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**EKONOMSKI UTJECAJ
TRANSFORMACIJSKOG
VODSTVA U DINAMIČNIM
TRŽIŠNIM UVJETIMA**

**ECONOMIC IMPACT OF
TRANSFORMATIONAL
LEADERSHIP IN DYNAMIC
MARKET CONDITIONS**

SAŽETAK: Stručni rad nastao je u okviru matičnog veleučilišta kako bi se praktično pomoglo studentima, uglavnom osnivačima malih tvrtki u Hrvatskoj, u osvještavanju važnosti načina upravljanja, odnosno povezanosti načina upravljanja s rezultatima tvrtki. U suvremenom društvu, koje je obilježeno političkim prevratima, ekonomskim krizama i brzim promjenama, za uspjeh tvrtki ključno je vodstvo. Promjene na tržištu, poput globalizacije i tehnološkog napretka, zahtijevaju prilagodbu organizacije i promjenu stilova vođenja. Tradicionalni stilovi rukovođenja, usmjereni na hijerarhiju i ciljeve, postaju nedovoljni. Transformacijsko vodstvo, koje za razliku od njih naglašava karizmu, viziju i inspiraciju, pokazuje se učinkovitijim. Bassova teorija transformacijskog vodstva naglašava razliku između transakcijskog i transformacijskog vodstva. Transakcijsko vodstvo temelji se na razmjeni i zadovoljavanju osobnih interesa, dok transformacijski vođe nadahnjuju sljedbenike kroz motivaciju i zajedničke ciljeve. Transformacijski vođe podižu svijest o važnim ishodima, potiču dugoročne ciljeve i razvijaju potrebe zaposlenika.

ABSTRACT: This professional paper was created within the home university in order to provide practical help to students, many of them being founders of small companies in Croatia, in raising awareness of the importance of management methods, i.e. the connection of management methods and companies' performance. In the modern society, which is characterized by political upheaval, economic crises and rapid change, leadership is key to the success of companies. Market changes, such as globalization and technological advances, require organizations to adapt and leadership styles to change. Traditional leadership styles, focused on hierarchy and goals, are becoming insufficient. Instead, transformational leadership, which emphasizes charisma, vision, and inspiration, proves to be more effective. Bass' theory of transformational leadership emphasizes the difference between transactional and transformational leadership. Transactional leadership is based on the exchange and satisfaction of personal interests, while transformational leaders inspire followers through motivation and common goals. Transformational leaders raise awareness



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U ovom stručnom radu pregledano je ukupno više od 80 znanstvenih radova, knjiga i stručnih časopisa da bi se prikupile informacije relevantne za temu istraživanja. U konačnu analizu uključeno je 30-ak znanstvenih radova i stručnih časopisa koji su najbolje odgovarali kriterijima uključivanja, u smislu da su pri istraživanju koristili MLQ upitnike transformacijskog vodstva.

Rezultati istraživanja potvrđuju da transformacijsko vodstvo ima pozitivan utjecaj na organizacijski uspjeh, motivaciju, inovativnost i zadovoljstvo zaposlenika. Teorija transformacijskog vodstva primjenjuje se u različitim organizacijama i kulturama, s osobitim naglaskom na jačanje osobnog identiteta, kreativnosti i prilagodljivosti zaposlenika. Unatoč dokazima, postoje kritike teorije, uključujući upitnu faktorsku strukturu i prevelik naglasak na pojedinačne interakcije umjesto na skupne procese.

KLJUČNE RIJEČI: transformacijsko vodstvo, tržišne promjene, radna učinkovitost, male tvrtke, sljedbenici

UVOD

U posljednjih 20 godina zbog naglog napretka proizvodnih procesa i globalizacije tržišta mijenjaju se i radne organizacije. Da bi opstale, uspješne organizacije moraju se jako brzo prilagoditi tržištu, brzo preraspodijeliti radnu snagu i neprestano usavršavati vještine radnika. Pandemija COVID-19 samo je „vrhunac“ koji nam je pokazao da tvrtke u krajnje kratkom vremenu moraju biti sposobne prilagoditi se novim uvjetima poslovanja (npr. *online* kupnja) ili će propasti. Zbog toga se moraju mijenjati i stilovi rukovođenja, jer oni „stari“, koji su se oslanjali na hijerarhijsku strukturu organizacije i bili usmjereni samo na ciljeve i načine dolaska

of important outcomes, drive long-term goals, and develop employees' needs.

In this professional paper, a total of over 80 scientific papers, books and professional journals have been reviewed in order to collect relevant information on the research subject. The final analysis includes about 30 scientific papers and professional journals that best correspond to the inclusion criteria, in the sense that they used MLQ questionnaires of transformational leadership in the research.

The research results confirm that transformational leadership has a positive impact on success, motivation, innovation and employees' satisfaction in an organization. The theory of transformational leadership is applied in different organizations and cultures, with special emphasis on strengthening personal identity, creativity and adaptability of employees. Despite the evidence, there are criticisms of this theory, including questionable factor structure and too strong emphasis on individual interactions rather than group processes.

KEY WORDS: transformational leadership, market changes, work efficiency, small businesses, followers

INTRODUCTION

In the last 20 years, work organizations have also been changing due to the rapid progress of production processes and market globalization. In order to survive, successful organizations must adapt to the market very quickly, must quickly redistribute the workforce, and constantly work on improving the workers' skills. The COVID-19 pandemic is just a “culmination” that has shown us that, companies must adapt to new business conditions (e.g. *online* shopping) in an extremely short time. Otherwise, they will fail. Therefore, management styles must also change because those “old” ones which relied on the hierarchical structure of the organization, and were focused

do njih, više nisu dovoljni da bi doveli do maksimalnog učinka. Istraživači na tom području učinak uspješne organizacije više ne mogu objasniti dosadašnjim stilovima rukovođenja pa u opisima uspješnih rukovoditelja sve češće posežu za riječima poput „karizme“, „vizije“, „inspirirane motivacije“ i sličnima. Na taj se način težište s racionalnih i transakcijskih procesa prebacilo na emocionalno-motivacijske i transformacijske procese i oblike vodstva.

Uobičajena i uvriježena riječ „vođenje“ (engl. *leadership*) istraživačima stvara poteškoće, jer pri pokušaju nalaženja njegove precizne definicije nailaze na velike probleme zbog nevjerojatne količine različitih opisa rukovođenja koji imaju malo toga zajedničkog. Neke su definicije, primjerice, bile usmjerene na osobine, neke na ponašanje i utjecaj rukovoditelja, a neke pak na vrste poslova kojima se rukovoditelji bave. Za većinu definicija vođenja ipak se može reći da im je zajednička pretpostavka da rukovođenje uključuje procese kojima pojedinac namjerno djeluje na druge ljude da bi postigao aktivnosti i odnose u nekoj grupi, odnosno organizaciji. U novijim istraživanjima postoji intenzivno nastojanje da se opiše sveobuhvatna teorija vodstva, no to još nikome nije pošlo za rukom. Watson (2024) pretražuje baze podataka recenziranih znanstvenih članaka koji se odnose na vodstvo i razvoj ljudskih resursa. Analizirani su literatura i konceptualni okviri da bi se utvrdilo kako pojedini znanstvenici definiraju konstrukciju teorije vodstva, kako nazivaju teoriju te koje su organizacijske posljedice njezine primjene. Nailazi se na potpune nejasnoće pojmova u području vodstva, odbacivanje modela koji se oslanjaju na ekonomske rezultate i na bihevioralne pristupe te sve veće prihvaćanje važnosti „sljedbenika“ ili „pratitelja“ (engl. *followers*) u konceptu vodstva. Turner i Baker (2018) pak zaključuju da je osnovna mana suvremenih istraživanja nedostatak longitudinalnih i multidimenzionalnih istraživanja vodstva, koja bi, prema njima, u cijelosti mogla objasniti koncept vodstva.

only on the goals and the ways how to reach them, are no longer sufficient to lead to maximum effect. Researchers in this area can no longer explain the effect of a successful organization with previous leadership styles and are increasingly reaching for words such as: “charisma”, “vision”, “inspired motivation” and the like when describing successful managers. In this way, the focus has shifted from rational and transactional processes to emotional-motivational and transformational processes and forms of leadership.

Thus, the common and popular word “leadership” creates difficulties for researchers because when they are trying to find a good definition, they encounter major problems due to the incredible number of different descriptions of leadership that have little in common. Some, for example, focused on traits, some on the behaviors and influence of managers, and some on the types of jobs that managers are engaged in. Most definitions of leadership can nevertheless be said to have in common the assumption that leadership involves processes by which an individual deliberately acts on other people in order to foster activities and relationships in a group or organization. In recent research, there has been an intensive effort to describe a comprehensive leadership theory, but no one has been able to do so yet. Watson (2024) searches databases for scientific, peer-reviewed articles related to HR leadership and development. Literature and conceptual frameworks were analyzed to determine how these scientists define the construction of leadership theory, what they call these theories, and what are the organizational consequences of applying these theories. He encounters absolute ambiguities of concepts in the field of leadership, rejection of models that rely on economic results and behavioral approaches, and increasing acceptance of the importance of “followers” in the concept of leadership. Turner and Baker (2018) conclude that the basic lack of modern research is the lack of longitudinal and multidimensional leadership research that, according to them, could fully explain the concept of leadership.

Što dakle savjetovati mladim poduzetnicima? Kako u suvremeno doba brzih društvenih promjena i gospodarskih preokreta voditi uspješnu tvrtku? Kako se preko noći prilagoditi novoj situaciji i motivirati radnike? Kako na vrijeme predvidjeti promjene i usmjeriti tvrtku na nova područja? Sve su to pitanja na koja je teško odgovoriti, a ako se s odmakom osvrnemo na uspješne tvrtke poput Applea ili konkurentnog Microsofta, svi ćemo posvjedočiti da su za njihov uspjeh bili ključni vizija, karizma i inspiracija uglavnom samo jednog čovjeka: Stevea Jobsa, Billa Gatesa ili Elona Muska. I ma koliko se ti pojedinci međusobno razlikovali, možda imaju više toga zajedničkog što ih u konačnici razlikuje od tisuća drugih, „prosječnih“ rukovoditelja. Osim toga, kao zaposlenici često prosuđujemo, kritiziramo i mislimo da bismo bolje radili posao našeg šefa. Nekad nam se pak čini da nadređeni ništa ni ne rade. Pregled istraživanja koja navodi Yukl (2008) pokazuje da je rukovoditeljski posao brz, raznolik, ovisan o situaciji – reaktivan i vrlo često nesređen. Odluke koje rukovoditelj donosi često su „politički“ određene, a u svakom trenutku uglavnom ima više stvari koje mora obaviti nego što može. Zbog toga mora spontano ili planski raditi listu prioriteta, nekim se poslovima posvetiti više, a nekima manje. Na temelju velike količine podataka dobivenih deskriptivnim metodama, a osobito upitnicima, postoje pokušaji identificiranja smislenih i primjenjivih kategorija opisa ponašanja. Zbog novih trendova globalizacije i brzih promjena koje se događaju u organizacijama mijenja se i posao rukovoditelja pa uspješni rukovoditelji postaju oni koji mogu anticipirati promjene i jako se brzo prilagoditi novoj situaciji. Općenito, uspješniji su oni koji razumiju situaciju u kojoj se nađu, svjesni su ograničenja i pokušavaju pronaći različita, alternativna, pa čak i nekonvencionalna rješenja problema.

Budući da su uspješni rukovoditelji bili sve više na cijeni, istraživanja osobina koje ih čine uspješnima i razlikuju ih od ostalih bila su vrlo opsežna. Jednim dijelom odvijala su se u „znanstvenom“

What advice should be given to young entrepreneurs? How to lead a successful company in times of modern and fast social changes and economic upheavals? How to adapt overnight to new situations and to motivate workers? How to anticipate changes in time and direct the company to new areas? All of these questions are difficult to answer, and when we look back at successful companies such as Apple or their rival Microsoft, everyone will testify that the key to success was vision, charisma, inspiration of mostly just one man: Steve Jobs, Bill Gates or Elon Musk. And no matter how different these individuals are, they may have more in common, which ultimately sets them apart from thousands of other “average” executives. In addition, we employees often judge, criticize and think that we would do a better job than our boss does. Sometimes it seems to us that our superiors do nothing. A review of research cited by Yukl (2008) shows that managerial work is fast, diverse, situation-dependent – reactive and very often chaotic. The decisions the manager makes are often “politically” determined, and at any given moment the manager has more things to do than they actually can. Therefore, they must spontaneously or planfully make a list of priorities, devote more to some tasks and less to others. Due to the large amount of data obtained by descriptive methods, and especially questionnaires, there are attempts to identify meaningful and applicable categories of behavioral descriptions. Due to new globalization trends and rapid changes occurring in organizations, the job of a manager also changes and successful managers are those who can anticipate changes and very quickly adapt to new situations. In general, those who understand the situation they find themselves in, are more successful. They are aware of the limitations and are trying to find different, alternative and even unconventional solutions to the problem.

As successful executives were increasingly valued, research into their traits, that make them successful and differentiate them from others, was very extensive. One part of the research took place in

okruženju s vrlo razrađenim metodama, a drugim dijelom u različitim prosudbenim središtima koja su često organizirali vlasnici tvrtki, bez strogo znanstvenog cilja. Yukl (2008) navodi da je Stogdill u dva navrata pregledao ukupno čak 287 studija rađenih u razdoblju od 1908. do 1970. godine i ustvrdio da nema podataka koji bi potvrđivali hipotezu o univerzalnim osobinama rukovoditelja. Stogdillovo istraživanje potvrđuje da rukovoditelj s određenim osobinama u nekoj situaciji može biti uspješan, ali u izmijenjenoj situaciji ne mora biti. Također, dva rukovoditelja s jednakim osobinama u istoj situaciji ne moraju biti jednako uspješni. Ipak, utvrđeno je da su neke osobine ličnosti, poput razine energije, tolerancije na stres, samopouzdanja, unutarnjeg lokusa kontrole, emocionalne inteligencije i integriteta, osobito važne za uspjeh rukovoditelja. Još je davne 1973. McClelland, također tijekom duljeg vremenskog razdoblja, istraživao motivaciju za rukovođenje i došao je do zaključka da optimalan sklop osobina uspješnih rukovoditelja uključuje veliku socijaliziranu usmjerenost na moć, umjerenu potrebu za postignućem i nisku potrebu za druženjem. No ti nalazi mogli su se generalizirati samo na veće organizacije, dok iste postavke nisu jednoznačno vrijedile za manje organizacije. Nova istraživanja još nisu uspjela osporiti McClellandove nalaze. Osim na osobine ličnosti i motivaciju, istraživanja su u novije doba orijentirana i na ispitivanje utjecaja emocionalne inteligencije na ishode vodstva. Görgens-Ekermans i Roux (2021) empirijski dokazuju da su emocionalna inteligencija i transformacijsko vodstvo povezani te potvrđuju pozitivan učinak takvog stila vodstva na stavove i učinak sljedbenika. Međutim, potrebno je dublje razumijevanje mreže varijabli koje utječu na rezultate učinkovitog vodstva, kako ih doživljava sljedbenik vođe koji pokazuje transformacijsko ponašanje, da bismo utvrdili jednoznačan utjecaj različitih kompetencija emocionalne inteligencije. Osim emocionalne inteligencije, osobina ličnosti i motivacije, postoji i vrlo privlačan trend da se u većinu organizacija uvodi pojam „kompetencija“.

a “scientific” environment with very elaborate methods, and the other part in various assessment centers that were often organized by business owners, without a strictly scientific goal. Yukl (2008) states that Stogdill reviewed a total of 287 studies conducted in the period from 1908 to 1970 on two occasions and argued that there is no data to confirm the hypothesis of managers’ universal traits. Stogdill’s research confirms that one manager with certain traits can be successful in one situation, but it may not be the case in a changed situation. Also, two managers with the same traits who find themselves in the same situation may not be equally successful. However, it has been found that some personality traits such as energy level, stress tolerance, self-confidence, internal locus of control in emotional intelligence and integrity are particularly important for the success of managers. Back in 1973 McClelland explored the motivation for leadership over a long period of time and came to the conclusion that the optimal set of traits of successful leaders includes a large socialized focus on power, a moderate need for achievement, and a low need for socializing. However, these findings could only be generalized for larger organizations, while for smaller ones these settings were not unambiguously valid. New research has not challenged McClelland’s findings yet. In addition to personality traits and motivation, research has in recent times also focused on examining the impact of emotional intelligence on leadership outcomes. Görgens-Ekermans and Roux (2021) empirically prove that emotional intelligence and transformational leadership are related and confirm the positive effect of this leadership style on followers’ attitudes and performance. However, a deeper understanding of the network of variables that influence the results of effective leadership, as perceived by the leader’s follower who exhibits transformational behaviors, is needed to determine the unambiguous impact of different emotional intelligence competencies. In addition to emotional intelligence, personality traits and motivation, there is still a very attractive trend to introduce the concept of “competence” in most organizations. Thus, as many as 75% - 80%

Čak 75 – 80% američkih tvrtki uvelo je neki oblik kompetencijskog modela do 2000. godine (prema Shippmann i sur., 2000). Čini se da je McClelland podigao dovoljno prašine svojim člankom u kojem je tvrdio da se testovi inteligencije trebaju zamijeniti testovima kompetencija, jer testovi inteligencije i sposobnosti nisu povezani s važnim životnim ishodima i uspjehom na poslu. Kompetencije je shvaćao kao znanja, vještine, mogućnosti, osobine i motivaciju direktno povezane s poslom i učinkom na poslu ili nekim drugim životnim ishodom (prema Shippmann i sur., 2000). Međutim, iako se u kasnijim radovima (Barrett i Depinet, 1991) te tvrdnje nisu u potpunosti potvrdile, a metaanalize (prema Schmidt i Hunter, 1998) pokazale su neupitnu važnost inteligencije za uspjeh u poslu, teorija je menadžerima bila dovoljno popularna i „pitka“. Boyatzis (1982) je na uzorku od 2000 menadžera iz 12 organizacija ukazao na 21 kompetenciju potrebnu da bi bili uspješni, a članak Prahalada i Hamela iz 1990. godine u kojem govore o temeljnim (engl. *core*) kompetencijama doživio je najviše ponovljenih izdanja od svih članaka u povijesti *Harvard Business Reviewa* (prema Shippmann i sur., 2000). Autori u njemu naglašavaju brze promjene i veliku konkurenciju u suvremenim organizacijama te potrebu da se rukovoditelji što prije prilagode novim uvjetima. Ključne kompetencije koje ističu odnose se na uspješno funkcioniranje organizacije pa se i njihove definicije i objašnjenja odnose na učenje u organizaciji, napredovanje u organizaciji itd.

Nije dakle čudno što još uvijek nemamo teoriju koja bi objasnila rukovođenje u svim aspektima, jer su istraživači, ovisno o definiciji kojom su se vodili, dobivali različite rezultate. No interes za istraživanje ne jenjava, jer se pregled znanstvenih radova, članaka i knjiga ne smanjuje, nego čak povećava. Jedna od najistraživanijih teorija vodstva jest Bassova teorija transformacijskog vodstva, nastala na postavkama Burnsa (prema Bass, 1998) o transakcijskoj i transformacijskoj vrsti političkih

of American companies introduced some form of competence model by 2000 (according to Shippmann et al., 2000). McClelland seems to have made enough of a fuss with his paper, arguing that IQ tests should be replaced by competency tests because IQ and ability tests are not associated with important life outcomes and job success. He understood competencies as knowledge, skills, opportunities, traits and motivation directly related to work and performance at work or some other life outcome (according to Shippmann et al., 2000). And although in later works (Barrett and Depinet, 1991) these claims were not fully confirmed, and meta-analyses (according to Schmidt and Hunter, 1998) proved the unquestionable importance of intelligence in business success, the theory was popular and acceptable enough for managers. Boyatzis (1982) highlighted, on a sample of 2000 managers from 12 organizations, 21 competencies which are needed to be successful, and the 1990 paper by Prahalad and Hamel discussing core competencies was the most republished paper in the history of *Harvard Business Review* (according to Shippmann et al., 2000). In the paper, the authors emphasize the rapid changes in modern organizations, great competition and the need for managers to adapt to such conditions as soon as possible. Their key competencies relate to the successful functioning of the organization, so their definition and explanation are in terms of learning opportunities in the organization, advancement in the organization, etc.

It is no wonder, then, that even today we do not have a theory that would explain leadership in all aspects, because, depending on the definition by which the researchers were guided, they received different results. However, the interest in research does not wane because the review of scientific papers, articles and books does not decrease, but even increases. One of the most researched leadership theories is Bass's theory of transformational leadership originated on Burns' assumptions (according to Bass, 1998) about transactional and transformational types of political leaders. The authors say that

vođa. Autori kažu da se transakcijsko vodstvo temelji na procesu razmjene i pregovora oko osobnih interesa, potreba i sl. između vođe i sljedbenika. Transakcijski vođe prepoznaju što njihovi sljedbenici žele, postavljaju pred njih zahtjeve i ako ih sljedbenici ispune, udovoljavaju im ispunjavanjem njihovih interesa. S druge strane, transformacijski vođe nastoje pridobiti sljedbenike djelujući na njihovu motivaciju i emocije da bi ispunili dugoročne zajedničke ciljeve. Nastoje ih inspirirati i poticati da usvoje zajedničku viziju te vlastite interese podvrgnu interesima skupine. No dok je Burns smatrao da se transakcijske i transformacijske vrste vodstva međusobno isključuju i da se nalaze na različitim krajevima istog kontinuuma, Bass (1998) smatra da obje vrste vodstva predstavljaju složene i višedimenzionalne konstrukte koji se međusobno ne isključuju, nego razlikuju prema aktivnosti vođa, odnosno intenzitetu interakcije sa sljedbenicima, i po učinkovitosti. Bass uvodi i podjelu na transformacijski stil, koji je najaktivniji i najučinkovitiji, transakcijski i na kraju liberalni (*laissez faire*) stil, u kojem vođa zapravo izbjegava svoje dužnosti, pasivan je i zbog toga najneučinkovitiji. Bass upotrebljava izraz „model cijelog raspona rukovođenja“ da bi stavio naglasak na važnost različitih stilova rukovođenja te potaknuo istraživače da razmišljaju „šire“ te ispituju i drukčija ponašanja rukovoditelja umjesto isključive orijentacije na zadatak ili ljude. Za transakcijske vođe kaže da:

„- prepoznaju što podređeni žele dobiti od svog rada i osiguravaju da to i dobiju, ako zaslužuju s obzirom na svoju uspješnost
- razmjenjuju nagrade i obećanja o nagrađivanju za odgovarajuće razine truda
- odgovaraju na želje i potrebe podređenih sve dok oni izvršavaju svoje poslove“ (str. 23, Avolio i Bass; prema JerneiĆ, 2010).

Za transformacijske pak vođe tvrdi da transformiraju i motiviraju podređene tako da:

„- podižu svijest podređenih o važnosti postizanja vrijednih ishoda i o strategijama za njihovo dostizanje

transactional leadership is based on the process of exchanging and negotiating personal interests, needs, etc. between the leader and followers. Transactional leaders recognize what their followers want, place demands on them and, if they achieve this, meet these demands by fulfilling their interests. On the other hand, transformational leaders seek to win followers by acting on their motivation and emotions to meet long-term common goals. They strive to inspire and encourage them to adopt a common vision and submit their own interests to the interests of the group. However, while Burns believed that transactional and transformational leadership types are mutually exclusive and located at different ends of the same continuum, Bass (1998) believes that both types of leadership represent complex and multidimensional constructs that are not mutually exclusive but differ in the activity of leaders, i.e. the intensity of interaction with followers and in efficiency. In doing so, Bass divides them into transformational styles that are the most active and effective, followed by the transactional and ultimately passive-avoidant (*laissez faire*) style in which the leader essentially avoids his duties, is passive and therefore the most ineffective. He is using the term “full range leadership model “ to emphasize the importance of different leadership styles and to encourage researchers to think “more broadly” and examine other behaviors of managers other than task-oriented or people-oriented. For transactional leaders, he says that:

“- they recognize what subordinates want to get from their work and ensure that they get it, if they deserve it given their performance
- exchange rewards and promises of rewards for the appropriate levels of effort
- respond to the wishes and needs of the subordinates as long as they complete their tasks. (p.23, Avolio and Bass; according to JerneiĆ, 2010)

For transformational leaders, he claims that they transform and motivate subordinates so that:

“- they raise the awareness of subordinates about the importance of achieving valuable outcomes and strategies for achieving them

- ohrabruju podređene da nadiđu vlastite interese za dobro tima, organizacije ili višeg cilja
- razvijaju potrebe podređenih do viših razina u područjima kao što su postignuće, autonomija i pripadnost, pri čemu to može ali ne mora biti povezano s poslom“ (str. 23, Avolio i Bass; prema Jerneiđ, 2010).

Temeljni instrument za provjeru postavki Bassove teorije rukovođenja predstavljao je Višefaktorski upitnik rukovođenja (MLQ – Multifactor Leadership Questionnaire). Primijećeno je da je samo do 2003. godine (prema Judge i Piccolo, 2004) u Psycinfo bazi podataka bilo više istraživanja transformacijskog vodstva nego svih drugih vrsta vodstva zajedno. U zadnjih je pak 20 godina taj broj narasao više stotina puta.

METODOLOGIJA RADA

Ovaj stručni rad prikazuje važnost transformacijskog vodstva za uspješnost različitih tvrtki, ponajprije na primjerima malog i srednjeg poduzetništva. U pregledu literature korištene su relevantne bibliografske baze podataka, kao što su Hrčak – Srce i Google Scholar, prije svega zbog dostupnosti baza na Veleučilištu Aspira. Ključne riječi korištene pri pretraživanju uključivale su *transformational leadership* i *economical impact* te su uključeni radovi koji su se odnosili na temu, koji su recentni i koji su često citirani. Isključeni su radovi koji nisu bili relevantni za temu istraživanja jer su se odnosili na preusko područje ili pak na prespecifične ekonomije s kojima Hrvatska nema ništa zajedničko. Ukupno je pregledano više od 80 znanstvenih radova, knjiga i stručnih časopisa da bi se prikupile informacije relevantne za temu istraživanja. U konačnu analizu uključeno je 30-ak znanstvenih radova i stručnih časopisa koji su najbolje odgovarali kriterijima uključivanja, u smislu da su pri istraživanju koristili MLQ upitnike transformacijskog vodstva. Na temelju analize prikupljenih podataka rad će pružiti uvid u povezanost transformacijskog vodstva i uspješne ekonomije.

- encourage subordinates to overcome their own interests for the good of the team, organization or higher cause
- develop the subordinates' needs to higher levels in areas such as achievement, autonomy and belonging, whereby this may or may not be related to work“ (p. 23, Avolio and Bass; according to Jerneiđ, 2010)

The basic instrument for verifying the settings of Bass's leadership theory was the Multifactor Leadership Questionnaire (MLQ). Only until 2003 (according to Judge and Piccolo, 2004) did the Psycinfo database reveal that there was more research on transformational leadership than on all other leadership research combined. In the last 20 years, however, that number has increased hundreds of times.

METHODOLOGY

This professional paper shows the importance of transformational leadership in the performance of different companies, primarily on the examples of small and medium-sized enterprises. The literature review was carried out using relevant bibliographic databases such as Hrčak srce and Google Scholar, primarily due to the availability of databases at Aspira University of Applied Sciences. The keywords used in the search included “transformational leadership” and “economical impact” and included papers related to the subject, which have been published recently and are cited often. Papers that were not relevant to the topic of the research were excluded because they related to the field which was too narrow or too specific economies that Croatia has nothing in common with. A total of over 80 scientific papers, books and professional journals were reviewed in order to collect relevant information on this research subject. The final analysis included about 30 scientific papers and professional journals that best corresponded to the inclusion criteria, in the sense that they used MLQ questionnaires of transformational leadership in the research. Based on the analysis of

REZULTATI ISTRAŽIVANJA

Mnoga istraživanja, kao što navodi Bass (1998), potvrđuju povezanost transformacijskog rukovođenja s nezavisnim kriterijima uspješnosti neke organizacije, kao što su: odanost organizaciji, učinkovitost, inovativnost i zadovoljstvo podređenih. Na taj način potvrđuju vanjsku valjanost ovog konstrukta. U metaanalizi DeGroota, Kikera i Crossa (2000) navodi se da su tri ključne posljedice transformacijskog rukovođenja povećanje motivacije, povećanje odanosti organizaciji i veće zadovoljstvo poslom. Također, autori su utvrdili da karizmatičko vodstvo (kao vid transformacijskoga vodstva) ima veći učinak na povećanje grupnog učinka nego na povećanje individualnog učinka. Zagoršek i suradnici (2007) su na uzorku od 753 zaposlenika ustanovili da transformacijsko vodstvo ima snažan utjecaj na organizacijsko učenje. Bennett (2009) je pak utvrdio da podređeni preferiraju transformacijski stil rukovođenja svojih rukovoditelja. Pritom je našao da transformacijsko i pasivno-izbjegavajuće vodstvo, ali ne i transakcijsko, mogu predvidjeti izniman trud.

Tvrđnje o cjelokupnom rasponu rukovođenja potvrdilo je više provedenih metaanaliza. Na primjer, Lowe, Kroeck i Sivasubramaniam (1996), na uzorku većem od 4000 ljudi iz privatnog i javnog sektora, potvrdili su očekivane korelacije između transformacijskih komponenti i učinkovitosti. Zanimljivo je da su autori utvrdili da je učinak transformacijskog stila rukovođenja, obratno od teorijske pretpostavke, veći na nižim nego na višim razinama rukovođenja. Lowe (1996) ponavlja metaanalizu i ponovno dobiva rezultate koji potvrđuju prvobitan hijerarhijski poredak stilova rukovođenja. Dakle, s učinkovitošću je najviše povezano transformacijsko rukovođenje, zatim transakcijsko, a onda pasivni, odnosno *laissez faire* stil rukovođenja. Judge i Piccolo (2004) rade metaanalizu na temelju 87 izvora i također nalaze očekivanu povezanost. Povrh toga, metaanalize (npr. Judge i Bono, 2000) pokazale

the collected data, the paper will provide insight into the importance of transformational leadership and of successful economy.

RESEARCH RESULTS

Many studies, according to Bass (1998), confirm the connection of transformational leadership with independent performance criteria of an organization such as: loyalty to the organization, efficiency, innovation and satisfaction of subordinates. In this way, they confirm the external validity of this construct. A meta-analysis by DeGroot, Kiker and Cross (2000) states that three key consequences of transformational leadership are: increasing motivation, increasing loyalty to the organization, and greater job satisfaction. They also found that charismatic leadership (as an aspect of transformational leadership) has a greater effect on the increase of group performance than it has on the increase of individual performance. Zagoršek et al. (2007) found on a sample of 753 employees that transformational leadership has a strong impact on organizational learning. Bennett (2009), however, found that subordinates prefer a transformational leadership style with their managers. He found that transformational leadership and passive-avoidant, but not transactional, can predict exceptional effort.

Claims about the entire leadership range were confirmed by several meta-analyses that have been conducted. Thus, Lowe, Kroeck and Sivasubramaniam (1996), confirmed the expected correlations of transformation components with efficiency, on a sample of over 4,000 people from both private and public sector. Interestingly, the authors found that, contrary to the theoretical assumption, the effect of the transformational leadership style is greater at lower levels than at higher leadership levels. Lowe (1996) repeats the meta-analysis and again gets the same results that confirm the original hierarchical order of leadership constructs. Therefore, the most associated with efficiency is transformational

su da je koncept transformacijskog rukovodstva, osim u različitim vrstama organizacije, nađen i u različitim kulturama. Zanimljivo je Herminovo istraživanje (2016) indonezijskih tvrtki, koje su se tada nalazile u razdoblju intenzivnog rasta i imperativ im je bio izlazak na svjetsko ekonomsko tržište. Autor je zaključio da se transformacijsko vodstvo mora uvesti u škole, kao oblik učenja, da bi iznjedrilo buduće vođe koji će uspjeti na kompetitivnom tržištu. Osobit naglasak stavljen je na razvoj potencijala za anticipiranje promjena, prepoznavanje problema i brzu prilagodbu novim okolnostima, u cilju stvaranja pojedinaca s jakim osobnim identitetom, integritetom i disciplinom, kreativnih, inovativnih i kompetitivnih.

Ako želimo istražiti bližu kulturu i sličnije ekonomsko okruženje, istraživanje Strukana i sur. (2017) na primjeru Bosne i Hercegovine pokazuje da transformacijsko vodstvo ima pozitivan utjecaj na postizanje visoke razine finansijskih performansi tvrtki i na razvoj novog proizvoda. Osim toga, istraživanje je pokazalo da su rukovoditelji tvrtki u Bosni i Hercegovini više usmjereni na zadatke nego na ljude, odnosno da u obzir treba uzeti i transakcijski način rukovođenja. Slične rezultate dobila je i autorica ovog članka u svojem specijalističkom radu „Prilagodba Bassovog višefaktorskog upitnika vodstva za računalnu primjenu“ (2012).

S porastom važnosti društveno odgovornog poslovanja tvrtki i održivosti ekonomije, provedena su i značajna istraživanja povezanosti toga konstrukta s transformacijskim vodstvom. Manzoor i sur. (2019) izradili su studiju u kojoj su promatrali utjecaj transformacijskog vodstva na radni učinak te istražili posredničke mehanizme društveno odgovornog poslovanja. Zaposlenici koji su sudjelovali u studiji rade u malim i srednjim poduzećima (SME) Pakistana (N=130). Da bi se ispitalo je li društveno odgovorno poslovanje posredovalo u korelaciji između transformacijskog vodstva i radnog učinka provedena je regresijska analiza. Rezultati studije sugeriraju da transformacijsko vodstvo pozitivno i potpuno

leadership, then transactional, and then passive, i.e. *laissez faire* leadership style. Judge and Piccolo (2004) do a meta-analysis with regard to 87 sources and also find the expected correlation. On top of that, meta-analyses (e.g. Judge and Bono, 2000) showed that the concept of transformational leadership, apart from being found in different types of organization, was also found in different cultures. Hermin's (2016) research on Indonesian companies that were experiencing intensive growth during this period and had the imperative to enter the world economic market is very interesting. The author concluded that transformational leadership must be implemented in schools, as a form of learning, but it would not produce future leaders who would succeed in a competitive market. Special emphasis was placed on the development of the potential to anticipate change, to recognize the problem and to adapt to new circumstances quickly, all in order to develop individuals who have a strong personal identity and integrity, discipline, who are creative, innovative and competitive.

If we want to explore a closer culture and a more similar economic environment, the research of Strukan et al. (2017) on the example of Bosnia and Herzegovina shows that transformational leadership has a positive impact on achieving a high level of financial performance on the development of a new product. In addition to the research, it has been shown that managers in companies in Bosnia and Herzegovina have a greater focus on tasks rather than on people, i.e. that the transactional aspect of management must also be taken into account. Similar results were obtained by the author of this paper in her specialist paper "Adaptation of the Bass Multifactor Leadership Questionnaire for Computer Applications" (2012).

With the growing importance of corporate social responsibility and economic sustainability, significant research has been done on the link of this construct and transformational leadership. Manzoor et al. (2019) designed a study in which they observed the impact of transformational leadership on work performance and explored the intermediary

predviđa radni učinak te da društveno odgovorno poslovanje (DOP) znatno utječe na pozitivan učinak transformacijskog vodstva na radni učinak. Na temelju njihovih nalaza može se zaključiti da su transformacijsko vodstvo, radni učinak i DOP važni elementi organizacija te da mogu poboljšati organizacijske rezultate. S time se slažu i Daniel i Jonathan (2024), koji navode da transformacijski vođe, u smislu gospodarskog razvoja, potiču inovacije, potiču poduzetništvo, promiču održivi rast i privlače strana ulaganja. Možemo zaključiti da ovakvi vođe „stvaraju kulturu inkluzivnosti i različitosti, osnažuju zajednice i pojedince te poboljšavaju sustave obrazovanja i zdravstvene skrbi“ (Daniel i Jonathan, 2024).

U „post COVID“ vremenu istraživanja su se fokusirala na odnos transformacijskog vodstva i ponašanja na poslu. Khan i suradnici (2020) proveli su istraživanje s ciljem ispitivanja utjecaja transformacijskog vodstva na rezultate zaposlenika, uključujući i sagorijevanje (*burnout*), ali i ljenčarenje na poslu. Rezultati su pokazali da transformacijsko vodstvo ima značajan pozitivan odnos s intrinzičnom motivacijom posrednika. Također, radni učinak ima značajan pozitivan odnos s transformacijskim vodstvom. Međutim, postoji neizravan i statistički neznačajan odnos transformacijskog vodstva s izgaranjem na poslu i „društvenim ljenčarenjem“.

Stoga se može reći da organizacijski vođe moraju imati transformacijske osobine, jer transformacijski vođa može nadahnuti zaposlenike da postignu očekivani ili znatno bolji ishod. Usto, zaposlenicima pruža samopouzdanje u vezi s određenim poslovima.

Mala i srednja poduzeća, osobito ona koja financiraju fondovi EU-a, kakvih je u Hrvatskoj mnogo, može ohrabriti evaluacija programa edukacije Growth Catalyst, koju je ove godine objavio Giordano (2024). Ukupno 176 voditelja tvrtki u Velikoj Britaniji, iz šireg liverpulskeg područja, prošlo je između 2014. i 2019. formalni program edukacije, koji je uključivao i

mechanisms of corporate social responsibility. The employees who participated in the study work in small and medium-sized enterprises (SMEs) in Pakistan (N=130). A regression analysis was conducted to examine whether CSR mediated the correlation between transformational leadership and work performance. The results of the study suggest that transformational leadership positively and completely predicts work performance and that corporate social responsibility (CSR) significantly influences the positive impact of transformational leadership on work performance. Based on these findings, it can be concluded that transformational leadership, work performance and CSR are important elements of organizations and can improve organization's results. Daniel and Jonathan (2024) agree, stating that in terms of economic development, transformational leaders encourage innovation, promote entrepreneurship, foster sustainable growth and attract foreign investment. We can conclude that such leaders “create a culture of inclusiveness and diversity, empower communities and individuals, and improve education and health care systems” (Daniel and Jonathan, 2024).

In the “post-covid” time, research focused on the relationship between transformational leadership and behavior at work. Khan et al. (2020) conducted a research, which aimed to examine the impact of transformational leadership on employee performance, including burnout and laziness at work. The results showed that transformational leadership has a significant positive relationship with the intrinsic motivation of intermediaries. Also, there is a significant positive relationship between work performance and transformational leadership. However, there is an indirect and statistically insignificant relationship between transformational leadership and burnout at work and “social slobbing”.

Therefore, it can be said that business leaders must have transformational qualities because a transformational leader can inspire employees to achieve the expected or significantly better

transformacijsko vodstvo. Mnogi od njih prije toga nisu imali nikakvo formalno poslovno obrazovanje pa im je ovaj program pružio važnu priliku za transformaciju sposobnosti poduzetničkog vodstva. Ključno je da je Giordanovo istraživanje osiguralo razlikovanje ovog programa od drugih vrsta potpore lokalnom poslovanju i oblikovalo utjecaj Growth Catalista na razvoj individualnog poduzetničkog vodstva, prakse i umrežavanja na razini poduzeća te na lokalni gospodarski razvoj. Autor je zaključio da je program koji je financirao EU imao transformacijski učinak, što je važno s obzirom na to da je područje Liverpoola nekoliko desetljeća bilo gospodarski slabije od ostalih dijelova Velike Britanije.

Iako teorija ima mnogo dokaza koji joj idu u prilog, postoje i neka ograničenja, pa i ozbiljne kritike. Kritike se prije svega odnose na upitnu faktorsku strukturu. Naime, mnoga istraživanja nisu potvrdila teoriju o transformacijskom i transakcijskom stilu rukovođenja kao o posve različitim stilovima. Često je primijećena velika korelacija među faktorima ispitivanima MLQ upitnikom koji su reprezentirali jedan i drugi stil (npr. Den Hartog i sur., 1997). Ponajprije, postoji velika povezanost između svih skala transformacijskog rukovođenja i uvjetnog nagrađivanja u transakcijskom rukovođenju. Uvjetno nagrađivanje u transakcijskom vodstvu, osim neosobnog kontakta podređenog i rukovoditelja, uključuje priznavanje i prepoznavanje podređenog, što podrazumijeva osobniji kontakt i može biti dio transformacijskog oblika rukovođenja. Istraživanja često pokazuju da je uvjetno nagrađivanje više povezano s transformacijskim ponašanjem (npr. Tejeda, Scandura i Pillai, 2001). Nekonzistentnosti rezultata istraživanja faktorske strukture pridonosi i činjenica da svako transformacijsko ponašanje sadrži više različitih komponenata pa individualizirana briga, primjerice, sadrži i podršku i razvoj zaposlenika, a između tih dvaju pojmova nema povezanosti. Kada je riječ o intelektualnoj stimulaciji, na primjer, nije poznato što vođa kaže ili napravi da bi utjecao na kognitivne procese i ponašanje podređenih (prema Yukl, 2008). Istraživanja upućuju

outcomes. It also gives employees self-confidence in relation to certain jobs.

Small and medium-sized enterprises, especially those financed by EU funds, of which there is a significant number in Croatia, can be encouraged by the evaluation of the Growth Catalyst education programme published this year by Giordano (2024). 176 business leaders in the UK, from the Greater Liverpool area, underwent a formal training programme between 2014 and 2019 that included transformational leadership. Many of them had not previously participated in any formal business education, so this program gave them an important opportunity to transform their entrepreneurial leadership skills. Crucially, Giordano's research has ensured differentiation from other local business support and shaped the impact that Growth Catalyst has had on the development of individual entrepreneurial leadership, practice and enterprise-level networking, and the development of local economic development. The author concluded that the EU-funded programme had a transformational effect, which is significant, given that the Liverpool area has been doing economically worse for several decades compared to the rest of the UK.

Although this theory has a lot of evidence that support it, there are also some limitations and serious criticisms. First of all, the criticisms relate to the questionable factor structure. Namely, many studies have not confirmed the theory of transformational and transactional leadership styles as completely different styles. Namely, a significant correlation was often found among the factors, examined by the MLQ questionnaire, which represented both styles (e.g. Den Hartog et al. 1997). In particular, there is a strong correlation between all scales of transformational leadership and conditional remuneration with transactional leadership. In transactional behavior, conditional remuneration, in addition to non-personal contact between the subordinate and the manager, also includes the recognition and acknowledgement of the subordinate, which is a more personal process and can be part of a transformational form of

na to da se interpretacija ne može donositi na razini podskala zbog prevelike korelacije među faktorima, tj. faktori nemaju diskriminativnu valjanost, pa čitav model treba promatrati hijerarhijski, jer im je nadređen konstrukt višega reda (Carless, 1998).

Osim što ističe upitnost faktorske strukture, Yukl (2008) također upućuje kritiku samom nazivu modela – „model cijelog raspona rukovodstva“ – jer ponašanja koja MLQ upitnik mjeri ne obuhvaćaju neka bitna ponašanja za koja je u svim prijašnjim bihevioralnim istraživanjima utvrđeno da su relevantna. Na primjer, nije obuhvaćena orijentacija na zadatak, koje ima jasno dokazan pozitivan utjecaj na učinkovitost rukovoditelja. Usto, ispušten je opis prirode odnosa rukovoditelja s nadređenima, kolegama i važnim vanjskim osobama koji utječu na uspješnost organizacije. Još neke slabosti koje Yukl (2008) navodi su nejasan proces utjecaja i pretjerano naglašavanje dijadnog procesa. Naime, teorija bi imala veću jačinu kada bi osnovni procesi utjecaja bili jasnije utvrđeni i kada bi bilo poznato kako svaka vrsta ponašanja utječe na svaku medijatornu varijablu bitnu za ishod. Također, svrha teorije jest objašnjavanje direktnog utjecaja vođe na pojedinačnog sljedbenika, a ne na skupne i organizacijske procese, kao što su slaganje članova skupine oko ciljeva i prioriteta, organizacija posla, međusobno povjerenje u članove tima i organizaciju i sl. Osim toga, Yukl smatra da može doći do sukoba uloga ako članovi skupine imaju više transformacijskih voditelja koji se međusobno razlikuju, ali takvi i ostali potencijalni negativni učinci transformacijskog vodstva nisu istraženi.

Uz kritike koje se odnose na sam konstrukt transformacijskog vodstva i faktorsku strukturu MLQ upitnika kojim se mjeri ponašanje, postoji još jedno znatno ograničenje dosadašnjih istraživanja. Naime, većina ih je provedena u jednoj točki vremena, tj. nisu konstruirana kao longitudinalna istraživanja, koja bi mogla dodatno objasniti utjecaj medijatorskih varijabli poput osobina ličnosti, emocionalne inteligencije, motivacije i kompetencije na ponašanje voditelja i na razinu uspješnosti.

leadership. So research often shows that conditional rewarding is more related to transformational behavior (e.g. Tejeda, Scandura and Pillai 2001). The fact that each transformational behavior contains several different components, such as individualized care, also contributes to the inconsistency of factor structure results. For example, individualized care also involves the support and development of employees, two concepts among which there is no connection. In intellectual stimulation, it is not clear what the leader is actually saying or doing to influence the cognitive processes and behavior of subordinates (according to Yukl, 2008). Research suggests that interpretation at the subscale level cannot be done because the correlation between factors is too strong, i.e. they do not have discriminative validity, so the entire model should be viewed hierarchically because a higher-order construct has seniority (Carless, 1998).

In addition to the questionable factor structure, Yukl (2008) also criticizes the very name of the “full-range leadership model” because the behaviors measured by the MLQ questionnaire do not include significant behaviors, which in all previous behavioral research were found to be relevant. For example, behavior such as task orientation, which has a clearly proven positive impact on the leader’s effectiveness, is not covered. In addition, the description of the nature of relationship between the manager - superior, or relationship with colleagues and other important people who affect the success of the organization, is poorly explained, i.e. omitted. In addition to the above, Yukl (2008) lists several other weaknesses such as: unclear process of influence and excessive emphasis on the dyadic process. The theory would have greater significance if the basic processes of influence were more clearly determined and if it was known how each type of behavior affects each mediator variable relevant to the outcome. Also, the interest of the theory is to explain the direct influence of the leader on an individual follower, rather than their influence on group and organizational processes,

ZAKLJUČAK

Transformacijsko vodstvo temelji se na sposobnosti vođe da nadahnjuje, motivira i potiče zaposlenike na ostvarivanje dugoročnih zajedničkih ciljeva, što ga čini jednim od najučinkovitijih stilova rukovođenja u suvremenim organizacijama. U vrijeme globalnih promjena, prevrata i gospodarskih izazova, transformacijski vođe poput Billa Gatesa i Elona Muska pokazali su da snažna vizija, karizma i inovativnost mogu oblikovati uspješne tvrtke, čak i u kriznim vremenima. Kroz pregled istraživanja Bassove teorije transformacijskog vodstva utvrđeno je da ovaj stil rukovođenja povećava motivaciju, odanost i zadovoljstvo zaposlenika te potiče inovativnost i organizacijsko učenje. Osobito je istaknuto da su navedene karakteristike ključne za uspjeh malih i srednjih poduzeća, gdje vođe moraju brzo reagirati na promjene tržišta. Transformacijsko vodstvo stvara kulturu inkluzivnosti i podržava razvoj dugoročnih ciljeva, što ga čini korisnim ne samo za ekonomski rast već i za društveno odgovorno poslovanje. Iako transformacijsko vodstvo pokazuje brojne prednosti, kritike se odnose na upitnu faktorsku strukturu MLQ upitnika i na činjenicu da taj stil rukovođenja nije uvijek jasno odvojen od transakcijskog stila. Međutim, unatoč nedostacima, teorija ostaje relevantna i često primjenjivana u analizi rukovođenja u raznim industrijama i kulturama. Transformacijski vođe, sa sposobnošću da inspiriraju i motiviraju, i dalje su ključni sudionici u stvaranju uspješnih, inovativnih i održivih organizacija u svijetu koji se neprestano mijenja. Ograničenja ovog stručnog rada svakako se odnose na fokus autorice da istraži isključivo konstrukt transformacijskog vodstva, bez uključivanja drugih teorija. Smjernice za daljnja istraživanja svakako se odnose na uključivanje dodatnih suvremenih teorija vodstva, ali i na oblikovanje samih istraživanja, u kojima bi težište trebalo staviti na longitudinalna ispitivanja.

such as group members agreeing on goals and priorities, organization of work, mutual trust in team members and organization, etc. Likewise, he believes that there may also be a role conflict if group members have multiple transformational leaders who are very different, and these and other negative effects of transformational leadership have not been investigated.

In addition to the criticisms related to the very construct of transformational leadership and the factor structure of the MLQ questionnaire that measures behavior, there is another significant limitation of previously conducted research. Namely, most of them were conducted at one point in time, i.e. they were not constructed as longitudinal research that could further explain the impact that mediator variables such as personality traits, emotional intelligence, motivation and competence might have on the behavior of the leader and their success level.

CONCLUSION

The conclusion of transformational leadership is based on the ability of leaders to inspire, motivate and encourage employees to achieve common long-term goals, making it one of the most effective leadership styles in modern organizations. In times of global changes, upheavals, and economic challenges, transformational leaders like Bill Gates and Elon Musk have shown how powerful vision, charisma, and innovation can shape successful businesses, even in times of crisis. Through a review of research into Bass's theory of transformational leadership, it has been found that this leadership style increases employee motivation, loyalty, and satisfaction, and encourages innovation and organizational learning. In particular, it was pointed out that these characteristics are key to the success of SMEs, where leaders need to react to market changes very fast. Transformational leadership creates a culture of inclusiveness and supports the development

of long-term goals, making it useful not only for economic growth, but also for corporate social responsibility. Although transformational leadership shows numerous advantages, the criticisms relate to the questionable factor structure of the MLQ questionnaire, and to the fact that this leadership style is not always clearly separated from the transactional style. However, despite these shortcomings, the theory remains relevant and is often applied in leadership analysis across industries and cultures. Transformational leaders, with their ability to inspire and motivate, remain key actors in creating successful, innovative and sustainable organizations in a constantly changing world. The limitations of this professional paper certainly relate to the author's focus to explore the construct of transformational leadership exclusively, without including other theories. Guidelines for further research certainly refer to the inclusion of additional contemporary leadership theories, but also to the design of the research itself in which the focus should be on longitudinal tests.

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