

THE IMPACT OF LEADERSHIP ON THE ORGANIZATIONAL LEVEL

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Abstract:

The transition to free enterprise is definitely conditioned by the implementation in all economy's components of the high performance management, executed by the professional managers. In the last decade, leadership took the form of a major management component, presenting yet a special specificity and autonomy, having a major influence and not rarely even definitely over the organizations performances. As a result, the knowledge and taking into consideration the base elements as concerns the leadership presents an especial usefulness, by all those exercising or being trained, within the managerial processes of trade companies, public administration, ministers.

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The leadership – one of the most frequent elements examined and actual of the management – behaves a wide range of approaches. On the *leadership's* basis, *the team spirit* stands to; this presents a great pragmatic importance.

The leadership represents the process by which a person establishes a goal or a direction for one or more persons and determines them to act together with competence and full dedication over their achievement.

Basically, the team spirit is defined as that state reflecting the people wish for harmonically thinking, feeling and behaving with the other managers of the group of which they are part to, with a view of carrying out a common aim. We can thus materialize by the fact that within the goal's execution process, *the leader* is "followed" by other persons in conditions of a strong, competent, affective and acting involvement, those that determine achieving the foreseen results.

Related to the interface between *leadership* and management and implicitly between the leader and manager, the specialists' opinions are different. Thus, Jim Harris (1), co-author of *The Best Companies to Work in Canada* volume considers that there is an obvious delimitation between management and *leadership*. Other authors consider that, especially from pragmatic reasons, the differentiation of management by *leadership* (2) isn't recommended.

The leadership has especially in view the human part of the management, moreover that part of involvement or training a group of persons by a leader. As most of the specialist says, the management includes a wider area of managing aspects, the *leadership* representing in fact a component of it, formed especially by involvement of a group of people's manager on executing certain tasks.

Stephen Clement and Elliot Jacques consider that it cannot be brought into discussion the simple *leader*, but the managerial *leader*, the political *leader* etc. Considering the managerial *leader*, it is emphasized (3) that *the leadership* has in view the parts functionality, which come to manager on his quality of official to leading position exercised.

Properly, as those two mentioned American specialists, "the basis of the managerial hierarchy is under the functions of manager, which always contain, as one of its major elements, the *leadership*. A good management includes a leadership responsible as integral part of it, without

which the manager as such does not exist" (4). If the character of general manager is taken into consideration for a company, then it will clearly result the *leadership's* position within the management.

The leadership assumes a minimum number of native qualities, that by an adequate training can be sensitively benefited, fact that reflects on substantial amplifying of leader's influence towards others, subordinated for reaching certain objectives.

The content, the mean of manifestation and efficacy of *the leadership* are the result of many major or determinant factors. Through *leadership*, we will designate a *leader's* ability, a managing representative for determining a group of persons of co-working together with a view to achieve an objective on the basis of their strong affective and functional involvement.

The native characteristics of a person or leader represent a prior determinant. Without having a claim of being exhaustive, we mention some of the most important personal qualities that *leadership* base upon. The intelligence is the first among these. The native intelligence is reflected on the ability of forming efficient and attracting objectives for the others, on capacity of establishing the mobilization means of attracting other persons on achieving the objectives, on observing those arguments that, once presented, attract and convince others to involve on necessary work processes carrying out. As an essential quality – *other quality – the charisma - less* approached within managerial literature in Romania is also considered.

By charisma one can understand the ability of a person to inspire or amplify other persons' involvement on carrying out certain actions.

The training received by the *leader* represents another determinant of the leadership. Training related to its contribution on developing the *leadership* is treated on at least three parts: general training, specialty training and managerial and the situation where the *leader* is or is located. By its parameters, by the needs and embedded conditions, the situation on which the leader acts will condition in many ways the practiced *leadership*. As a matter of fact, we can differentiate a double conditioning of *the leadership*.

First is *the general contextual conditioning* that reflects the basis characteristics of the organization in which the manager works.

The second conditioning of *the leadership* has the strictly managerial nature.

The point of starting on understanding the *leadership's* mechanism is represented by the axiom: *there are no good leaders without good quality persons that have to follow*. Thus, the essence of *leadership's* mechanism consists on determining to follow *the leader*, those persons able to contribute on objective achievement had in view.

Synthesized, the mechanism of *leadership* summarizes to:

- exerting *the leadership* as concerns the goals establishment, means of execution, of self trust and of volunteer and affective availability with a view to carry out the set of necessary actions, using a specific behavior;
- manifesting the *leader's* capacity of listening and concomitantly, of creating ideas and emotions on potential participants over carrying out the aimed goal;
- connecting *the leader's* goals, ideas and opinions with the others goals, ideas and opinions; it has to be mentioned that on starting stage there are rarely differences or even oppositions between *the leader* and persons subordinates or involved;
- determining the persons to believe, feel and behavior on an appreciable level related to leader's points of view; upon the basis of these evolutions and results, is the capacity of leader for "inspiring" the other;
- of carrying out and maintaining the dedication of approached persons with a view to achieve the results corresponding to the aimed objectives.

The content and proper means of carrying out these stages depend on significant measure of the availability or "matureness" of persons had in view as *leader*. Considering this point of view, within the specialty literature, four classes of persons are distinguished (5): those that cannot and do not wish to get involved; those that cannot, but wish to involve; those that can, but do not wish to get involved; those that can and wish to involve.

Depending on the met class of persons, *the leader* uses different types of power. The content and efficacy of the leadership sensitively depend upon the organizational culture characteristics involved and by the capacity of *the leader* to understand and take into consideration.

On exercising *the leadership*, the representatives of managing take into consideration a wide range of methods, techniques and means that carry on in different ways, depending on the involved managerial situation parameters. Among these, we mention:

- the accurate definition of objectives of execution by *leadership*;
- transmitting of information to sensitizing, knowledge, attracting, convincing, inspiration, acting of subordinates within certain meetings and individual sessions;
- programming of *leader's* and subordinates tasks, depending on the leadership's objectives;
- frequent calling to method if tasks, competences and authorities delegation;
- adviser's quality represent a specific technique, visible in the last decades within developed countries, among which the managers promote *the leadership*;
- negotiating with informal *leaders* with a view to achieve the intensive participation on exercising *the leadership*;
- calling to different methods of reducing the *leader's* stress based upon relaxing, diet and physical exercises;
- executing of unions with certain subordinates in a view to increase the *leader's* power, with a view to accomplish the aimed goals.

A particular category of techniques refers on evaluating the efficacy of carry out *the leadership*.

Of this class, we can mention the technique proposed by P. Hershey and K. Blanchard (6), named **LEAP** (*Leader Effectiveness and Adaptability Profile*) based upon taking into consideration of relation between the leader and those persons' class delimited depending on their availability for achieving *the leadership*. Another technique **B.S.E.** (*Behavioral Style Evaluation*) can identify, depending on a specific criterion set, types of *leaders* – analysts, relations performers, social and dynamic – that sensitively and different materializes *the leadership*.

In the last decade, as a result of observing the importance and especial efficiency of *leadership*, creating of special programs of developing the managerial *leadership* within the organizations was adopted.

Obviously, the styles of *leadership* are connected to managerial styles of which they significantly overlap, but towards which present certain specific elements. A first classifying, the most used on specialty literature and depending on the managerial and psychological characteristics involved delimitates *four styles of leadership*:

a) *the autocratic*, characterized by a strictly supervise of subordinates by the chief, informational flows directed preponderantly from up to down, creating the fear within the subordinates, the fear acting as a control mean.

b) *the bureaucratic*, on which communication is executed in an appreciable measure for written, that emphasizes the documents and stamps as main execution and control means of activities, discouraging the initiative and innovation, frequently and negatively affecting the employees ethical.

c) *the "laissez-faire"*, among which the actions established by the superior management, the wide acting freedom is offered to subordinates, their control being almost null; it is used especially in small beginning companies and to organizations based upon high techniques, that use high qualification specialists, passionate of their work.

d) *the democratic*, whose main sizes are sociability, flexibility, cooperation, good communications – ascendant – descendant – and horizontal, the spirit of managing and friendly climate within the organization.

A novelty element on Mark Edwards specialist point of view is represented by the symbolic *leadership*. Its base is constituted by the mutual trust between and among the manager, subordinates and other persons within the organization.

Another delimitation of *leadership* styles is that depending on the enclosing area of organizational staff. Considering this point of view, the main inter-personal *leadership* and the organizational *leadership* are delimited.

The inter-personal *leadership* has as area of enclosing the relation between the managers of work collective – team, office, laboratory etc. – and the personal that is subordinated to.

The organizational *leadership* reports either to an organization on its generality or to major components of it, but not considering only the employees subordinated without conditions to a managing body.

Within *the organizational leadership*, many categories can be delimited, depending on hierarchical levels and of departments that organization encloses. The most frequently delimited is *the general organizational leadership* – that has in view the main departments groups or areas of organization.

Taking into consideration the major problem on managerial practice, related to *leadership*, consists on growth of its efficacy subordinated to achieving certain results, as much as of high performance by the organization. A first major aspect involved is represented by the choice of an efficient *leadership*. In the specialty literature, it is considered that a certain structuring as concerns *the leadership* content in function and especially on work tasks involved by the concerning intensity for their functionality and respectively by the inter-personal relationships, considered in attention given.

With a view to deeply emphasize what *the leadership* brings in addition to a manager within the present times and why this is necessary, the professor Katzenbach (7) submitted in a synthetic mean *the "classical" good manager characteristics with those of the "leader" manager* in present, whose activity lies on promoting the changes. Conceiving and making functional the changes represents the requirement and prior difficulty that is met by the companies' manager at the end of the second millennium.

Naturally, especial problems are brought on *the leadership* level, when *within an organization great changes are performed*. In this situation, is necessary that *leadership* should take into consideration those three stages specific to any process of change (8) : "unfreezing" the present system, its effective change and "freezing it", by decisions, rules etc. Approaching *the leadership* upon the basis of presented elements has the character of determining the organization performances amplifying concerned multi-dimensionally. As results from the presented information, *the leadership* sets up all the fields and major performances of an organization.

More than that, high reputation specialists, as the Belgian professor Philippe De Woot, say that (9) "on the tumultuous present world, *the leadership* becomes more important than the management methods and techniques".

NOTES:

- [1] J. Harris .a., *The Best Companies Work in Canada*, Strategic Advantages Toronto, 1995
- [2] O. Nicolescu, I. Verboncu, *Fundamentele managementului organiza iei (The basis of the organization' management)*, Editura Economic , Bucure ti, 2002
- [3] J. Clement, *Executive Leadership*, Casai Hall, Arlington, 1991
- [4] O. Nicolescu, I. Verboncu, Op. cit.
- [5] O. Nicolescu, I. Verboncu, Op. cit.
- [6] Hershez, K, Balanchard, *Situational Leadership*, Prentince Hall, New York, 1988
- [7] J. Harris .a., *The Best Companies Work in Canada*, Strategic Advantages Toronto, 1995
- [8] O. Nicolescu, I. Verboncu, Op. cit.
- [9] x x x *Organizeaz - i bine timpul (Organize well your time)*, Editura Rentrop & Straton, Bucure ti, 1998

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- [5] . x x x, 1998, *Organizeaz - i bine timpul (Organize well your time)*, Editura Rentrop & Straton, Bucure ti