

## **LEADERSHIP – A KEY FACTOR TO A SUCCESSFUL ORGANIZATION – PART III**

*VĂCAR Anca<sup>1</sup>*

*“Lucian Blaga” University, Sibiu, Romania*

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### **Abstract**

*Leadership is about influencing others to achieve specific results within an organization. This research is the third part of a long cycle aimed to determine the knowledge and application of the leadership concept in the Romanian organizations among employees. To be a good leader means considering the importance and the significance of leadership as it applies to leading others. The next successful organizations will be those who develop leadership in organizations and act to have strong relations between leaders and followers.*

**Keywords:** *leadership, leader, influence, employees*

**JEL classification:** *M21*

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### **1. Introduction**

There are almost as many different definitions of leadership as there are persons who have attempted to define the concept. Nevertheless, there is sufficient similarity among definitions to permit a rough scheme of classification. So, leadership has been conceived as: the focus of group processes, a matter of personality, a matter of inducing compliance, the exercise of influence, particular behaviors, a form of persuasion, a power relation, an instrument to achieve goals, an effect of interaction, a

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<sup>1</sup> *Teaching assistant / Ph.D. Faculty of Economics, anca.vacar@ulbsibiu.ro*

differentiated role, initiation of structure and as many combinations of these definitions. (Bass, 1990).

Leadership is a process whereby intentional influence is exerted by one person over other people to guide, structure, and facilitate activities and relationships in a group or organization. (Yukl, 2002).

Also, leadership involves focusing the efforts of a group of people towards a common goal and enabling them to work together as a team. Leaders help the movement forwards in a given direction, through the efforts of individuals which complement and enhance each other. (Adair, 1986).

Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members. Leaders are agents of change – persons whose acts affect other people more than other people’s acts affect them. Leadership occurs when one group member modifies the motivation or competencies of others in the group, in achieving established goals. (Bass, 1990).

## **2. The research’s objectives**

This research is part of a long cycle aimed to determine the knowledge and application of leadership concepts in the Romanian organizations under conditions imposed by the external environment which is characterized by frequent changes and variations with both positive and negative effects on organizations, and also to determine the response of the organizations to these changes. We consider important for this research to determine the level of knowledge of concepts specific to it, namely the leadership among employees from Romanian organizations. This requires setting specific objectives to this research like *the acknowledgement of the leadership concept used in general management; identifying and observing the positive effects of practicing leadership and identifying the practices used to develop the qualities and skills of a leader.* (Văcar, Dumitrașcu, 2012).

## **3. The research methodology**

After having established the research’s objectives, the research team has analyzed the ways to obtain information and according to this, there was conducted at national level a research through a market research company with national coverage using the Internet as data collection tool within company’s online panel. There have been collected and validated a total

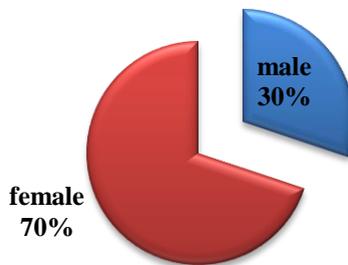
number of 103 questionnaires. The identification data of the subjects, namely the independent variables of the research are: *the position of the subject within the company, the professional training of the subject, the subject's age and sex, the work field of the organization and its turnover*, all of these are necessary in the observation of the knowledge mode and implementation of the concepts under analysis. Regarding the position in a particular company, there were raised questions about the field in which the business activity fits and information about the turnover of the company in order to see if there is any connection between them and the research objectives. These questions were closed questions; the possible answers are predetermined and displayed. Age-related question was an open one, which determined the continuation or interruption of the interview. (Văcar, Dumitrașcu, 2012).

#### 4. Demographic characteristics for employees

Due to data collection methods, namely appealing to a market research firm that has managed the online questionnaire, respondents were analyzed and differentiated by several criteria.

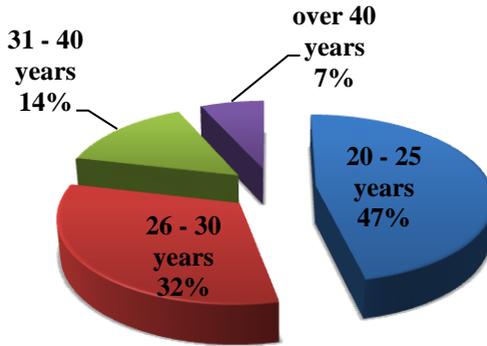
Thus, of those 103 employees who answered the questionnaire administered online, we found a higher share of females (70%) (fig. 1)

**Figure 1. Distribution of employees by gender**



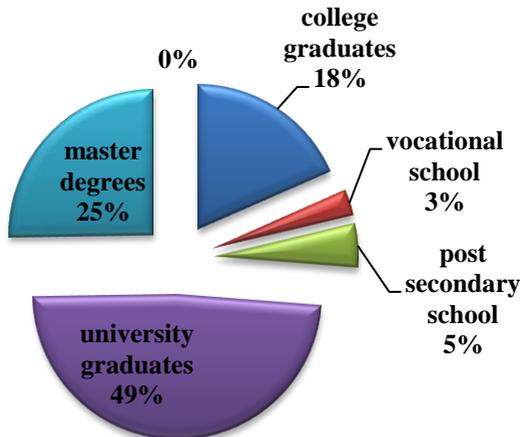
Based on age, a significant share was represented by age 20 to 25 years (47%), followed by those aged between 26 and 30 years (32%), and those aged between 31 and 40 years (14%) (fig. 2).

Figure 2. Distribution of employees by age



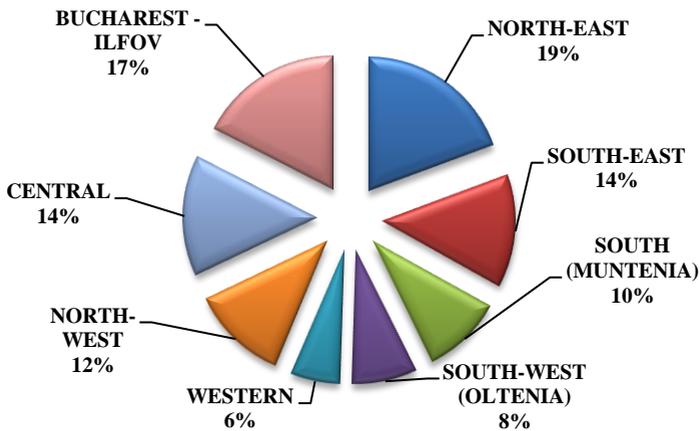
Of those 103 employees that were subject to the analysis, in terms of training the majority of them are bachelor graduates (49%), followed by graduates of master (25%), high school graduates (18%), post-high school graduates (5%) and vocational school graduates (3%) (fig. 3).

Figure 3. Distribution of employees by training



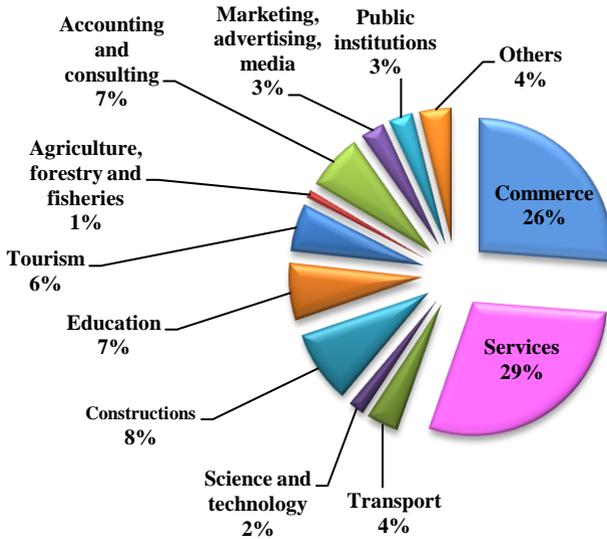
Given the division of Romania in the 8 regions, named after their geographical location in the country: Northwest, Northeast, Southwest, Southeast, South, West, Central, Bucharest and Ilfov, with an average population per region of 2.8 million inhabitants, the questionnaire was administered nationally according to the Mercury panel, stratified by geographic region and size of locality, within it the sampling was made randomly. Distribution of the respondents according to the 8 regions is as follows: North-East 19%, followed by Bucharest and Ilfov 17%, then in equal proportions are the Centre and South-Eastern with a share of 14%, followed by region Northwest 12%, then South-Muntenia region 10%, South-West Oltenia 8% and Western region 6%, (fig. 4).

**Figure 4. Distribution of employees by geographical region**



Depending on the work field of the organizations in which the respondents are involved (employees, in the present analysis), diversity is obvious and proportions are as follows: 29% services, 26% commerce, 8% construction, 7% education and with the same share, 7% accounting and consulting, then 6% tourism, 4% transport, 3% marketing, advertising, media, 2% science and technology, 1% agriculture, forestry and fisheries, and 4% other (areas that are not found among the mentioned ones) (fig. 5).

Figure 5. The areas of activity of the companies in which employees are involved

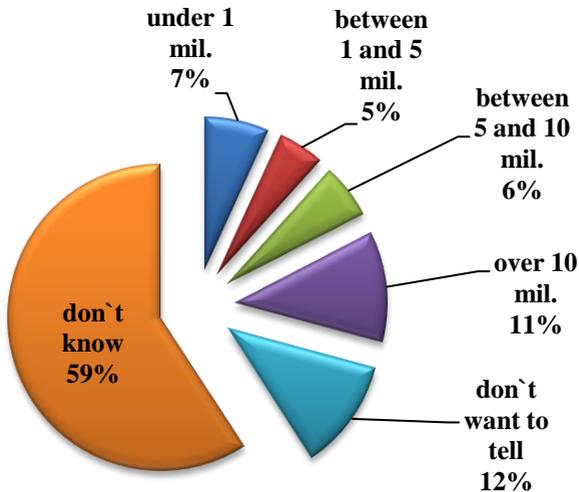


Knowing that respondents that are subject of this research, as a result of the classification questions that represented the filter of the present research, falls in the group employees with executive positions / workers, it resulted that the majority of respondents (59%) do not know exact data on the turnover of the company for 2011 and 12% do not want to provide information on this. From this collected data, 11% of companies have achieved in 2011 a turnover of over 10 million lei, 7% of the companies have achieved a turnover of under 1 million lei, 6% of the companies have achieved a turnover between 5 and 10 million lei and 5% of the companies have achieved a turnover between 1 and 5 million lei (figure 6).

**Conclusions on the presented demographic data:** This research shows that of the 103 analyzed employees, more than half of those surveyed were female (70%) and in terms of age and it was found that most of them are aged between 20 and 25 years (47%). Most of the respondents are university graduates, faculty level (49%), followed by those with master degrees. Most of the companies to which the respondents belong, are active in service, followed by commerce, the two areas dominating the market with a total share

of 55% and most of these companies had in 2011 a turnover of over 10 million lei.

Figure 6. Distribution of the companies by turnover



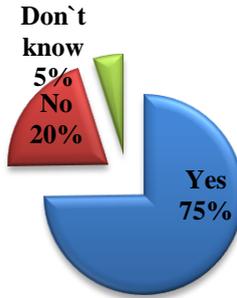
## 5. The results of the research

For a better understanding and an equitable interpretation of the analyzed issues there was displayed the following text: "**Leadership is the process of influencing within an organization between the leader and other factors (human resources) with which it is working in order to achieve organizational goals**". (Văcar, Dumitrașcu, 2012).

Taking as reference the briefing about the leadership concept, to the following question "*Given the known characteristics of leadership, did you find it exercised in your organization?*" the vast majority of the respondents, namely employees, (75%), **are confirming the presence of leadership in the organizations where they work**. A ratio of 20% of the respondents rule out the presence of leadership in organizations and a smaller percentage of 5% did not know or could not identify the phenomenon of influence between the leader and other people in the organization (Figure 7).

**Figure 7. Observing leadership in organizations by employees**

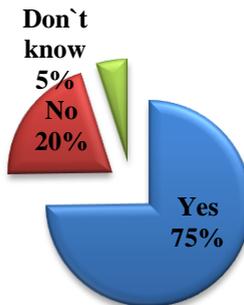
**Given the known characteristics of leadership, did you find it exercised in your organization?**



In order to determine the concern to develop human potential through various forms within organizations, employees were challenged to answer the question: "*In the organization you work, is there any concern for the development of human potential through discussions, trainings and sessions?*". Most employees (66%) confirmed the interest of the organizations' management for the development of human potential; in fact, this is reinforcing the responses to the previous question regarding the manifestation of leadership in organization. 31% of employees are not satisfied with the concern shown for them by the company's management (Figure 8).

**Figure 8. The concern of organizations for employee development**

**In the organization you work, is there any concern for the development of human potential through discussions, trainings and sessions?**



To the question "How important are the attributes of the leadership?" the respondents were asked to evaluate the following attributes of leadership through their own views and experience. Most of the respondents fit the eight leadership attributes into the category of "very important". I would like to mention those who have obtained the largest share, namely: attribute "competence and integrity" 72%, followed by "taking responsibility for decisions and actions" 67%, the third is the "ability to encourage and challenge ideas, energy and skills of others" 65%, "the desire to be a leading example" 63%, then "skills in human relationships, sociability" 61%, and the remaining attributes that share the "very important" mark with less than 60%: the courage to lead and initiate change, the ability to take risks and the ability to provide inspiration and vision (Figure 9).

Figure 9. Evaluation of leadership attributes by employees

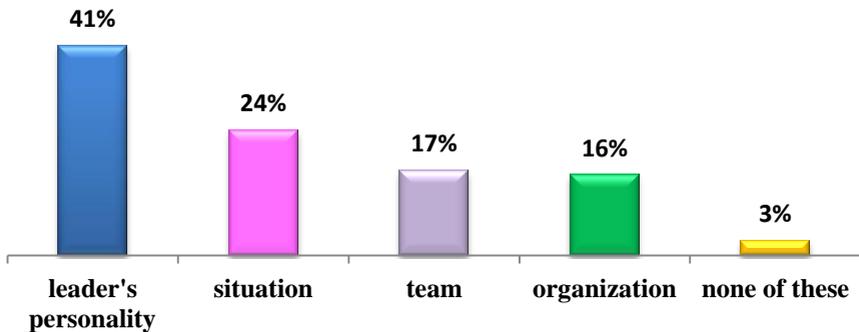


In order to determine the factors that cause the style of leadership used and applied by a leader, it has been outlined five possible situations. Responses varied to some extent depending on the way of understanding the concepts and the specific situations the respondents met. The majority of respondents (41%) scored as the main factor that determines the style of leadership practiced by the leader to be the "leader's personality", meaning the native traits, qualities, skills and its ability to influence other people, then "situation" (24%), respondents considering that the leader is influenced by various external factors that determine him to act in one way or another. The next factor identified by respondents as determinant for leadership style is the

"team" (17%), meaning the people the leader leads. The fourth factor with a significant weight is the "organization" (16%), meaning all the organizational factors that exert pressure on the leader in the influencing process he exercises (Figure 10).

**Please choose one of the answers below, which in your view would complete the following statement: "In general, the style of leadership used and applied by the leader varies by":**

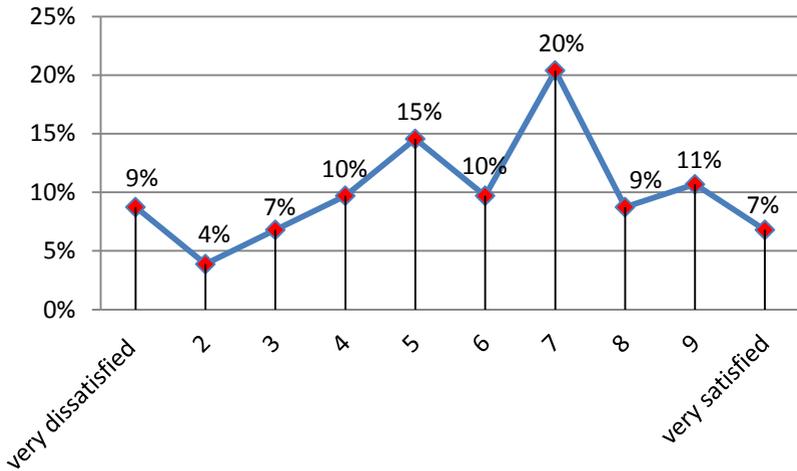
Figure 10. Factors that determine the style of leadership in terms of employees



To the question: "*How satisfied or dissatisfied are you with the way the meetings are organized and run between management and employees in your organization?*", responses were varied. On a scale from 1 to 10, where 1 means "very dissatisfied" and 10 means "very satisfied", most employees are pronounced to be satisfied, in general, with the way the meetings are run between management and employees, as shown in figure 94. **Most employees (20%)** assess the felt satisfaction to grade **7**, followed by the persons **(15%)** that are assessing the meetings to grade **5**, and then there are those **(11%)** who are assessing the meetings to grade **9**. If you were to do an average of the grades that express the employees' satisfaction on how the meetings are run between management and employees, the average would be 5.8, which indicates a state of slight dissatisfaction among employees (fig. 11).

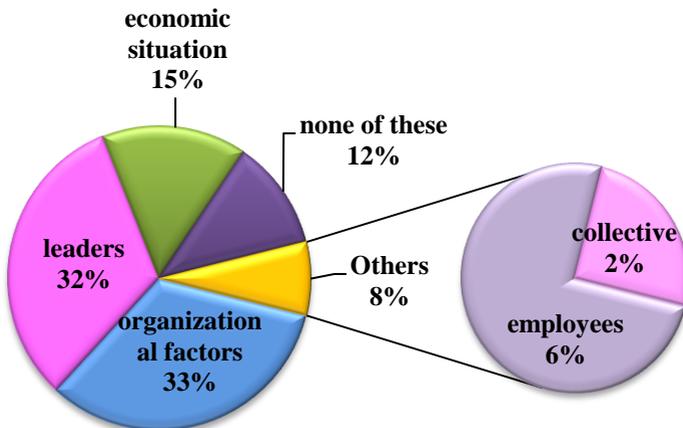
**How satisfied or dissatisfied are you with the way the meetings are organized and run between management and employees in your organization?**

Figure 11. Evaluation of the meetings run between management and employees in terms of employees



Whom would you attribute the success of your organization?

Figure 12. Factors that determine the success of the organization in terms of employees



After we have noticed the contentment and satisfaction of employees towards the organization, it is important to note the results of the influence of leadership in these organizations, in terms of employees.

When asked „*Whom would you attribute the success of your organization?*” employees responded through the filter of their experience and understanding, choosing one of the offered options.

The majority of employees attributes the success to internal factors of the organization, namely **organizational factors** primarily (33%) and second to **leaders** (32%), followed by the external factors of the organization such as the **economic situation** (15%). In a different category, employees had the opportunity to record other factors that contribute to the success of the organization, where 6% assign the success to the employees and 2% to the collective, considering them as being internal factors of the organization (Figure 12).

## **6. Conclusions**

In conclusion, we can say that the vast majority of employees confirm the presence of leadership in the organizations they work and the interest of the organizations' management for the development of human potential through discussions, trainings and courses; in fact, this is reinforcing the responses to the question regarding the manifestation of leadership in the organization.

In regards assessing leadership attributes, most employees are fitting them in the "very important" category, the first three in order of importance are: "competence and integrity", "taking responsibility for decisions and actions" and "the ability to encourage and to bring ideas, energy and skills of others".

Assessing the factors that determine leadership style practiced by the leader in the process of influencing the human resource, employees rated as follows: "leader's personality" with a share of 41%, the "situation" with a share of 24%, followed by the "team" with 16% and "organization" with 15%.

Most employees assess their satisfaction on how the meetings are run between management and employees to grade 7, followed by the persons that are assessing the meetings to grade 5, which indicates a state of slight dissatisfaction among employees in organizations.

The majority of employees attributes the success to internal factors of the organization, namely organizational factors primarily (33%) and second to

leaders (32%), followed by the external factors of the organization such as the economic situation (15%).

According to these research conclusions, we can say that leadership concepts through romanian companies are known and observed. Considering the good effects and consequentions of introducing leadership in romanian organisations, the next successful organizations will be those who develop leadership in organizations and act to have strong relations between leaders and followers.

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