

LEADERSHIP IN THE MILITARY ORGANIZATION IN THE CONTEXT OF THE CURRENT MILITARY PHENOMENON

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Abstract: *Military action is a specific type of human action which takes place in a particular physical, geographic and psychological environment. In this article we refer to the specific conditions in which military leadership is running. Also, we refer to the qualities of the military leader.*

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1. Introduction

Human society has evolved and developed over the course of history due to social, economic, and organizational-political factors. Man as a social being participates intensely and directly in the activity of the community to which he belongs and in which he fulfills a certain role and holds a certain status. Man thinks, works, creates, consumes, fights, etc., having a clearly defined position in the hierarchical structure of the society belonging to. Somewhere at the top of the pyramid, there is someone who is leading, by taking a number of actions, which are more or less scientifically grounded.

What is he leading? Whom is he leading? Why is he leading? For how long is he leading? How well is he leading? These are some of the questions we are trying to answer as accurately as possible.

2. Leadership in the military organization

From psychological perspective, LEADING is a phenomenon of social influence, through which a certain type of behavior determines changes in other behaviors.

Tannenbaum, J. Wechsler and F. Massarik (1961) define leadership as a form of "interpersonal influence exerted in a

defined and guided situation, courtesy of communication processes, to achieve a determined goal or purposes." (1)

T.M. Newcomb, R.H. Turner and P.E. Converse (1965) define leadership as "a relationship of facilitating roles" (2) in order to achieve the goals.

By interpreting these two definitions in a creative manner, it results in respect to leadership:

- leadership is done by a person who has the role of leader and has the mission to lead the group in achieving the set goal;

- not all the actions undertaken by the leader of the group are included in the leadership range, but only those that aim at achieving the common goal;

- the appointed leader or the person who has reached the leader position, is not always the only person who leads the group since it can not cover all the range of content, given the complexity of the tasks, thus creating the possibility that the leading activity is distributed over several hierarchical levels;

- the leadership is also based on specialized knowledge and not only on the psychosocial qualities of the leader;

- even though the social group or organization has a formal leader, the process of interpersonal influence of the

behavior of the organization is in reality carried on by several people in different hierarchical positions, but who implicitly lead to the realization of the common goal through their actions.

Following these ideas, we can exemplify the activity of the Staff of a large unity. We all know that a military structure is run by a commander, supported by a major state. The commander decides based on the analyzes and proposals of the Staff, the decision being a scientifically based option rendered by the Staff, the Staff being headed by a chief. A Staff is structured into analytical entities by specialized fields (resources, information, logistics, communications, etc.), which orient both the behavior of the forces subordinated to the commander and his leadership behavior. If we analyze the leadership in the military organization, we should also define it from the perspective of the relationship between influence and power. The power we are referring to is closely related to the psycho-intellectual potential of a person to exert influence on others in order to change their behavior in the direction required by the purpose for which the organization exists (social group)(3).

The military organization is pyramidally structured, therefore the relationship between influence and power is the foundation on which the military command is made. Thus, the higher the hierarchical position the commander (chief) holds, associated with more power, the broader the spectrum and the quality of the influencing actions.

The positioning on a superior hierarchical position brings a power benefit, a greater degree of influence, and reduces dependence on other members of the military organization. Thus, a divisional commander will hold ample maneuvering territory and several thousand troops, organized into distinct action structures with different roles and status. Following specific regulations, these are dependent on the hierarchical influence expressed through clear and precise orders that must be

assimilated and executed in a timely manner. So, in this case we are talking about a high efficiency of influence due to the hierarchical power factor.

In economic or other types of organizations, there are not many people wishing to take leadership positions in order to be able to exert influence on others, but in military organizations, the need for power, especially among militaries is much more pronounced.

In the training process in military academies, military students learn how to lead people in combat, meaning how to influence and control their subordinates' behavior based on the power factor. So the future commanders learn to control and influence the behavior of the subordinates, and later on, to promote in the military hierarchy in the highest leadership positions.

I believe that a military leader should:

- wish to exert his influence in the conditions given by the power of the position held, by creatively applying the specific military knowledge;
- be concerned of accumulating status symbols and constantly seek new, superior hierarchical, leadership positions;
- generate and join the competition to promote to a superior leadership position;
- be direct, efficient and creative in the act of influencing and persuading subordinates.

Power in the military organization has the following sources:

-The power offered by the position in the hierarchical structure of the military institution -it ensures the legitimacy of the actions undertaken by the commander in relationship with the subordinates and is based on orders, regulations, instructions, normative acts, etc. The power of the hierarchical position in the military organization, more than in other organizations, allows the commander to use punishments and rewards to influence (convince) the subordinates. The pyramidal and centralized system gives the commander the power to quickly and

efficiently influence the entire structure due to his central position. The fulfillment of tasks is done more forcefully than freely consented, and the results of leadership based only on this source of power may sometimes be inappropriate.

- The personal power is a source of power through which the commander exerts influence over his subordinates based on his personality traits. In order to exert his personal power in the governing act, a commander must cultivate interpersonal contacts with his subordinates over time, to become and manifest himself as a charismatic personality that convinces through personal force, force that invites to voluntary action, freely consented. It is in some way opposed to the hierarchical power. It is freely consented, it mobilizes the energies to the maximum and is based on the mutual trust between the commander and subordinates.

- Information, as a source of power in military leadership, is carried out at both formal and informal levels. In the military organization, commanders give and receive reports. These refer among others to the activity and actions of subordinates. Knowing the reality of the organization, the commander's decisions will be correct. Information from informal sources used in the military leadership acts can lead to undesirable effects, as it may be erroneous. Therefore, all information from informal sources should be verified by formal means and only if they are confirmed, to be included in the decision-making process.

A good commander will be the one who uses all three power sources outlined above in a balanced and harmonious manner. Power is an interpersonal phenomenon, that manifests itself only in relation to subordinates, and the effectiveness of leadership (influence) also depends on their willingness to respond appropriately to the required behavior.

It is expected that the effects of the act of command on the subordinates manifest themselves on the subordinates in three types of behaviors.

1. The subordinates enthusiastically join and strive to achieve the desired behavior. In this case, we can say that the commanding process undertaken by the commander was correct and that the methods of influence were in line with the expectations of the subordinates.

2. The subordinates adhere moderately to the commander's demands and engage with some circumspection in carrying out the tasks. It results that although the act of leadership has achieved its purpose, the subordinates are not convinced of what they have to do, but they do it because they have to.

3. The subordinates display resistance against the command required by the commander and attempt to find ways not to achieve the required behavior. It is desirable for the military organization to have such effects of commandment to be extremely rare. In this situation, it is necessary to analyze the management competences of the persons commanding directly the respective structure. If such an attitude of response to the act of command occurs during military action, in our view, the best reaction is to isolate and remove from combat the respective structure.

Obviously, these effects of command are also dependent on the leadership style practiced in the current military establishment. The cybernetic and integrated battlefield, as well as the demands of modern society, determine not only social and military behaviors, but also leadership styles.

The leadership style of a military commander can be defined as the behavior through which he transposes into practice the requirements of his military leadership function.

The requirements of the commander position are entered in the job description in the form of attributions, and their fulfillment depends on the person in charge. The same attributions can be transposed into practice in different ways by different people, that is, by different behavioral styles. It follows that leadership style

encompasses both motivational and behavioral attitudes in a specific organizational framework.

The leadership style adopted by the commander in military activity can be influenced by a number of factors such as:

- the psycho-social and behavioral traits of the commander (intelligence, creativity, vision, motivation, values, beliefs, health status, level of knowledge in the field of military art, etc.);

- the psychosocial and behavioral traits of the subordinates (motivation, intelligence, skills, competences, abilities, values, beliefs, etc.);

- the specific of the military organization (normalization, hierarchical organization, battle doctrine, logistic support, etc.);

- the specific of the combat situation (the order of battle received from the superior echelon, the nature and the character of the military objective to be attained, the weather, the battle field in which the action will take place, etc.)

- the available timeframe (depending on the form of combat - in defense, the time available for making the decision is set by the enemy because it is the offensive and establishes both the place and the moment of triggering the armed confrontation).

In literature, several management styles are described, such as authoritarian, permissive, democratic, related, divided, dedicated, etc., which refer more to the leadership of a political and social economic organization.

In the military actions, in the context of the contemporary military phenomenon, we consider that the most appropriate leadership styles are: patriotic, exigent, creative, dynamic.

The patriotic style involves mobilizing the resources of the subordinates by engaging them in solving the mission in relation to the nation's superior interests.

The exigent style is adopted by commanders who understand the importance and dangers of military action on the organization and on the global society and act with the utmost responsibility in making decisions.

The creative style means that the decision is based on military knowledge, combat conditions, subordinate potential, and hazard.

The dynamic style is usually adopted by commanders during the course of combat actions with a strong changing character.

6. Conclusions

In conclusion, leadership in the military organization in the context of the contemporary military phenomenon is done by successful leaders, prepared for decision making in uncertainty and risk conditions and capable of effectively influencing the behaviors, attitudes, opinions and feelings of the subordinates, responding to the structure's needs but also to their individual and collective needs, obviously depending on the requirements of the integrated and cybernetic battlefield.

References

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