

Considering the gap between Implicit Leadership Theories and expectations of actual leader behaviour: A three-study investigation of leadership beliefs in Romania^{*}

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The conceptual base of behavioural preferences for leadership can be found in Implicit Leadership Theories (ILTs). In a series of three studies, we examined both ILTs and expectations for leader behaviour for the purpose of examining the degree of fit between ILTs and associated expectations. In our first study we found that ILTs for transformational and transactional leadership are highly related, although participant's ILTs were either not related or weakly related to expectations of actual leader behaviour. We conducted two follow-up studies to examine the understanding of transformational and transactional leadership in Romania. We discuss the findings in terms of how culturally-derived factors may serve to influence ILTs and profiles of expected leader behaviours.

Implizite Führungstheorien (ILTs) bilden die konzeptionelle Basis für Führungsverhaltenspräferenzen. In drei Studien haben wir jeweils ILTs und die Führungsverhaltenserwartungen im Hinblick auf ihre Übereinstimmung hin untersucht. In der ersten Studie haben wir festgestellt, dass ILTs sich stark auf transformative und transaktionale Führung beziehen, obwohl die ILTs der Teilnehmer entweder keine oder nur eine schwache Relation auf die Erwartungen des eigentlichen Führungsverhaltens hatten. Wir haben zwei Folgestudien durchgeführt, um das Verständnis für transformative und transaktionale Führung in Rumänien zu untersuchen. Wir diskutieren die Erkenntnisse in Bezug darauf, wie kulturell abgeleitete Faktoren zur Beeinflussung von ILTs und zur Profilierung von erwarteten Führungsverhalten dienen können.

Key words: Implicit Leadership Theories, leadership, transformational, transactional, organisational behaviour; Romania (JEL: L22, M12)

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