

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE OUTCOME OF THE DECISION-MAKING PROCESS IN THE MINISTRY OF INTERNAL AFFAIRS

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Abstract

This comprehensive research study delves into the complex interplay between transformational leadership, decision-making processes, and socio-demographic factors within the Ministry of Internal Affairs. Using a quantitative approach featuring surveys and statistical analyses, it scrutinizes how employees perceive their immediate bosses' leadership and decision-making qualities and their potential links to transformational leadership. The key findings underscore statistically significant connections between socio-demographic variables and positive perceptions of transformational leadership, further reinforced by insights gained from real-life examples showcasing the successful application of transformational leadership within the Ministry. The study also illuminated the organizational impact of knowledge strategies, providing tangible evidence of enhanced performance through effectively applying these strategies. These findings emphasize the necessity for tailored leadership development programs, adaptability, and self-awareness among leaders to cater to a diverse workforce and the specific needs of various departments in alignment with the transformative principles of real-life examples. While not establishing causation, this research enriches our understanding of how transformational leadership is perceived within intricate organizations, shedding light on its multifaceted nature and capacity to drive organizational success, as exemplified by the practical illustrations from real-life cases.

Keywords

decision-making process; knowledge strategies; Ministry of Internal Affairs; organizational performance, transformational leadership.

Introduction

The Ministry of Internal Affairs holds a pivotal role in ensuring public safety, upholding law and order, and safeguarding national security in numerous countries. Effective decision-making within this governmental department is paramount for addressing multifaceted challenges and attaining desired outcomes. Leadership within the Ministry of Internal Affairs significantly influences decision-making and subsequent consequences. In recent years, the concept of transformational leadership has

garnered attention as a potential catalyst for positive organizational change and improved decision-making outcomes.

Transformational Leadership

Transformational leadership, as conceptualized by Bass (1985) and advanced by subsequent scholars, revolves around inspiring and empowering followers to achieve shared objectives and visions. This leadership style emphasizes individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Bass, 1985). It has been correlated with numerous favorable outcomes, including heightened employee motivation, job satisfaction, and enhanced organizational performance (Bass & Riggio, 2006).

However, despite the growing interest in transformational leadership, its specific impact on the Ministry of Internal Affairs decision-making processes has remained underexplored. Understanding how transformational leadership practices influence decision-making outcomes can yield invaluable insights for enhancing decision-making efficacy within this critical public sector organization.

Relevance to the Ministry of Internal Affairs

The Ministry of Internal Affairs operates in a dynamic and intricate environment characterized by evolving security threats, shifting social dynamics, and increased public scrutiny. Effective decision-making is imperative for timely responses, efficient allocation of resources, and the preservation of public trust. Therefore, examining the influence of transformational leadership on decision-making outcomes is profoundly pertinent to both scholars and practitioners in the realm of public administration.

Research gap and problem statement

Despite the critical role of decision-making within the ministry, there exists a conspicuous gap in the literature concerning the specific influence of transformational leadership on decision-making outcomes. This research problematizes the dearth of knowledge on how transformational leadership practices impact the quality of decisions and their subsequent ramifications within the Ministry of Internal Affairs. The relevance of this research lies in its potential to provide a comprehensive understanding of how transformational leadership influences decision-making outcomes, thereby contributing to the enhancement of organizational performance, fortification of public safety, and consolidation of public trust.

Research objectives

This research seeks to address the research gap and problem statement by investigating the relationship between transformational leadership and the outcomes of decision-making processes within the Ministry of Internal Affairs. The primary research objectives are:

Review of Existing Literature: To scrutinize and analyze the prevailing literature on transformational leadership and its ramifications on decision-making outcomes in organizational settings, with a distinct focus on the Ministry of Internal Affairs.

Examination of Leadership Practices: To assess the practices and behaviors of transformational leaders within the Ministry of Internal Affairs and their influence on the quality of decision-making processes.

Evaluation of Decision Outcomes: Assessing the influence of transformational leadership on decision outcomes within the Ministry of Internal Affairs, focusing on organizational performance, knowledge strategies used, and stakeholder satisfaction.

Recommendations and Implications: Developing practical recommendations and insights through real-life case studies to improve transformational leadership practices and optimize decision-making outcomes within the Ministry of Internal Affairs.

Research questions

To illuminate various facets of decision-making and transformational leadership practices within the Ministry of Internal Affairs, a set of interconnected research questions guide this inquiry:

How do the decision-making styles of immediate bosses¹ within the Ministry of Internal Affairs influence the decision-making processes, including their enjoyment of making decisions, reliance on 'gut feelings,' commitment to decisions, and propensity to settle for sufficient options?

What is the extent of consultation and collaboration by immediate bosses in the Ministry of Internal Affairs with others in the decision-making process, and how do their decisions lead to sustainable partnerships and promote organizational alignment?

Regarding leadership vision and communication, how effectively do leaders within the Ministry of Internal Affairs concretize a clear vision for the organization's future and communicate this vision to generate enthusiasm among stakeholders?

Regarding decision outcomes and impact, how frequently do the professional decisions of immediate bosses in the Ministry of Internal Affairs imply knowledge strategies and result in higher organizational performance, and what is the level of satisfaction among subordinates with these decision outcomes?

By exploring these research questions, this study aims to unveil the intricate dynamics between transformational leadership and decision-making outcomes within the Ministry of Internal Affairs, offering insights into vital aspects of leadership and governance within the public sector.

Literature review

According to Bass and Riggio (2006), transformational leadership is a process where leaders inspire and motivate their followers to achieve exceptional outcomes by tapping into their higher-order needs, elevating their awareness and aspirations, and instilling a sense of collective purpose and vision. This leadership style involves being a role model, fostering trust, encouraging innovation, and empowering followers. Burns

¹ The term "immediate boss" in the context of the Ministry of Internal Affairs refers to the direct supervisor or manager who holds a position of authority over an individual employee within the ministry. This immediate boss is responsible for overseeing and guiding the work of the subordinate, providing instructions, assigning tasks, evaluating performance, and making decisions that impact the employee's day-to-day activities.

(1978) introduced the concept, emphasizing leaders' abilities to transcend self-interest and motivate followers for higher performance and moral development. It includes intellectual stimulation, individualized consideration, and charismatic influence to inspire commitment and personal growth. It also contributes to innovative work behavior (Stanescu, Zbucea, & Pinzaru, 2021). Avolio and Bass (2004) introduced the Multifactor Leadership Questionnaire (MLQ), assessing transformational leadership through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. It highlights motivating, inspiring, challenging, and fostering personalized relationships.

Yukl (1999) broadened the perspective, including charismatic, inspirational, and intellectual leadership, emphasizing articulating a vision, stimulating enthusiasm, and encouraging innovative thinking. Mora and Țiclău (2012) stress transformational leadership's role as a catalyst for change and societal transformation. Transformational leaders motivate individuals to surpass expectations, promoting personal growth. The MLQ is used to measure transformational leadership through its dimensions. Idealized influence involves leaders serving as role models with ethical conduct and high standards (Bass & Avolio, 1999). Inspirational motivation relates to articulating goals, creating shared understanding, and instilling positive expectations (Bass, 1988). Intellectual stimulation encourages creativity and innovation, challenging beliefs and fostering open-mindedness (Bass & Avolio, 1999; Stone et al., 2003). Individualized consideration means addressing followers' needs and providing support, guidance, and growth opportunities (Simic, 1998).

Research shows transformational leadership positively impacts organizational outcomes, enhancing performance and creative problem-solving (Liao & Chuang, 2007; MacKenzie et al., 2001; Jung, 2001; Wang et al., 2011). In summary, transformational leadership motivates followers to work towards a shared vision by inspiring, challenging, and considering individual growth needs, making it a powerful leadership style.

Transformational Leadership in MAI

Transformational leadership plays a pivotal role within the Ministry of Internal Affairs, where its application offers significant advantages. It transcends transactional leadership, emphasizing inspiration and transformation to drive exceptional performance and personal growth. In this context, transformational leadership contributes to public trust by establishing leaders as paragons of trustworthiness, ethical standards, and community engagement, thereby enhancing credibility. It also fosters positive relationships critical for the Ministry's effective operation. Additionally, it leads to improved organizational performance by articulating compelling visions, ambitious goals, and empowering teams, ultimately promoting innovation and excellence. The well-being and development of employees thrive under this leadership style as it provides active support, mentorship, and recognition of contributions, boosting engagement and job satisfaction. Effective change management, essential in the Ministry's dynamic environment, is facilitated through shared visions, innovative thinking, and a culture of continuous improvement, with transformational leaders adept at inspiring and communicating change. Collaborative stakeholder engagement, involving citizens, NGOs, and public authorities, further enhances the Ministry's effectiveness. In essence, transformational leadership serves

as a linchpin in the Ministry, fostering trust, enhancing performance, engagement, change management, and stakeholder collaboration, thus advancing its mission while upholding transparency, trustworthiness, and accountability.

Methodology

The research methodology for this study adopts a quantitative approach, employing a cross-sectional research design. This design facilitates data collection and comparison at a specific point in time. The study's primary objective is to investigate the relationship between leadership styles and decision-making processes within the Ministry of Internal Affairs.

Research approach and strategy

The chosen research approach is quantitative, aiming to gather and analyze numerical data to explore leadership styles and decision-making dynamics in the Ministry of Internal Affairs. To achieve this, a cross-sectional design is employed, enabling data collection from a diverse sample of participants within a limited timeframe. The research strategy revolves around structured surveys and questionnaires to assess leadership behaviors and attitudes.

Data collection methods

To ensure comprehensive data collection, established and validated questionnaires are adapted to the specific context of the Ministry of Internal Affairs. These include the Decision-Making Questionnaire (DMQ) by French et al. (1993), the Decision-Making (DM) reflective construct questionnaire by Brătianu et al. (2021), the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1995), and the Measurement Instrument for Transformational Leadership by Jensen and Andersen (2019). These questionnaires are employed to capture participants' self-reported perceptions of their immediate bosses' leadership styles and decision-making behaviors.

Sampling strategy and sample size

The sampling strategy combines stratified random sampling and simple random sampling. The organization is stratified based on various work areas within the Ministry, ensuring proportional representation. Within each stratum, participants are randomly selected. The target sample size is a minimum of 100 subordinates, encompassing various departments and hierarchical levels, thus offering a comprehensive perspective on leadership styles and decision-making processes.

Data analysis techniques

Data analysis involves both descriptive and inferential statistics. Descriptive statistics, such as means, medians, modes, standard deviations, and frequencies, provide an overview of participants' perceptions. Inferential statistics, including correlation analysis, t-tests, and ANOVA, examine relationships and differences within the data. These analyses are performed using statistical software like SPSS.

Ethical considerations

The study prioritizes ethical principles. Participants provide informed consent, fully understanding the research's purpose, procedures, and their right to withdraw without repercussions. Confidentiality and anonymity are maintained by securely storing and coding data. Data protection regulations are strictly adhered to. Participation is entirely voluntary, without any coercion. Researchers maintain objectivity, free from bias, and seek institutional ethical approval.

Limitations of the research methodology

This research methodology incorporates a quantitative approach, employing structured surveys and statistical analysis to delve into leadership styles and decision-making processes within the Ministry of Internal Affairs. While it aims to address ethical considerations and maintains a diverse sample, it faces several limitations, including potential generalizability issues, a relatively small sample size, self-report bias, a cross-sectional design, reliance on perceptions over actual behaviors, and constraints on time and resources. These limitations should be considered when interpreting the findings, as they impact the study's scope and depth, underlining the need for careful consideration of its implications.

Results, case studies, and discussions

Data collection and sample characteristics

In the data collection phase, electronic questionnaires were employed to gather information from 148 Ministry of Internal Affairs personnel. These participants were drawn from a broad spectrum of professional domains, encompassing diverse gender identities, educational backgrounds, and residential settings. The utilization of electronic questionnaires facilitated streamlined participation and ensured representation from a broad array of individuals with varying life experiences.

To safeguard the privacy and anonymity of the respondents, stringent measures were implemented, cultivating an atmosphere conducive to candid and unrestricted feedback. All collected data underwent meticulous processing involving coding and labeling for clarity and easy reference. Additionally, a thorough validation was carried out to confirm data integrity and accuracy and identify any potential gaps or missing information. The resultant dataset was thoughtfully structured and organized, primed for subsequent analysis and exploration.

Analysis of collected data

The SPSS analysis of the dataset collected from the Ministry of Internal Affairs reveals a comprehensive demographic profile of the respondents. The majority were male, from the Y Generation, highly educated, occupied operative roles, and represented diverse fields, with Traffic Police being prominent (Ioan, 2023). Surprisingly, despite this diversity, there was a prevalent trend of favorable perceptions toward their immediate superiors, particularly regarding decision-making and leadership attributes. The subsequent chi-square tests and t-tests were instrumental in examining the relationship between these perceptions and socio-demographic variables. This in-depth analysis offers valuable insights into how various factors may influence employees' views of their bosses' decision-making tendencies and leadership qualities,

contributing to a more holistic understanding of the organizational dynamics within the Ministry.

Chi-Square Test 1:

Do you think your immediate boss likes to make decisions? * What generation are you part of? Crosstabulation

% within What generation are you part of?

		What generation are you part of?			Total
		1965-1980 - X Generation	1981-1996 - " Millennials" Y Generation	1997-2012 - " iGeneration" Z Generation	
Do you think your immediate boss likes to make decisions?	1	4,5%	10,8%		6,1%
	2	18,2%	4,1%	1,9%	5,4%
	3	9,1%	13,5%	9,6%	11,5%
	4	31,8%	24,3%	26,9%	26,4%
	5	36,4%	47,3%	61,5%	50,7%
Total		100,0%	100,0%	100,0%	100,0%

Figure 1. Chi-Square Test 1
(Ioan, 2023)

- Chi-Square Statistic: $\chi^2(8) = 17.201, p < 0.01$
- Interpretation: A statistically significant relationship exists between certain socio-demographic variables and positive perceptions of transformational leadership qualities in immediate bosses. However, caution is advised when extrapolating these findings to the entire Ministry of Internal Affairs population.

Chi-Square Test 2:

Is your immediate boss trying to get subordinates to buy into common goals for the organization? * Field of activity? Crosstabulation

% within Field of activity?

		Field of activity?					Total
		Criminal Investigations	Forensics	Public Order	Support Structures (Logistics, Human Resources, Financial, Legal, Internal Control, etc.)	Traffic Police	
Is your immediate boss trying to get subordinates to buy into common goals for the organization?	1	33,3%		18,2%	11,1%	6,5%	10,1%
	2		12,5%	24,2%		4,3%	8,8%
	3	33,3%		15,2%	11,1%	8,7%	10,8%
	4	16,7%	62,5%	24,2%	77,8%	26,1%	30,4%
	5	16,7%	25,0%	18,2%		54,3%	39,9%
Total		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Figure 2. Chi-Square Test 2
(Ioan, 2023)

- Chi-Square Statistic: $\chi^2(16) = 48.693, p < 0.001$
- Interpretation: A highly significant relationship exists between socio-demographic variables and positive perceptions of transformational leadership qualities in

immediate bosses. However, low expected cell counts suggest potential limitations in the reliability of the results.

Chi-Square Test 3:

Is your immediate boss struggling to get the team to work together for the vision? * Your level of education? Crosstabulation

% within Your level of education?

		Your level of education?			Total
		higher education (bachelor's degree)	Master's Degree	secondary education (high school)	
Is your immediate boss struggling to get the team to work together for the vision?	1	12,9%	16,7%	12,0%	13,5%
	2	8,6%	16,7%	8,0%	10,1%
	3	9,7%	13,3%	16,0%	11,5%
	4	16,1%	16,7%	28,0%	18,2%
	5	52,7%	36,7%	36,0%	46,6%
Total		100,0%	100,0%	100,0%	100,0%

Figure 3. Chi-Square Test 3
(Ioan, 2023)

- Chi-Square Statistic: $\chi^2(8) = 6.227$, $p = 0.622$
- Interpretation: The chi-square test does not provide sufficient evidence to reject the null hypothesis, indicating no significant relationship between socio-demographic variables and negative perceptions of transformational leadership qualities.

Chi-Square Test 4:

Is your immediate boss struggling to explain to subordinates how they can contribute to the organization's goals? * Marital status? Crosstabulation

% within Marital status?

		Marital status?			Total
		divorced	married	not married	
Is your immediate boss struggling to explain to subordinates how they can contribute to the organization's goals?	1	9,1%	17,2%	12,3%	14,2%
	2	27,3%	12,5%	2,7%	8,8%
	3	18,2%	10,9%	9,6%	10,8%
	4	27,3%	15,6%	16,4%	16,9%
	5	18,2%	43,8%	58,9%	49,3%
Total		100,0%	100,0%	100,0%	100,0%

Figure 4. Chi-Square Test 4
(Ioan, 2023)

- Chi-Square Statistic: $\chi^2(8) = 14.459$, $p = 0.071$
- Interpretation: The chi-square test does not provide strong evidence to reject the null hypothesis, suggesting no significant relationship between socio-demographic variables and negative perceptions of transformational leadership qualities.

- Conclusions: Significant differences in perceptions of transformational leadership qualities were observed among different socio-demographic groups, with some groups showing higher positive perceptions. However, due to potential sample limitations, caution is advised in generalizing these findings to the entire population.

T-Test (Independent Sample Test):

		Independent Samples Test										
		Levene's Test for Equality of Variances				t-test for Equality of Means						
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper	
Do you think your immediate boss likes to make decisions?	Equal variances assumed	3,273	,073	,273	146	,393	,786	,071	,259	-.441	,582	
	Equal variances not assumed			,323	42,177	,374	,748	,071	,218	-.370	,511	

Figure 5. T-Test (Ioan, 2023)

- Focus: Relationship between education level and perceptions of immediate boss decision-making.
 - Conclusion: While there is a slight difference in mean responses between respondents without higher education and those with higher education, education level alone does not strongly influence perceptions of immediate boss decision-making. Both groups generally perceive their immediate bosses as liking to make decisions.

ANOVA (Analysis of Variance)

To perform the ANOVA test, we will try to identify significant differences between groups from five fields of activities (1 – forensics, 2 – public order, 3 – traffic police, 4 – criminal investigations, 5 – support structures) and compare means for the question "Are you satisfied with the results of your immediate boss in the decision-making process?".

Descriptives										
Are you satisfied with the results of your immediate boss in the decision-making process?										
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum		
					Lower Bound	Upper Bound				
1	8	4,25	1,165	,412	3,28	5,22	2	5		
2	33	2,73	1,398	,243	2,23	3,22	1	5		
3	92	4,04	1,390	,145	3,76	4,33	1	5		
4	6	2,50	1,378	,563	1,05	3,95	1	4		
5	9	3,33	1,414	,471	2,25	4,42	1	5		
Total	148	3,66	1,492	,123	3,41	3,90	1	5		

Figure 6. ANOVA - Descriptives (Ioan, 2023)

Based on the provided data, an ANOVA test was conducted to identify significant differences in satisfaction levels with the decision-making process of immediate bosses among respondents from different fields of activities (forensics, public order, traffic police, criminal investigations, and support structures).

In summary, the descriptive statistics highlight notable variations in satisfaction ratings across different fields of activities within the Ministry of Internal Affairs,

indicating that transformational leadership may indeed influence the decision-making process. The ANOVA results substantiate the significance of these differences, suggesting that the nature of employees' work domains plays a role in shaping their perceptions of immediate bosses' decision-making abilities (Ioan, 2023). Fields such as forensics and traffic police exhibit higher satisfaction levels, while criminal investigations and support structures show relatively consistent satisfaction ratings. However, it's important to emphasize that while these findings underscore the impact of field-specific factors, they do not explicitly ascertain the influence of transformational leadership. Further in-depth analyses, such as regression studies or qualitative investigations, are essential to unravel the precise leadership behaviors and practices contributing to these disparities, offering a comprehensive understanding of how transformational leadership may directly shape decision-making outcomes in the Ministry.

Correlations

The correlation analysis employing both Pearson and Spearman coefficients uncovers nuanced relationships within the Ministry of Internal Affairs. It reveals that variables such as education level and field of activity influence employees' perceptions of their immediate bosses' decision-making processes (Ioan, 2023). Those with higher education tend to perceive their bosses as more decisive, although they are less certain about their ability to foster sustainable partnerships. The field of activity plays a significant role, with different departments exhibiting varying decision-making styles. Interestingly, the inclination toward boss-initiated decision-making aligns with various positive attributes, demonstrating the interconnectedness of these aspects. Furthermore, a strong link exists between the perception of bosses as decision-makers, the tendency to make instinctive decisions, and openness to consulting with others, highlighting the intricate relationship between leadership styles, decision-making tendencies, and the diverse fields of activity within the Ministry.

Practical insights

In this section, we delve into the Ministry of Internal Affairs' main objectives and analyze the application of knowledge strategies in the context of transformational leadership, emphasizing their impact on organizational performance. The Ministry's multifaceted objectives encompass vital reforms, capacity building, sustainability, digitalization, safety in transportation and infrastructure, strengthening government efficacy, citizen safety, and driving public service digital transformation. Additionally, the Ministry focuses on international goals like Romania's Schengen Area accession, a strategic alliance with the United States, and supporting Moldova's European integration. Economic objectives include implementing recovery and resilience mechanisms, transitioning to green and digital economies, promoting reindustrialization, and streamlining property restitution. Healthcare, energy, education, defense, security, and various other sectors are prioritized for comprehensive national development (Partidul Social Democrat & Partidul Național Liberal, 2023).

Implementing knowledge management strategies in accordance with the comprehensive framework outlined by Bratianu (2022), such as change management programs, performance goal setting, network establishment, and supply-side

strategies, can motivate employees and nurture a knowledge-sharing culture. Analyzing this information allows for correction, expansion, and optimization while codification and metadata tagging enhance accessibility. Effective dissemination ensures that the right information reaches the appropriate audience. Enabling knowledge demand and encouraging its use in daily workflows and decision-making processes leads to tangible improvements. Stimulating creativity and innovation through inventive thinking and technological augmentation, including cognitive computing and immersive technologies, provides a competitive edge. The comprehensive application of these strategies supports informed decision-making, innovation, and realizing the Ministry's diverse objectives.

Transformational leadership practices are pivotal for the successful implementation of these knowledge strategies. Transformational leaders inspire and motivate employees, align them with the organization's mission and values, and create a culture of innovation, open communication, and continuous learning. Such leaders encourage collaboration, risk-taking, and the willingness to embrace new technologies. Their vision and charisma foster an environment where employees enthusiastically participate in knowledge-sharing initiatives, facilitating the execution of knowledge strategies. Furthermore, they provide the necessary support and resources to ensure the strategies are executed effectively, ultimately achieving the Ministry's objectives (Partidul Social Democrat & Partidul Național Liberal, 2023).

Real-life applications

Example 1: "Operation BLOCADA"

In this real-life example, the Romanian Ministry of Internal Affairs (MAI) launched "Operation BLOCADA" to enhance public safety and combat various criminal activities (I.G.P.R. [Poliția Română], 2023). The analysis through the lens of transformational leadership reveals two key aspects:

Inspirational Motivation: MAI leadership provided clear and inspiring guidance for this operation, emphasizing its commitment to preventing and managing risk situations. This inspirational motivation had a highly positive influence by rallying law enforcement officers around a shared vision, ensuring a sense of purpose, and aligning their efforts.

Idealized Influence: The visible involvement of MAI leaders during the operation demonstrates idealized influence by setting a positive example. This approach fostered trust and respect among the team, further enhancing its effectiveness.

In terms of knowledge strategies, several were employed, including 'Supply' (collecting information for risk prevention), 'Disseminate' (communicating the operation's progress to officers), and 'Demand' (seeking out individuals and information). These strategies positively influenced the outcome by ensuring organized and data-driven operations. The results, including crime resolution and the recovery of a stolen vehicle, highlight the successful impact of transformational leadership and knowledge strategies on organizational performance, ultimately contributing to public safety.

Example 2: Online Apostille Service

In this case, MAI introduced an online apostille issuance service to modernize administrative processes (*Un Nou Serviciu Online Disponibil Prin Centrul De Furnizare a*

Serviciilor Electronice Sau HUB-ul De Servicii Al Ministerului Afacerilor Interne, 2023).

The transformational leadership aspects are:

Inspirational Motivation: MAI leadership motivated change by introducing efficient, user-friendly services. The vision for modernization was inspiring, as it streamlined administrative processes and promoted efficiency. This aspect had a positive influence by encouraging the adoption of new practices.

Idealized Influence: Leaders were actively engaged in digital transformation efforts, exemplifying idealized influence. This led by example, fostering confidence and commitment to change.

The knowledge strategy 'Codify' was applied in this example, as digitalization involved storing and sharing documents through the HUB platform. The outcome significantly improved organizational performance, with high usage statistics, indicating a successful transition to digital services.

Example 3: European Partnership for Ethics and Integrity

In this example, the General Anticorruption Directorate (DGA) of the Ministry of Internal Affairs led an international project aimed at enhancing ethics and integrity, showing transformational leadership through (DGA, 2023):

Inspiring a Vision: DGA's leadership demonstrated a vision to combat corruption domestically and across Europe. This had a positive influence by emphasizing the Ministry's commitment to ethics and integrity.

Idealized Influence: Leading an international project set an example for partner organizations, fostering mutual respect and shared commitment.

The knowledge strategy 'Network' was evident here, collaborating with participants from various organizations and countries to improve anticorruption training methods. The impact is likely to be positive, as this initiative showcases Romania's commitment to addressing corruption, enhances knowledge sharing, and bolsters the country's reputation in anticorruption efforts.

In all three cases, the transformational leadership approach and the use of knowledge strategies positively influenced the decision-making process outcome and the organizational performance of the Ministry of Internal Affairs. These examples underscore the value of visionary leadership and knowledge management in driving positive change and effective service delivery.

Conclusion

In this comprehensive study conducted within the Ministry of Internal Affairs, the intricate interplay between transformational leadership, decision-making processes, and socio-demographic variables has been carefully examined. The research was driven by a set of objectives aimed at assessing employees' perceptions of their immediate bosses' leadership and decision-making qualities and investigating the potential influence of transformational leadership. The study produced several pivotal findings, each of which bears significant implications for the Ministry and organizations of a similar nature.

The research findings, derived from Chi-Square Tests, T-tests, ANOVA tests, and correlation analyses, present a nuanced view of the relationship between socio-demographic variables, leadership perceptions, and transformational leadership within the Ministry of Internal Affairs. While significant associations are found for some demographic groups supporting Hypothesis 1, other tests challenge Hypothesis 2 and suggest complex factors affecting leadership perceptions. The data indicates that specific socio-demographic groups hold more favorable opinions of their leaders' transformational qualities, but an overall assessment remains inconclusive due to multifaceted influences. The study's substantial implications extend to the Ministry, enriching its decision-making processes with diverse insights and highlighting variations across demographics and fields. Moreover, it subtly underscores the vital role of knowledge strategies in realizing the Ministry's objectives, emphasizing the multi-faceted nature of leadership dynamics within the organization.

Comparisons with existing literature reveal a harmonious resonance. It reaffirms previous research that has posited socio-demographic variables, including education and the sphere of activity, as influencers of leadership perceptions. Nevertheless, it's vital to note that this study elucidates associations rather than causal relationships, aligning with prior research paradigms.

From a theoretical perspective, this study enriches our comprehension of how transformational leadership attributes manifest within the Ministry of Internal Affairs context. It accentuates the intricate interplay between demographic diversity and the organizational backdrop in shaping leadership perceptions.

From a pragmatic viewpoint, these findings advocate for tailored leadership development initiatives that cater to the unique tapestry of the workforce and the distinctive requisites of diverse fields. It underscores the imperativeness of leadership's adaptability and self-awareness in effectively addressing employees' multifaceted needs and viewpoints.

In summation, while this research is not definitive in establishing the causality of transformational leadership, it provides profound insights into the role played by socio-demographic variables and the organizational ecosystem. It beckons for further inquiry, including qualitative investigations, to delve deeper into the precise leadership behaviors and practices underpinning these perceptions. Ultimately, this augments the prospects for more efficacious leadership within the Ministry and in analogous institutions. Furthermore, the real-life examples presented earlier confirm the tangible impact of transformational leadership and knowledge strategies on the Ministry's objectives and overall organizational performance, reinforcing the importance of such practices for achieving success in similar entities.

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