

# **A Quantitative Study Context and Leadership:**

## **The Impact of Transformational and Transactional Approaches on Military Organizations**

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### **Abstract**

The purpose of the study was to present conditions that may affect what leadership style is used to address a condition. The challenge in the leadership field is the requirement to develop leaders that have specific skills and competencies; while concentrating on their ability to synthesize leadership styles and approaches to lead in different military environments (McClesky, 2014). The results found that military environment does play a significant role in the leader's ability to adapt to varying constraints with age and military status found to be statistically significant. The study further found that transactional and transformational leadership does impact leadership development.

The study results identified that many of the participants were not as confident when they had to rely on their organization to provide resources to be effective in a role or task; rely on their leaders to come up with ways to stimulate their creativity, or count on others to give guidance to complete work assignments. However, a large percentage of the participants felt that there is a strong feeling of belonging and there was strong cohesion amongst the group as they shared common goals, even though 51 percent of the participants felt that others try to avoid responsibility for their actions.

One emerging result was that that 66 percent of the participants felt that if they made errors – it could impact their career even though there may be a culture to admit the error and move on. There is a strong link between workplace stress and the occurrence of errors. To learn from errors, we must engage in what is known as 'deep learning' – which means that we must slow things down, reflect and think. We have learned that the speed and context in which we think are linked with positive/negative outcomes (Gray, 2013).

Many of the findings in this study will provide quality feedback to military leaders with meaningful information that can directly impact their staff. Since a strong majority felt that they were encouraged to consider tomorrow's possibilities - these results may provide information that will help military leaders support that study finding and participant belief. From the eyes of the participants, being able to grow, learn from their mistakes, and reach un-treaded ground while having support of their organization and leaders plays a significant role in their internal motivation, feeling of belonging and success in their role or position.