

# Ronald Wilkins

**Department: Leadership Studies**

**Dissertation Title: “Workforce Development Employees’ Perception of Their Managers as Transformational Leaders”**

**Major Professor: Dr. Comfort Okpala**

Participant	Gender	Age	Race/Ethnicity	Professional Title	Years in Workforce Development	Years with the Agency
1	Female	56	Caucasian	HRD Instructor	5	5
2	Female	61	Caucasian	Career Advisor	4	5
3	Female	51	Caucasian	GED Instructor	8.5	3
4	Male	56	Caucasian	Employment Consultant I	5	3
5	Female	51	Caucasian	Reemployment Program Specialist	6	5.5
6	Male	64	Caucasian	Employment Consultant I	24	4
7	Male	56	Caucasian	Disabled Veteran Program Outreach Specialist	4	4
8	Female	69	African-American	Career Advisor	35	10
9	Female	48	African-American	Employment Specialist	12	5

## RESEARCH QUESTIONS / PROBLEMS:

**How do workforce development employees perceive their managers as transformational leaders?**

1. How do employees perceive the individualized instruction behavior of their managers?
2. How do employees perceive the intellectual stimulation behavior of their managers?
3. How do employees perceive the inspirational motivation behaviors of their managers?
4. How do employees perceive the idealized influence behavior of their managers?

## METHODS:

The purpose of this qualitative instrumental case study was to understand the employees’ perceptions of their managers as transformational leaders in a workforce development organization located in the Piedmont Triad region of North Carolina

## RESULTS / FINDINGS:

The findings from this study confirm the theoretical orientation of transformational leadership. The principal theme in transformational leadership is the improvement of worker performance and empowering employees to develop themselves to their fullest potential (Avolio, 1999; Bass & Avolio, 1990).

## SIGNIFICANCE / IMPLICATIONS:

- This study can serve as the foundation to expand research on the adoption of change and modification practices in workforce development environments
- The findings from this study confirm the theoretical orientation of transformational leadership. The principal theme in transformational leadership is the improvement of worker performance and empowering employees to develop themselves to their fullest potential (Avolio, 1999; Bass & Avolio, 1990).