

THE USE OF LEADERSHIP

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Abstract: *Leadership is more than authority or power. It is the process that a person can use to influence and determine others to follow him, in order to achieve certain targets. The paper above is one of a long research directed to find the knowledge and use of the leadership concept in the Romanian organizations. The present research wants to notice the way managers and employees understand and observe leadership within the organizations they work in.*

JEL classification: *M21*

Keywords: *leadership, leaders, followers, influence.*

According to I. Ursachi, leadership is "the process of influencing the activity of a person in order to achieve the organization's objectives. It involves a certain level of voluntary support from members of the group. Leaders do not lead simply by directives, but by persuasion, motivation and empowerment. They identify and attract team involvement for a stimulating or challenging vision. Leaders do not manage individual performance, but group performance" (Ursachi, 2007).

Another definition given by G. Johns for leadership is "the influence that certain individuals exert on achieving others' objectives in an organizational context. Efficient leadership exercise influence in order to achieve organizational goals by increasing productivity, innovation, satisfaction and moral commitment of workers" (Johns, 1998).

A complex definition of leadership is the one given by Peter G. Northouse, as "the process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2013). From this definition he identifies the four components of the phenomenon: leadership is

a process, leadership involves influence, leadership occurs in groups, and leadership involves common goals.

Analyzing definitions above, we can highlight the importance of the leader or the person that establishes objectives and ultimately that determines the results by involving other people, meaning employees or supporters. This determination of the leader is different than the one of the manager. The leader decides the strategic direction of the organization through the vision he has for the future and then he develops and implements the strategy. Then the leader communicates this direction, appealing to the team members' emotions, needs and values. In order to be understood and believed the message sent by the leader to his team and followers, the leader must be a person of high integrity and with a good reputation in front of all members.

To be successful in influencing the others around him, the leader must find the best way he can certainly use taking into account the persons he is working with. Experts have identified some tactics of influencing that are relevant to leaders: persuasion, appeal to feelings, consultation, personal pleas, exchange of favors, coalitions, legitimacy and pressure.

A leader is "the person who obtains good results with a certain efficiency in any field, regardless the obstacles and without ceasing to be close to his people. Leaders are generally very energetic persons, eager to influence others, intelligent and balanced enough not to abuse of their power"(Burduş, 2005). W. Bennis released the aphorism "managers know what to do, the leaders know what is to be done", quoted by E. Burduş.

I would like to give in the following lines a part of a research that was driven among Romanian managers and employees from different organizations about their understanding of the concept of leadership and it's necessity within organizations. The research was conducted at national level in 2012 through an online research company.

For carrying out the research there were asked a number of 102 managers that occupied various leadership positions in companies and a number of 103 employees. The majority of respondents belong to the group age between 20 and 30 years (62% managers and 78% employees) (Figure 1).

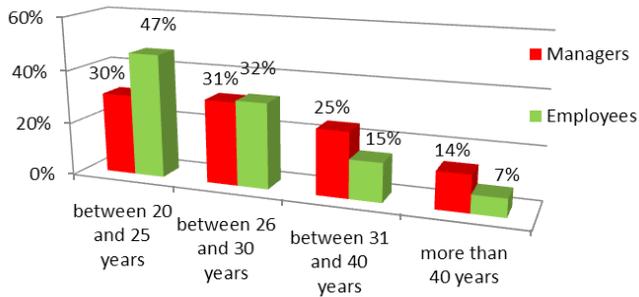


Figure 1. Distribution of respondents by age

Depending on age, among managers and employees, most of the respondents are women (Figure 2).

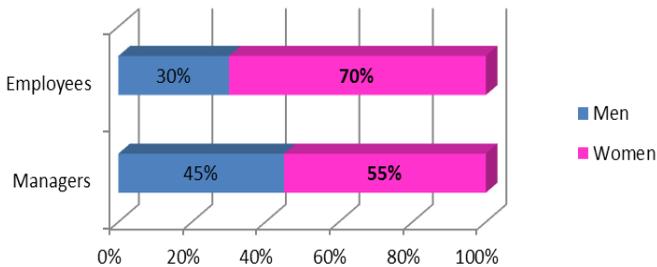


Figure 2. Distribution of respondents by sex

Of those 102 managers and 103 employees interviewed, most of them have bachelor degree studies (83% of managers and 73% of employees). This aspects is very helpful to the research above because we believe that the questionnaire has been understood and properly interpreted according to their experience in the field (Figure 3).

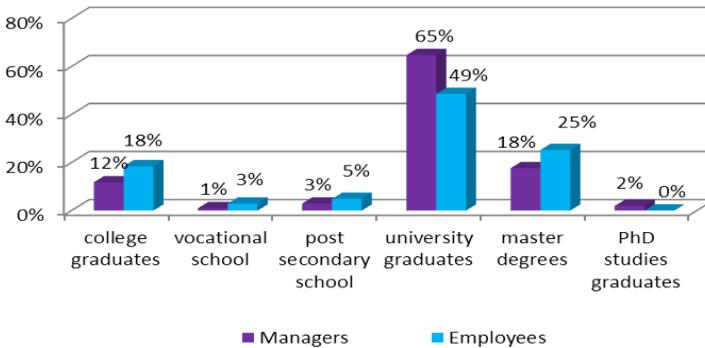


Figure 3. Distribution of respondents by professional training

Distribution of respondents, both managers and employees, according to the 8 regions is relatively uniform. The distribution was made according to geographical region and size of locality, simple random sampling of the online research company panel, the results are shown in Figure 4.

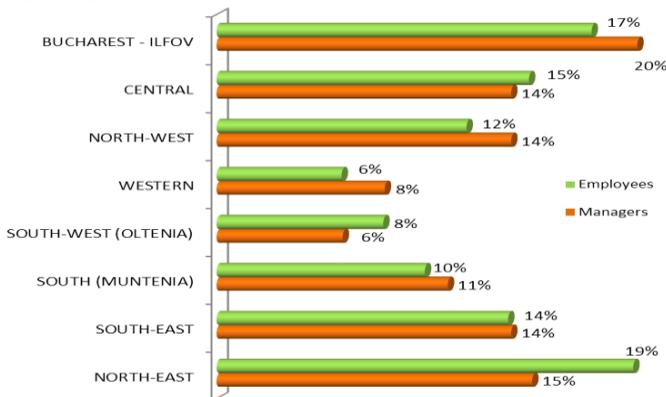


Figure 4. Distribution of respondents by geographic region

Depending on the type of activity performed by the organizations in which respondents work, diversity is evident and the proportions are as follows: the majority of respondents, both managers and employees, active in trade domain (25% of respondents), followed by those who work in services domain (over 20% of respondents), the other domains do not exceed 10% each (Figure 5).

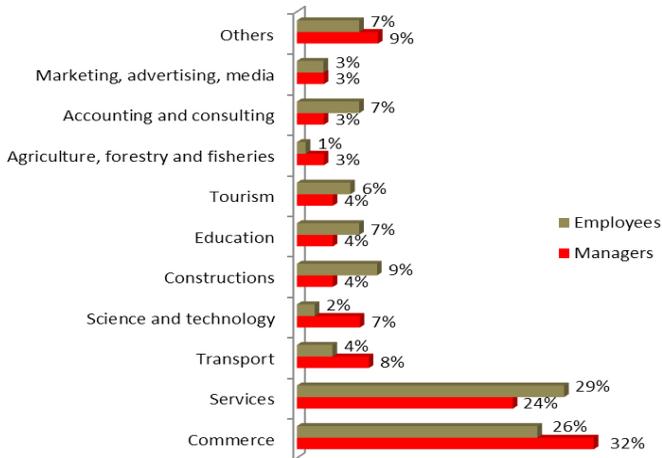


Figure 5. Type of activities performed by the companies to which respondents belong

Observing the distribution of respondents by the leading position they occupy in company it has been noticed that the majority of respondents (over 25% of respondents) do not know any precise data on the turnover of the company for 2011 and more than 10% of respondents do not will to provide information about turnover. From the collected data, the distribution of companies based on the turnover achieved in 2011 is shown in Figure 6.

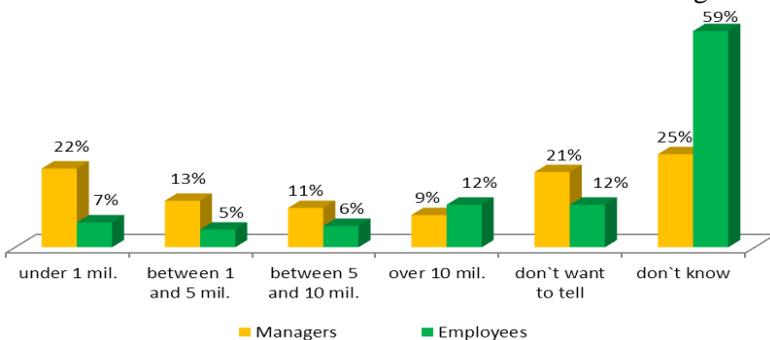


Figure 6. Distribution of companies to which our respondents belong depending on the turnover

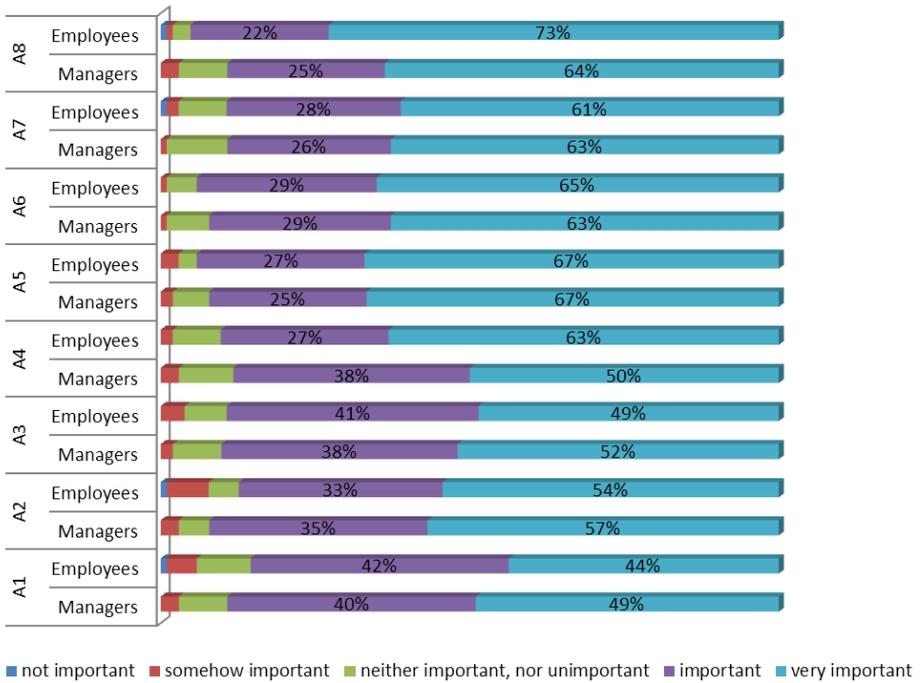
About demographic data, the conducted research shows that more than half of those 102 managers and 103 employees analyzed in survey were female, and in terms of age, it was found that most are aged between 20 and 30 years. The majority of respondents, both among managers and employees are graduates, mainly bachelor studies. Most of the companies to which the respondents belong, both managers and employees, work in trade domain, followed by the service sector.

We consider important for this research to determine the level of acquaintance of concepts that are specific to leadership among managers and employees from Romanian organizations. The next concern of the research is to analyze the common questions from the survey, i.e. those targeting both managers and employees in order to observe in parallel the opinion of our two categories of respondents in regards the analyzed topics.

For a better understanding and a common interpretation of the analyzed subjects, it has been displayed the following text: *„Leadership is the process of influencing between the leader and the other factors (human resources) with which he cooperates within the organization in order to achieve organizational goals”* (Văcar, Dumitrașcu, 2012).

Taking as reference the above information note concerning the concept of leadership, to the question "How important are the attributes of leadership?" our respondents were asked to evaluate the following attributes of leadership through their own views and experience. On all eight attributes of leadership most of the respondents fit them into category of "Very Important". It is particularly important to note that most managers and employees consider the same attributes as being the most important of leadership, placing them into this category, as follows: "taking responsibility for decisions and actions" (managers 67%, employees 67%) "competence and integrity" (managers 64%, employees 73%) and "the ability to encourage and challenge the ideas, energy and skills of others" (managers 63%, employees 65%) (Figure 7).

Relying on your experience gained over time, how important are for you the following attributes of leadership?



Legend:

A1	<i>The capacity of providing inspiration, vision</i>
A2	<i>The courage to lead and initiate change</i>
A3	<i>The ability to take risks</i>
A4	<i>The desire to be an example to follow</i>
A5	<i>Taking responsibility for decisions and actions taken within the organization</i>
A6	<i>The ability to encourage and challenge ideas, energy and skills of others</i>
A7	<i>Skills in human relations, sociability</i>
A8	<i>Competence and integrity</i>

Figure 7. Evaluation of leadership attributes by respondents

Aiming to analyze the factors that determine leadership style used and applied by leader within the organization, there had been outlined five possible situations. Responses varied to some extent, depending on their understanding of concepts and the real situations the respondents met. The main factor of leadership style, considered both by managers and employees is the "leader's personality", which won the largest share. So, both managers consider it as being the most important and decisive factor in the practiced style and employees have identified it as a determinant of leadership style.

Leader's personality is determined by the native characteristics, qualities, skills and abilities to influence other people whom he works with. The result shows that people are followed by others not because of the position they occupy in the organization but rather because of how they behave within it, in terms of personality traits, the way they explain the objectives and tasks to be performed, the way they empathize with others (Figure 8).

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

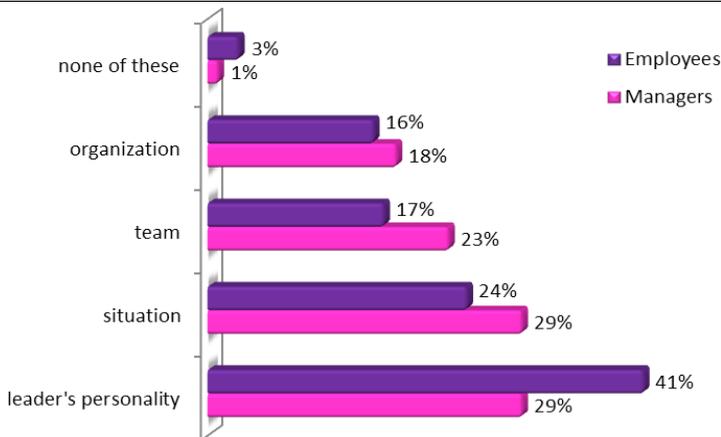


Figure 8. The factors that determine the leadership style

Because the way of using the leadership in organizations depends on of the way the meetings between management and other employees are run, it is important to know the realities within the organizations. Thus, to the question: "How satisfied or dissatisfied are you about the way the meetings between management and employees are organized and run within your organization?", the responses were the most diverse. On a scale of 1 to 10, where 1 means "extremely dissatisfied" and 10 means "very satisfied", most managers and employees seem to be satisfied, in general, of the way the meetings between management and employees are run, the highest shares falling over mark 5, as shown in Figure 9. Most managers (20.59%) evaluate the satisfaction they experience to mark 8, and most employees (20.39%)

evaluate the satisfaction to mark 7. The marks being so close, the evaluation of respondents we consider to be an objective one, which means that both managers and employees found that improvements are needed regarding the way the meetings are organized and run within organizations.

How satisfied or dissatisfied are you about the way the meetings between management and employees are organized and run within your organization?

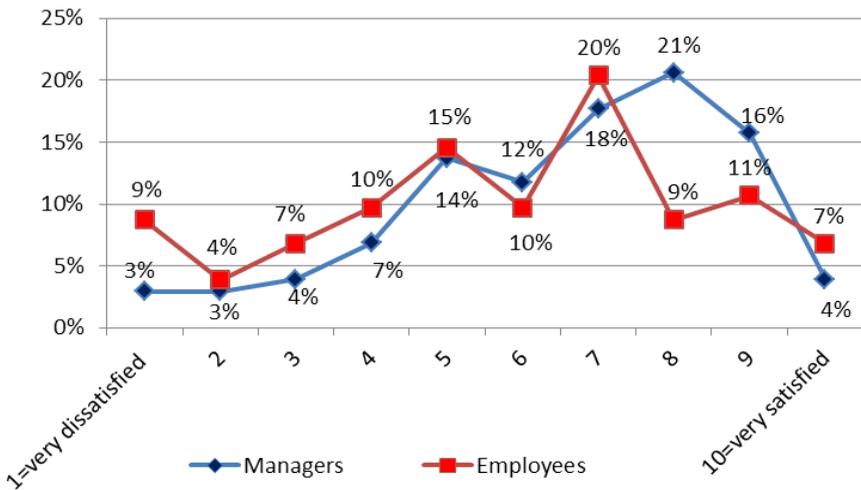


Figure 9. Evaluation of meetings between management and employees from respondents' perspective

In conclusion, we may say that to the common questions in the questionnaire, namely those targeting both managers and employees in order to see alongside the opinion of the two categories of respondents upon the discussed subjects, the answers are generally the same, varying very little. This indicates that the analyzed concepts were understood in the same way by the respondents in the two target groups.

It is particularly important to note that most managers and employees consider the same attributes of leadership as being the most important, placing them into the category "very important", as follows: taking responsibility for

decisions and actions, competence and integrity and ability to encourage and challenge ideas, energy and skills of others.

Depending on their understanding of concepts and the real situations our respondents met, the main determinant of leadership style, considered both by managers and employees is the *leader's personality*, which obtained the largest share among the two target groups. Leader's personality is determined by the native characteristics, qualities, skills and abilities to influence other people whom he works with and it is essential in managing and influencing other people in the organization.

Because the way of using leadership in organizations depends on of the way meetings between management and other employees are run, most managers and employees seem to be satisfied of this, but also the quality of them can be improved. In order to increase the satisfaction of everyone, we consider important the development of the informal side of the organization through a clear, open, honest communication among its members, also the initiation of joint actions that will help sharing existing discontents and finding ways to improve relations within the organization.

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