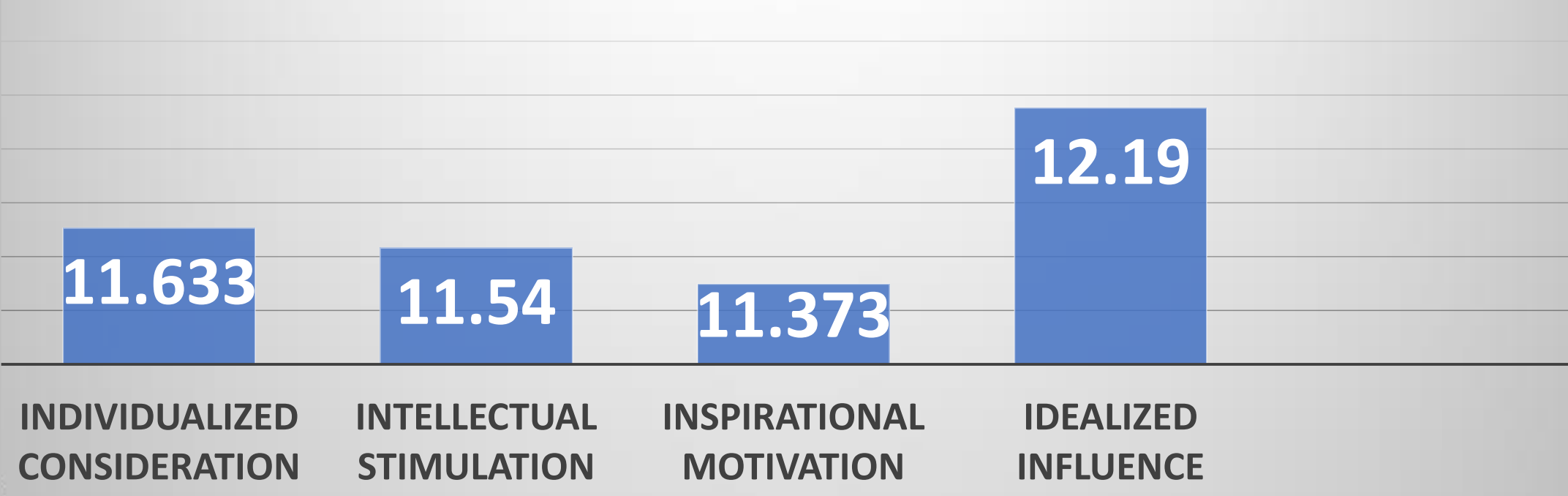


## Findings

The findings revealed that transformational leadership had a very weak correlation with any other leadership style, a high correlation with employee motivation and a moderate correlation with participation in a specific corporate wellness program. Complete comprehension by leaders was low, although those identified as transformational indicated less self-bias perception in comparison to employee ratings.

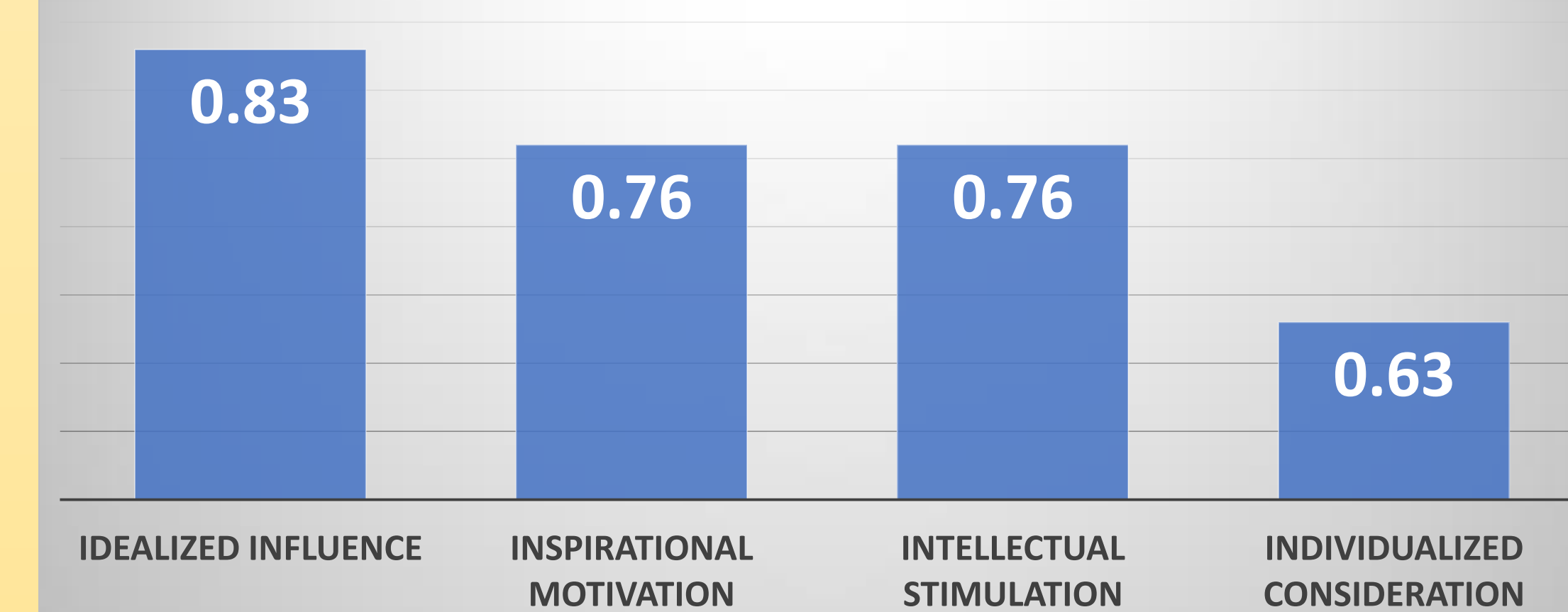


Most Utilized Factor of Transformational Leadership



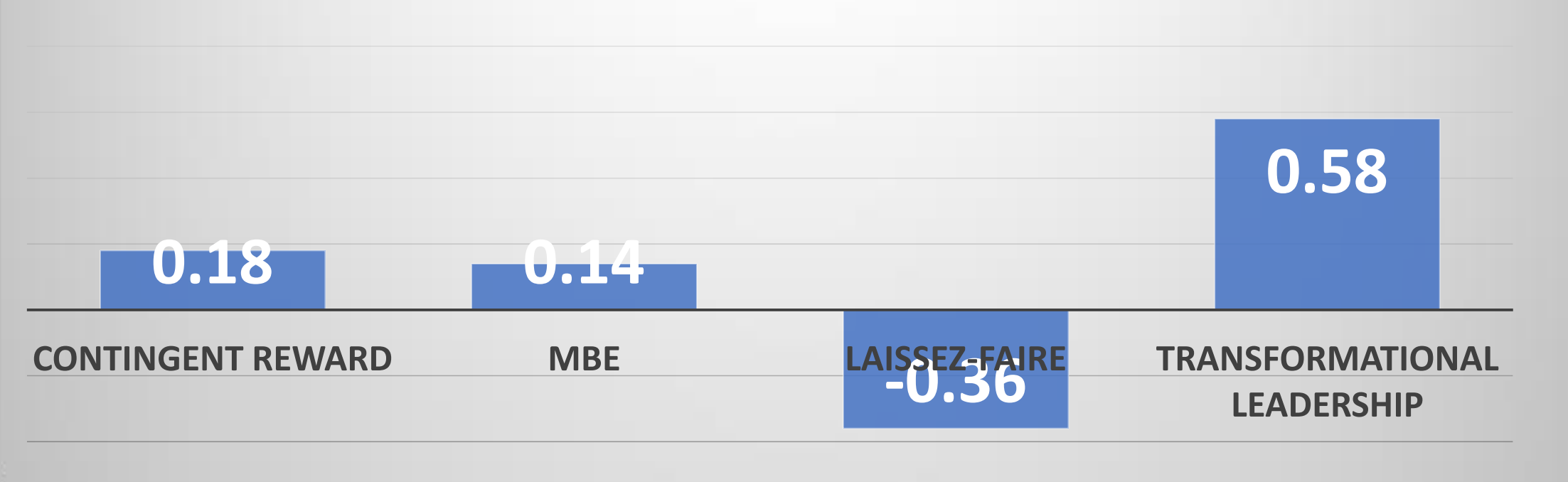
- It is through influence that an individual could have any effect on another Achieved through interaction that builds trust.
- May be intuitive for seasoned manager
- Variance between the factors was less than 1 rating point on scale of 15
- No decisive difference between the four.
- Transformational leadership as a whole had a similar rating to Idealized Influence
- Thus, the theory is best implemented holistically

Correlation with Employee Motivation



- All proved less substantial than Idealized Influence
- It is the channel in which the former three tenets are communicated and delivered
- Featured the highest correlation of .83 with employee motivation
- Demonstration involves exhibiting exemplary behaviors that followers strive to identify with and ultimately emulate
- Essence of two-way transformation

Leadership Style Correlation with Org Initiatives (BWEL Wellness Program)



- Tit-for-tat offer such as a bonus in exchange for participation is not very effective
- Strategy that is built on influencing one's emotions for the betterment of all parties involved is more effective
- In the case of a wellness program, such strategies may include highlighting the effects of obesity, the cost-benefit analysis of preventative action along with the moral guidelines of being responsible for dependent loved ones' sake.

Manager	Self-Described Awareness	Actual Awareness	Details (Final Interview Question)
1	Yes	Correct in part	TL imperative for company change
2	Yes	Correct in part	Inspires motivation & change
3	Yes	Correct in part	Leader changes with environment/company, does whatever it takes to make group perform, develop self-reliant employees that have a wider scope of understanding
4	No	Correct in part	Not aware of theory
Total	3		

- Various opportunities for leadership development
- Concentrating on "intuitive" characteristics
- Focus holistically on managerial planning, organizing and controlling as well as leading
- Ensure complete understanding of Transformational Leadership
- Outline possible areas of usage



"The true measure of leadership is influence, nothing more nothing less"  
- John C Maxwell