

## 1 Introduction

This research aims to investigate transformational leadership of formal leaders and its influence on commitment of employees in private organizations of the industry in Bolivia.

Instruments utilized are analyzed and the reproducibility of the factors is examined.

Historical background and cultural aspects are considered. Special importance is placed on leadership since it is of considerable significance to the attitude and experience of employees regarding organizational and situational aspects.

For examining leadership, the concept of charismatic and transformational leadership is the focal point. This concept will be described in detail in the theoretical part of the investigation. In the empirical part, the Spanish version of the MLQ (Multifactor Leadership Questionnaire) is presented. Besides the results, an analysis of its reproducibility is given. Comparisons to other studies in Spanish-spoken countries are drawn. With it, the question is raised and analyzed if the original version of the MLQ, which was developed in USA, and later translated and used in Europe is capable of being used in Latin-American countries. The reproducibility of the original factors of the model and relevant cultural aspects are discussed.

In the second part of the empirical analysis, the influence of transformational leadership on the relevant attitude commitment is examined. Organizational commitment is the central aspect. As in the first part the instrument used is presented, namely the Spanish version of a commitment scale. The reproducibility of the factors in the Bolivian sample is examined. On the one hand, organizations depend on high commitment of its employees in order to cope with the imperative changes and, on the other hand, instable situations, crises and little support provided for the companies endanger the long-term relationships of employees to their companies. Therefore special interest is given to the significance of transformational leadership and how it encourages and maintains commitment.

At the end some cultural aspects and the universality of the leadership concept are discussed.