


A LIDERANÇA TRANSFORMACIONAL E SEU REFLEXO NA ATUAL GESTÃO PÚBLICA MUNICIPAL: UM ESTUDO DE CASO DA GESTÃO DA PRIMEIRA MULHER ELEITA NO MUNICÍPIO DE EIRUNEPÉ/AM**TRANSFORMATIONAL LEADERSHIP AND ITS REFLECTION ON CURRENT MUNICIPAL PUBLIC MANAGEMENT: A CASE STUDY OF THE MANAGEMENT OF THE FIRST WOMAN ELECTED IN THE MUNICIPALITY OF EIRUNEPÉ/AM****LIDERAZGO TRANSFORMACIONAL Y SU REFLEJO EN LA GESTIÓN PÚBLICA MUNICIPAL ACTUAL: UN ESTUDIO DE CASO DE LA GESTIÓN DE LA PRIMERA MUJER ELEGIDA EN EL MUNICIPIO DE EIRUNEPÉ/AM**

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RESUMO

Liderar é a capacidade de influenciar, motivar, orientar pessoas para o alcance de objetivos comuns. Não existe apenas um tipo de liderança que se perpetua na sociedade, existe sim uma gama de estilos que são definidos de acordo com o contexto, comportamento organizacional e de acordo com o grupo de liderados. No entanto, a liderança transformacional vem ser um modelo diferenciado de liderança, já que seus líderes inspiram os seguidores a transcender seus interesses próprios em benefício da organização, exercendo sobre eles um efeito profundo e extraordinário. Por isso, esse estudo teve como objetivo analisar a gestão da prefeita Áurea Maria, a primeira mulher eleita no município de Eirunepé, à luz da Liderança Transformacional. A fundamentação teórica baseou-se nos postulados de Kanaane et. al., (2010), Spector (2006), Soto (2005), Wagner & Hollenbeck (2012) entre outros. A metodologia adotada nesse trabalho foi de natureza básica, de abordagem qualiquantitativa, com uso do método indutivo e como

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procedimentos o uso da pesquisa bibliográfica, descritiva, explicativa e de campo. Os resultados revelaram que existe um determinado nível de satisfação da população em relação à infraestrutura, saneamento básico, saúde, educação, mas um descontentamento em relação à segurança pública e quanto à comunicação da prefeita com os eirunepeenses. No que diz respeito a opinião dos servidores públicos municipais a pesquisa evidenciou que os funcionários perceberam mudanças significativas na gestão da atual prefeita: na educação, segurança, assistência social, infraestrutura, turismo, economia, esporte e lazer, saneamento básico. No entanto, sugerem mais investimentos em educação e saúde.

Palavras-chave: Estilos de Liderança. Liderança Transformacional. Gestão Pública.

ABSTRACT

Leadership is the ability to influence, motivate, and guide people to achieve common goals. There is not just one type of leadership that is perpetuated in society; there is a range of styles that are defined according to the context, organizational behavior, and the group of followers. However, transformational leadership is a distinct model of leadership, since its leaders inspire followers to transcend their own interests for the benefit of the organization, exerting a profound and extraordinary effect on them. Therefore, this study aimed to analyze the management of Mayor Áurea Maria, the first woman elected in the municipality of Eirunepé, in light of Transformational Leadership. The theoretical foundation was based on the postulates of Kanaane et. al., (2010), Spector (2006), Soto (2005), Wagner & Hollenbeck (2012), among others. The methodology adopted in this study was basic in nature, with a qualitative and quantitative approach, using the inductive method and the use of bibliographic, descriptive, explanatory and field research as procedures. The results revealed that there is a certain level of satisfaction among the population regarding infrastructure, basic sanitation, health and education, but dissatisfaction regarding public safety and the mayor's communication with the people of Eirunepé. Regarding the opinion of municipal public servants, the survey showed that employees perceived significant changes in the current mayor's administration: in education, security, social assistance, infrastructure, tourism, economy, sports and leisure, and basic sanitation. However, they suggest more investment in education and health.

Keywords: Leadership Styles. Transformational Leadership. Public Management.

RESUMEN

El liderazgo es la capacidad de influir, motivar y guiar a las personas para alcanzar objetivos comunes. No existe un único tipo de liderazgo que se perpetúe en la sociedad; existe una gama de estilos que se definen según el contexto, el comportamiento organizacional y el grupo de seguidores. Sin embargo, el liderazgo transformacional es un modelo distintivo, ya que sus líderes inspiran a sus seguidores a trascender sus propios intereses en beneficio de la organización, ejerciendo un profundo y extraordinario efecto en ellos. Por lo tanto, este estudio tuvo como objetivo analizar la gestión de la alcaldesa Áurea Maria, la primera mujer electa en el municipio de Eirunepé, desde la perspectiva del Liderazgo Transformacional. La base teórica se basó en los postulados de Kanaane et. al. (2010), Spector (2006), Soto (2005), Wagner y Hollenbeck (2012), entre otros. La metodología adoptada en este estudio fue de naturaleza básica, con un enfoque cualitativo y cuantitativo, utilizando el método inductivo y el uso de investigación bibliográfica, descriptiva, explicativa y de campo como procedimientos. Los resultados revelaron cierto nivel de satisfacción entre la población con respecto a la infraestructura, el saneamiento básico, la salud y la educación, pero también insatisfacción con la seguridad pública y la



comunicación del alcalde con la población de Eirunepé. En cuanto a la opinión de los funcionarios municipales, la encuesta mostró que los empleados percibieron cambios significativos en la actual administración del alcalde: en educación, seguridad, asistencia social, infraestructura, turismo, economía, deportes y ocio, y saneamiento básico. Sin embargo, sugieren una mayor inversión en educación y salud.

Palabras clave: Estilos de liderazgo. Liderazgo transformacional. Gestión pública.

INTRODUCTION

This research had as its theme "Transformational Leadership and Public Management", generating the following title: Transformational leadership and its reflection on the current municipal public management: a case study of the management of the first woman elected in the municipality of Eirunepé/AM.

According to Miranda *et. al.* (2020), public management went through three phases: patrimonialist management, bureaucratic management, and managerial management. Patrimonialist management was marked by its style of domination, sustained by the acceptance of the weakest in relation to the sovereigns. In Brazil, this phase comprised the period from 1500 to 1930, including the Colonial and Imperial phases and its First Republic

While bureaucratic management appears as a break with the system of monarchy proposed by patrimonialism, in which the assets of the State were mistaken as the property of the king, thus causing corruption and nepotism. The bureaucratic system then establishes new rules, differentiating the public from the private.

The bureaucracy management was created by Max Weber. He was a German sociologist who already promoted in-depth study of Organizations and their rational form of administration (Chiavenato, 2004).

Chiavenato (2004, p.29) points out that bureaucracy emphasized formalization (obedience to norms, routines, rules and regulations), thus not allowing room for administrative vices. In addition, it divided labor, creating hierarchy among positions (obedience to superior orders), the use of impersonality and professionalization, and technical competence of employees.

Managerial Management, also called New Public Management, emerged in the middle of the twentieth century, as a response to difficulties not overcome by the State, such as: diverse demands of the population, fiscal crisis, technological changes, poor accountability, lack of transparency, among others (Lima, 2001).

Campelo (2008, p. 319) emphasizes that the focus of this management model is focused on the citizen, and not on the procedures themselves, as in the bureaucratic model, although they still coexist with the bureaucratic scope and patrimonialist legacies embedded in the mental model of Brazilian public management, certainly taking a few years for managerialism to be fully assimilated

Managerial management, as mentioned earlier, is based on reforms in the principles of Strategic Control, clear objectives, decentralization, *accountability*, *competition*, and the assumption of the private sector. While in the bureaucratic model, the control of processes was prioritized; in the management model, performance and results are prioritized, which

can be controlled *a posteriori*, without giving up legality during the processes, thus promoting participatory management, which takes into account the wishes of the population (Kanaane *et. al.*, 2010)

To understand how transformational leadership reflects on the Municipal Public Management of Eirunepé, the following problem was established: What are the challenges faced by Mayor Áurea Maria Ester Marques, the first woman elected in the municipality of Eirunepé, and how does her leadership influence the organizational behavior of her team and population under her administration?

For the better development of this work, the following general objective was created: to analyze the management of Mayor Áurea Maria, the first woman elected in the municipality of Eirunepé, in the light of Transformational Leadership. And as specific objectives: to present the leadership styles pointed out by the Administration; identify the main challenges faced in the management of Mayor Áurea Maria in her administration and her main actions so far in the municipality of Eirunepé; indicate the impact of female leadership in municipal management and the implementation of public policies for the improvement of the Eirunepé community; to verify which characteristics of transformational leadership are present in the management of the current mayor of Eirunepé and to unveil the opinion of municipal employees and the population in general about the performance of the mayor and the level of satisfaction of her administered.

The methodology adopted in the present work was of a basic nature, with a qualitative-quantitative approach, with the use of the inductive method and as procedures the use of bibliographic, descriptive, explanatory and field research.

THEORETICAL FOUNDATION

LEADERSHIP STYLES

Leadership is the ability that an individual has to influence someone or a group of people, it means a psychological force, where he acts in order to modify behavior in another intentional way, this influence involves power and authority, thus changing the way the influenced act (Mota, 1997). It can also be considered a social process in which relations of influence are established between people. The leadership process takes place in infinite situations. By observing that every person is capable of exerting influence on others and, therefore, that every person is, potentially, a leader.

Chiavenato (2004) theorizes about three leadership styles: autocratic, liberal and democratic. For this author, autocratic leadership is a style that is usually centralizing, this can cause frustration, as there is no opening for questions or suggestions, reducing the

team's creativity and, consequently, innovations and possible improvements that can happen from the participation of employees. However, it can produce some advantages: quick decisions, order in the performance of functions, less stress for the leader, since each subordinate fulfills his role as ordered, clear structure for inexperienced teams, reduction of internal conflicts, predictable results, and operational efficiency. This type of leadership is very common in more traditional military and religious organizations.

With regard to democratic leadership, Chiavenato (2004) points out that It is a leadership style that involves the active participation of team members in decisions and the decision-making process. In this model, the leader values the opinions and contributions of all team members, promoting an environment of collaboration and mutual respect.

One of the main advantages of this type of leadership is the promotion of a healthy and motivating work environment, where team members feel valued and respected. It is focused on both the execution and delivery of activities, as well as the well-being of employees. With this type of leadership, the team is more open to giving their opinions, as they know that they will be heard by the leader.

In liberal leadership, the focus is all on the team and the leader is usually absent frequently, not assigning tasks, monitoring or giving feedback to the subordinates. Here the team members make the decisions and do not have any kind of guidance from the leader, which can be beneficial in teams with more knowledge and developed skills, as it encourages autonomy and independence.

However, one of the negative points of this type of leadership is that the tendency is to reduce the team's productivity, since there is no type of supervision or assignment of tasks.

According to Paul. E. Spector (2006. p.495), the influence of leadership can be described in 5 bases: Power of Legitimacy exercises the right and authority over subordinates and they are obliged to obey orders, as this power is attributed to an individual who has a specific position within the company; Power of Experience, this leader possesses certain skills and knowledge, making subordinates obey, as they believe they can learn something and take advantage of these competencies; The Power of Reference has personal characteristics that attract others; people obey because of admiration, a desire for approval, personal esteem, or a desire to be appreciated by the leader; Reward Power is the power to influence people with rewards for their performance or performance and Coercive Power is based on the exploitation of fear. The leader demonstrates that he can punish the subordinate who does not cooperate with his decisions or who adopts a posture of confrontation or indolence. According to the same author, the principle of

leadership is characterized by leaders convincing followers to take action in view of certain objectives, aspirations, expectations, goals that represent the values and motivations, desires and needs of both the leader and the subordinate.

TRANSFORMATIONAL LEADERSHIP

In addition to the types of leadership mentioned above, a new type of leadership emerges, transformational leadership. Transformational leadership can be defined as an adaptable and flexible style of leadership in which the leader encourages his employees to do more than they originally expected to do, broadening and changing their interests and generating awareness and acceptance of the group's purposes and mission (Soto, 2005). Transformational leadership was introduced by James MacGregor Burns in his book *Leadership* (1978). Burns presents two distinct models of leadership: transactional leadership and transformational leadership. Transformational leadership is inspiring and has extraordinary results (Abelha; Ram; Cavazott, 2018).

"In terms of personality traits, evidence suggests that leaders are generally extroverted, conscientious, emotionally stable, and open to experience" (Wagner & Hollenbeck, 2012, p.

According to Soto (2005, pp.229-230), the difference between the two leadership styles lies in the following aspects:

Exhibit 1: Characteristics of transactional and transformational leaders

Transactional leader	Transformational Leader
<i>Contingent Reward</i> (hires the exchange of rewards in exchange for efforts, promises rewards in exchange for good performance, recognizes the results)	<i>Charisma</i> . It provides vision and a sense of mission, gives pride to respect, and trusts.
<i>Administration by exception (active)</i> . It controls and looks for deviations from rules and norms, takes corrective actions.	<i>Inspiration</i> . It communicates high expectations, uses symbols to focus efforts, expresses important purposes in a simple way.
<i>Administration by exception (liability)</i> . It intervenes only if the rules are not observed.	<i>Intellectual stimulation</i> . It promotes intelligence, rationality and careful problem-solving.
<i>Laissez-faire</i> . He abdicates his responsibilities and avoids making decisions.	<i>Individualized consideration</i> . It gives personal attention, treats each employee individually, trains, advises.

Source: Eduardo Soto (2005)

When seeking to understand the theory of transformational leadership, it is necessary to consider the concept of charisma, an attribute considered essential to these leaders (Antonakis, 2012). Charisma has been treated in literature since ancient times. Aristotle, in his book *Rhetoric*, argues that every charismatic leader has certain characteristics that differentiate him from the others. Among them, the ability to win over his

listeners through an inflammatory speech, filled with symbolism and emotional connotations, being guided by a moral orientation towards his subordinates. Weber presented one of the most well-known definitions of charisma, and describes the charismatic leader as a being endowed with a special personality, which gives an individual rare superhuman powers and an enthusiastic personality (Weber, 1968).

The focus of transformational leaders is thus on collective motivations, seeking to mobilize the interests and energies of employees towards a common goal.

Abelha, Carneiro and Cavazott (2018, p.518), are emphatic in saying that:

Burns (1978) argues that these leaders should be guided by ethical principles in their work environment, that charisma would emerge as a way to assist them in engaging their followers towards the achievement of collectivist goals (Burns, 1978; Calaça & Vizeu, 2015). In the view of Vieira and Lacerda (2010), however, charisma could be an instrument for leaders who aim to dominate organizational territories. These individuals, through their interpersonal skills, would use charisma to manipulate and be successful in their interpersonal relationships.

Recently, building on previous approaches (Bass & Avolio, 1994; Podsakoff, MacKenzie, Moorman, & Fetter, 1990), Carless, Wearing, and Mann (2000) present seven behaviors characteristic of a transformational leader:

- 1) Visionary – communicates a vision, develops a picture of the organization's future, and communicates it. Transformational leaders have a clear and compelling vision of the future. They are able to articulate this vision in a way that inspires and motivates others to support it. The vision is often ambitious and forward-looking, challenging followers to strive for excellence.
- 2) develops team members (diagnoses the needs and capabilities of each employee and expresses an individual interest in each one).
- 3) provides support (supports employees in achieving objectives through coordinated teamwork).
- 4) it gives empowerment (gives employees the authority to implement policies and supports them in their decisions). Transformational leaders empower their followers by delegating authority and responsibility. They trust their team members to make decisions and initiatives, which fosters a sense of ownership and commitment to the vision. By empowering others, they create a culture of shared responsibility and leadership.
- 5) it is innovative (it uses unconventional strategies to achieve objectives).
- 6) leads by example (adopts behaviors that are congruent with the attitudes and values he defends).

7) has charisma (inspires employees to transcend individual interests, developing a collective conscience and guiding the group towards the achievement of extraordinary goals) (Bass, 1985; Conger & Kanungo, 1988; Podsakoff et al., 1990; Yukl, 2010).

METHODOLOGY

The research was characterized as basic, as it did not intend to intervene in the reality of the researched object, only to study it (Vergara, 2010). The method chosen to carry out the research was inductive, because according to Prestes (2019, p.31), it is the one in which induction is used, "a mental process in which, starting from particular data, duly verified, one can infer a general or universal truth not contained in the parts examined".

The research had a qualitative approach, as it intended to understand the opinions of the research subjects with open questions, capable of creating an environment where the participants could express themselves freely. And also quantitative, since, as the term itself indicates, it allowed the quantification of opinions, data, in the forms of information collection, by means of percentages and graphs (Oliveira, 2001).

Bibliographic, field, descriptive and explanatory research was also used.

Bibliographic research is that which is carried out by trying to solve a problem or acquire knowledge from the predominant use of information from graphic, sound or computerized material" (Prestes, 2019, p.31). While the descriptive study "enables the development of a level of analysis in which it is possible to identify the different forms of phenomena, their ordering and classification" (Oliveira, 2001, p.114).

To carry out this type of research, a survey was carried out of the themes and types of approaches already worked on by other scholars, assimilating the concepts and exploring the aspects already published, making it relevant to survey and select knowledge already cataloged in libraries, publishers, video libraries, on the internet, among others.

The field research was developed with the employees of the Municipality of Eirunepé, with the local population and with the current mayor. The data collection instrument consisted of two electronic forms created in *google forms*, one form for city hall employees and the other for the population of Eirunepe. While for the mayor of the city a structured interview was used containing 15 questions, for the population 19 questions and 10 questions for municipal civil servants.

The questions directed to the 15 employees surveyed covered questions about the respondents' profiles, such as name, gender, age, profession, length of service in the city hall, education and contact. As for the more specific questions, it involved questions about

positive and significant changes for the municipality of Eirunepé, communication between the mayor and the employees, leadership style adopted in the current administration, offer of improvement courses and training for the professional development of employees, characteristics in the leadership/management of the current mayor in the variables: strategic management, empathy, communication skills, adaptability and resilience.

Another factor analyzed was about the appreciation of the opinion of employees for the development of the municipality, the main challenges faced by the current management since the mayor took office and the level of satisfaction and some open questions about the historical importance of the election of the first woman to the mayor's office in the local political dynamics and suggestions for improvement in the management/leadership of the mayor of Eirunepé.

The sample of the population of Eirunepeense consisted of 32 people. The questions concerned the mayor's communication with citizens, positive and significant changes for the municipality of Eirunepé, significant differences in the way of leading between Mayor Áurea's administration and previous administrations, professional and personal development of citizens and employees, opinion of the population on the qualification of city hall employees, recognition and appreciation of the opinions of the population by the mayor, evaluation of care at health centers and the availability of medicines, evaluation of the quality of municipal education, infrastructure and security in Eirunepé today, reduction of social inequalities, investments by the public authorities in the city, among others.

Quantitative data were treated by means of data tabulation, which generate percentages and pie graphs. While the qualitative data were interpreted in synthetic tables where excerpts of the interviewees' speeches and explanatory comments were present in the light of the theory of transformational, behavioral and public management leadership.

RESULTS AND DISCUSSION

From the data collected, the survey made evident through the application of an electronic form the following information:

ANALYSIS OF POPULATION RESPONSE DATA

The analysis of the following data corresponds to the answers of 32 people, all residents of the municipality of Eirunepé.

Table 1: Questions directed to the population

1. How do you evaluate the mayor's communication with citizens?	
Great	40,6%
Good	12,5%
Reasonable	18,8%
Bad	12,5%
Lousy	15,6%
2. In your opinion, has the mayor's management resulted in positive and significant changes for the municipality of Eirunepé?	
Yes	59,4%
No	25%
I can't say	15,6%
3. Do you notice significant differences in the way of leading between Mayor Áurea's administration and previous administrations?	
Yes	62,5%
No	25%
I can't say	12,5%

Source: Field research data (2025)

Among the responses to the evaluation of the mayor's communication with citizens (Table 1), the survey showed that 40.6% considered it excellent and 12.5% evaluated it as good, totaling 53.1% as a positive aspect, while a mediated and poor aspect totaled 46.9%. Representing that more than half of the population approves the performance of the current mayor.

However, when it was investigated in which aspects the current administration is different from previous administrations (question 4 - If yes, name some of them), some of the answers were: improved basic sanitation, construction of streets, construction of schools and much more. "Social works, quality health, infrastructure is getting better", "representation in Manaus giving better quality of life to patients, values the worker", "gave more autonomy to women to lead", "in terms of cleanliness it has been a positive point". Contrasting these answers, some said: "The health and education of the municipality are bad", "it should not put pressure on the employees", "there should be more interactivity with the population".

Table 2: Questions directed to the population (continued)

5. Does the mayor promote the professional and personal development of citizens and employees?	
Yes	56,3%
No	28,1%
I can't say	15,6%
6. Does the mayor recognize and value the contributions of each citizen to the development of the municipality?	
Yes	56,3%
No	31,3%
I can't say	12,5%

Source: Field research data (2025)

Regarding questions 5 and 6 of Table 2, the survey pointed out that 56.3% of the informants claim that there is professional development of citizens and employees in the current administration and that the mayor values the contributions of each citizen to the development of the municipality.

Table 3: Questions directed to the population (continued)

7. How do you evaluate access to health services in the municipality?	
Great	15,6%
Good	28,1%
Reasonable	25,0%
Bad	12,5%
Lousy	18,8%
8. How do you evaluate the service at health centers and the availability of medicines?	
Great	25,0%
Good	15,6%
Reasonable	25,0%
Bad	15,6%
Lousy	18,8%
9. How do you evaluate the quality of municipal education in Eirunepé today?	
Great	15,6%
Good	28,1%
Reasonable	25,0%
Bad	12,5%
Lousy	18,8%
10. How do you evaluate the quality of security in Eirunepé in the current administration?	
Great	9,4%%
Good	21,9%
Reasonable	15,6%
Bad	12,5%
Lousy	40,6%

Source: Field research data (2025)

The data presented in Table 3 show that from the point of view of the population, the administration of the current mayor of Eirunepé has a good health service (28.8%), however, the service in the Basic Health Units and availability of medicines is reasonable (25%). Municipal education is good (28.1%), but the quality of security is very poor (40.6%), as shown in graph 1.

Table 4: Population-directed questions (continued)

11. Has the current administration contributed to reducing social inequalities in the municipality?	
Yes	53,1%
No	34,4%
I can't say	12,5%
12. Have you noticed improvements in the municipality's infrastructure (streets, public transport, etc.) in the current administration?	
Yes	59,4%
No	37,5%
I can't say	3,1%
13. If the previous question is affirmative, mark some of them:	
Streets	80%
Water and sewage	32%
Harbor	28%
Roads	24%
Municipal Market	16%
Public transport	16%
Construction of squares	8%
Other	28%
14. Have you noticed any impact of the current administration on local economic development?	
Yes	59,4%
No	34,4%
I can't say	6,2%
15. Do you have easy access to information about the actions of the city hall?	
Yes	65,6%
No	34,4%
16. If so, how do you get them? You can check more than one option.	
Social networks (facebook, instagram, twitter etc)	82,8%
Whatsapp Groups	55,2%
Radio	34,5%
City Hall murals or billboards	3,4%
Other	3,4%

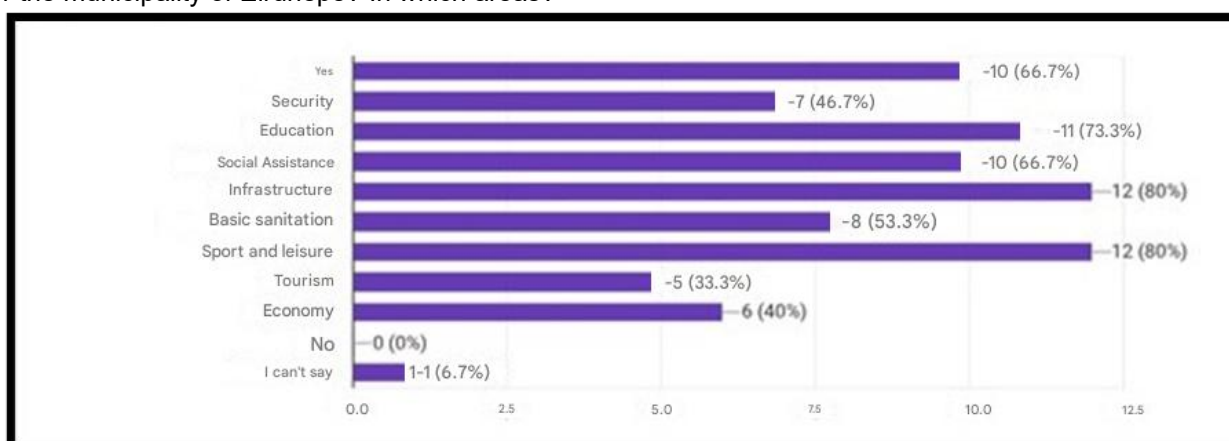
Source: Field research data (2025)

According to Table 4, the current management has contributed to reducing social inequalities in the municipality, there have been improvements in the municipality's infrastructure (streets, public transport, etc.). In addition, there was a positive impact on the economy, accessibility of information about the actions of the city hall, mainly through social networks.

ANALYSIS OF EMPLOYEE RESPONSES

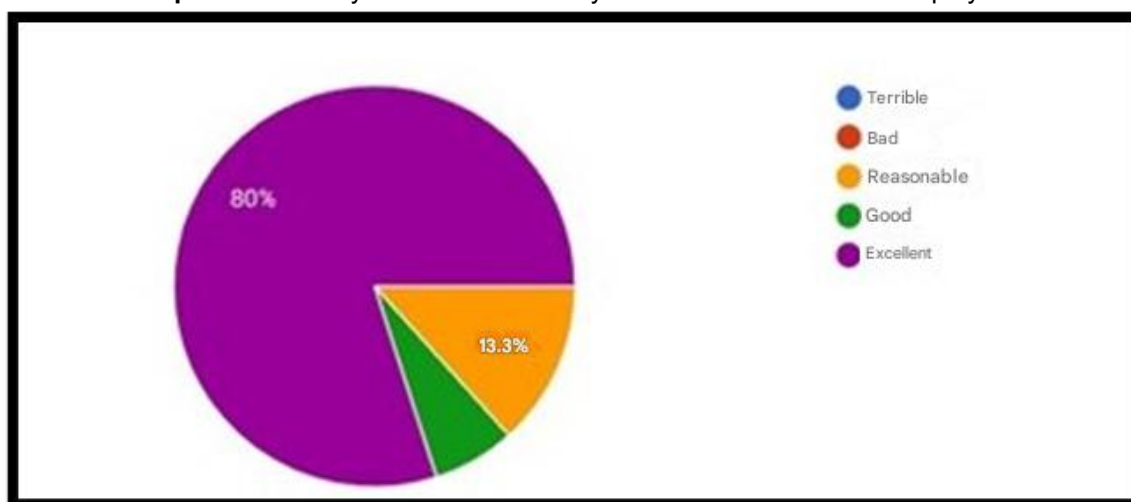
Regarding the data collected from the employees of the Municipality of Eirunepé-AM, it was possible to notice that 15 people answered the form, most of whom were men, working in areas other than the municipality: teachers, advisors, attendants, administrative assistants, nursing technicians, among others. Arriving at the following results:

Graph 1 – In your opinion, has the current mayor's management resulted in positive and significant changes for the municipality of Eirunepé? In which areas?



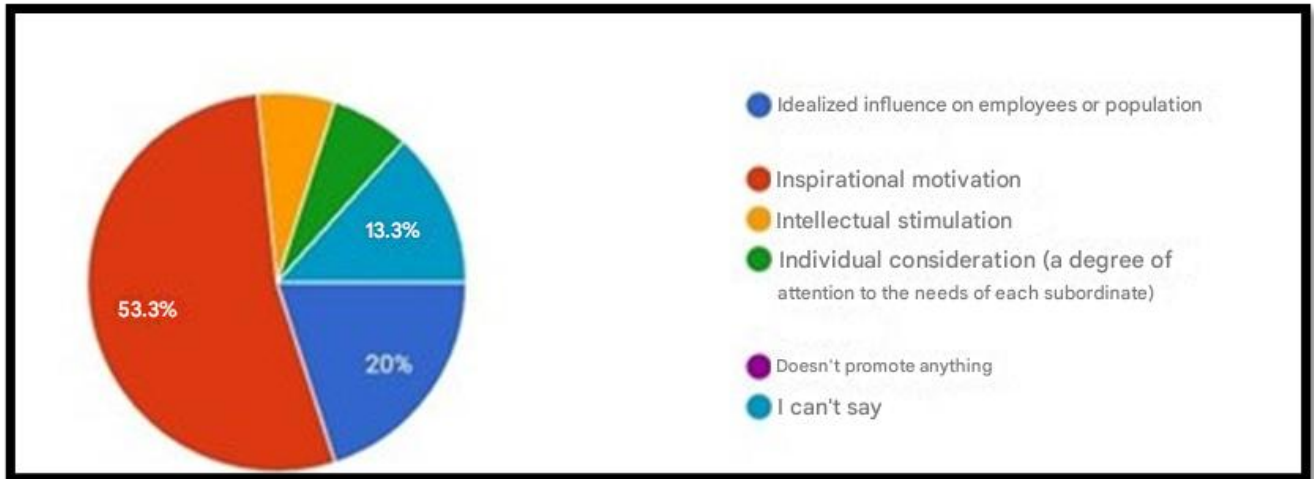
Source: Field research data (2025)

Graph 2 - How do you evaluate the mayor's communication with employees?



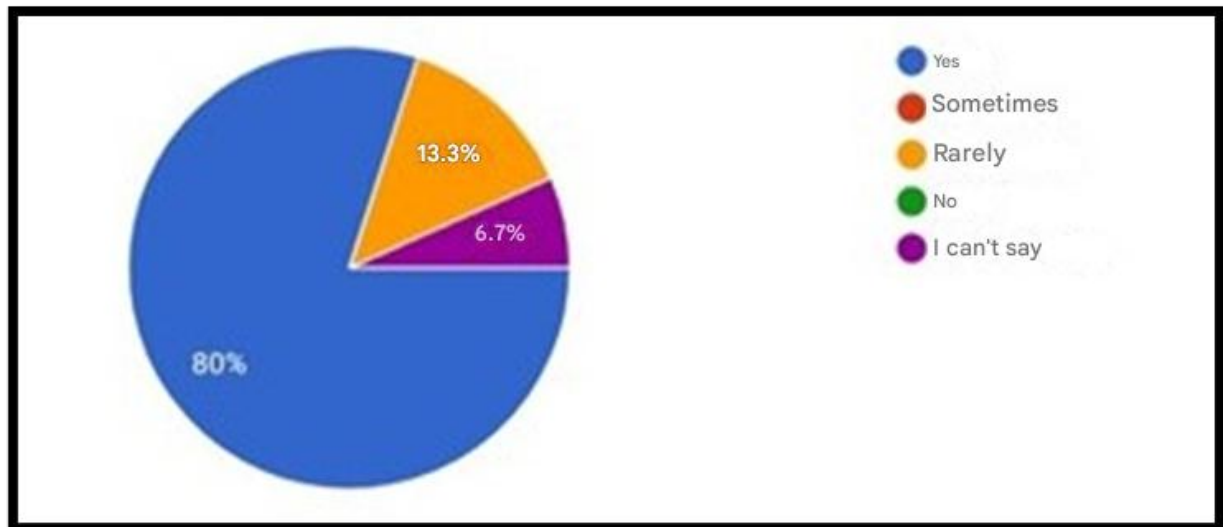
Source: Field research data (2025)

Graph 3 – The leadership style adopted by the current Management promotes:



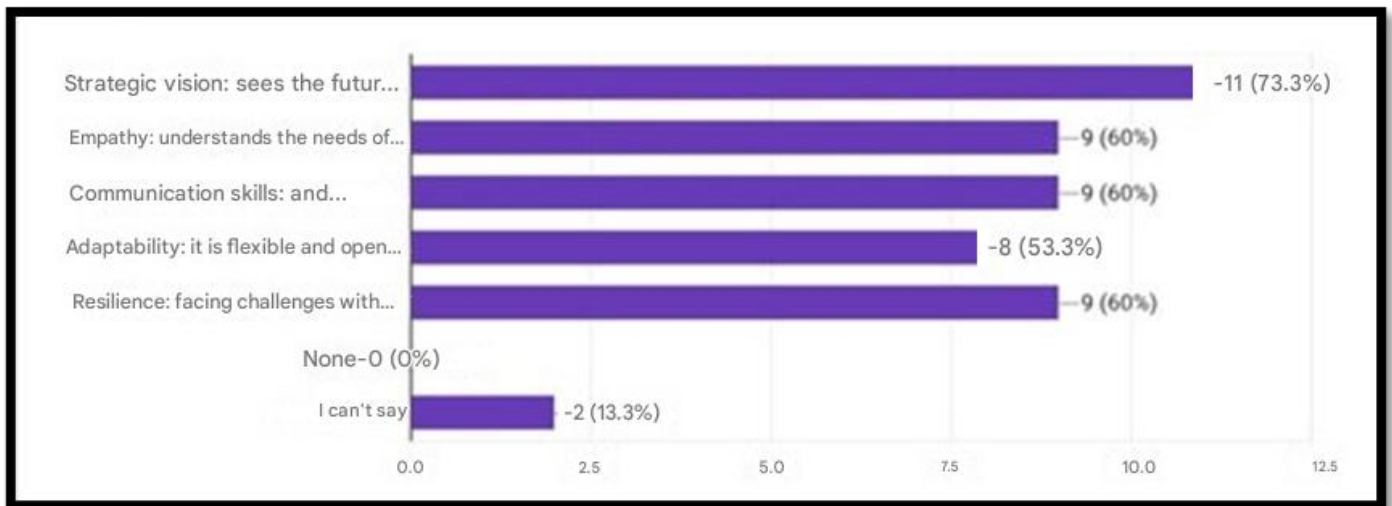
Source: Field research data (2025)

Graph 4 - Does the mayor promote the professional development of employees through the offer of improvement courses and/or continuous training?



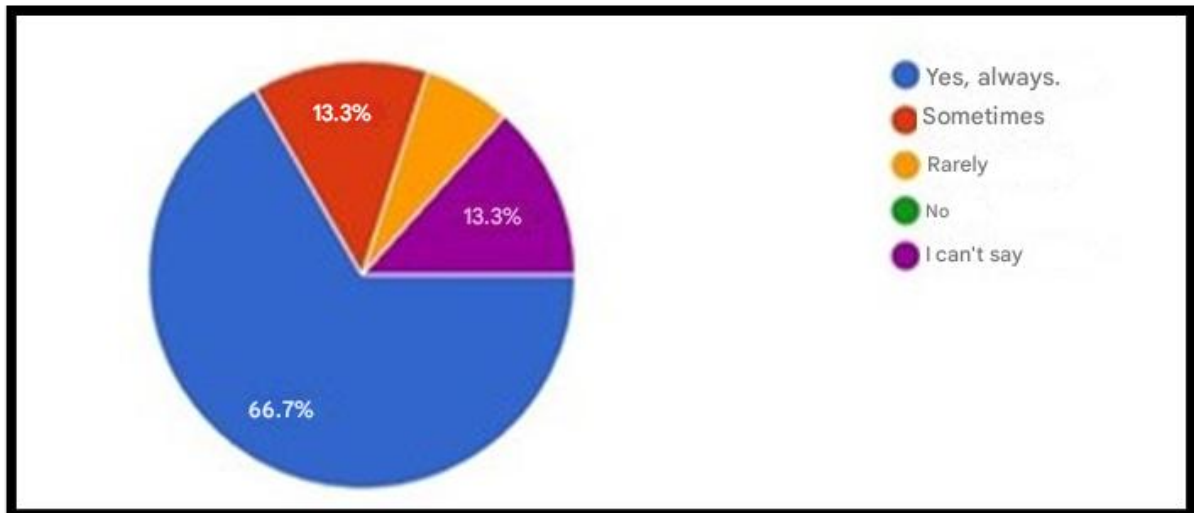
Source: Field research data (2025)

Graph 5 – Which of these characteristics do you notice in the management/leadership of the mayor of Eirunepé?



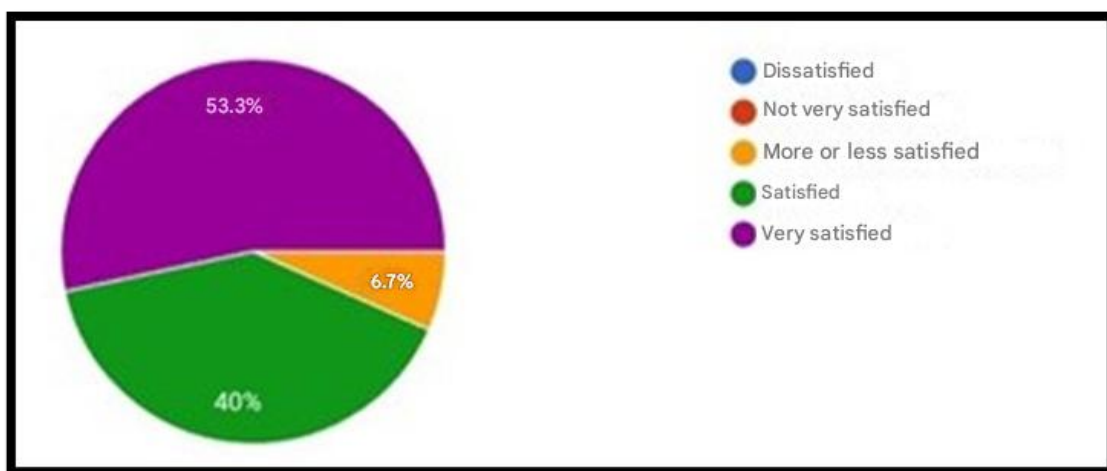
Source: Field research data (2025)

Graph 6 – Does the mayor promote the professional development of employees through the offer of improvement courses and/or continuous treatment?



Source: Field research data (2025)

Graph 7 - How do you evaluate your satisfaction with the current administration of the mayor of Eirunepé?



Source: Field research data (2025)

Based on graphs 1 to 7, it could be seen that the employees noticed significant changes in the current mayoral administration: in education, security, social assistance, infrastructure, tourism, economy, sports and leisure, basic sanitation.

They also consider an excellent communication from the mayor and the employees, has an inspiring motivation, recognizes and values the opinions of the employees for the development of the municipality. And among the leadership characteristics: Strategic vision: sees the future of the organization and creates paths to achieve it, Empathy: understands the needs and feelings of employees, Communication skills, adaptability, and resilience. And among the challenges faced in the current administration are: maintaining high rates in the area of health, appointment of public offices, infrastructure and public cleaning.

Among the improvements indicated by the employees are: greater appreciation of trained professionals, meeting the immediate needs of the population, investing more in education and health.

INTERVIEW WITH THE MAYOR OF EIRUNEPÉ

As for the interview conducted with the mayor of Eirunepé-AM, the following results were reached:

His trajectory, since the pre-campaign, has been marked by aggression and gender violence. The most painful moment was the threat to her children's safety, but she overcame it. Even after taking office, the challenge of being a woman in politics is constant, something that many women face in their careers.

With the legislature, his relationship with the Chamber has been harmonious. He believes that the seriousness and focus of his government on the well-being and growth of the municipality have led the opposition to collaborate. The aim is to rebuild the credibility of both institutions through respect and dialogue.

It prioritizes listening to the population to meet the basic needs of everyday life. Examples of this are the pothole filling operation and the choice of streets for paving, which aim at the greatest collective benefit, prioritizing areas of greater circulation and access to essential services.

With the opposition, he faces the daily challenge of dealing with personal interests disguised as political positioning on social networks, often used to disrupt the government. Its strategy is to respond to everyone with clear and transparent actions, even with limited resources.

FINAL CONSIDERATIONS

From what was mentioned during this study, it can be denoted that leading people has never been an easy task, Administration, as a science, from the beginning already brought as one of its functions the "process of directing", which is the same as leading and commanding. Transformational leadership emerges, in this context, as a leadership option that proposed to adopt the elements of charisma, inspiration, intellectual stimulation and individualized consideration, capable of transforming the leader and his subordinates, capable of producing motivation and commitment.

However, it is up to the public manager to know which leadership style to adopt, whether visionary, democratic, autocratic, liberal, transactional or transformational.

The research achieved its objectives, which were: to present the leadership styles pointed out by the Administration; to identify the main challenges faced in the management of Mayor Áurea Maria in her administration and her main actions so far in the municipality of Eirunepé; to indicate the impact of female leadership in municipal management and the implementation of public policies for the improvement of the community of Eirunepé; to verify the characteristics of transformational leadership are present in the management of the current mayor of Eirunepé and unveil the opinion of municipal employees and the population in general about the performance of the mayor and the level of satisfaction of its administered.

This work is recommended for future administrators, economists, public managers and for any and all academics who want to understand the role of leadership in public management.

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