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LEADERS – THEIR IMPACT ON OTHERS

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Abstract:

Nowadays, the increased interest and attention that leadership receives from organizations worldwide, is obvious. Perhaps one of the reasons is that people search for models to be followed and this thing means that the leaders have to assume risks. They have to take a step forward, thus guiding their followers and upholders. And, above all, leaders make their upholders to want the accomplishment of the targets, rather than using authority and persuading their upholders through coercive measures in order to obtain such results.

Key words: leadership, followers, influence

1. Introduction

Leadership is the process of someone influencing others, to reach certain objectives and thus guiding the organization in a way that makes it more united and efficient. The leaders assure a good course for this process, by applying their leadership features and attributes, such as: their convictions, beliefs, values, character features, knowledge, ethical principles and competences.

Leadership is not the name given to a single feature of personality or personal virtue, but a mixture of many features, abilities and skills, that are present in a single person and the most important and totally indispensable for a leader is the capacity to communicate clearly and efficiently.

2. Methodology and results

There was conducted a research by author at national level in order to observe the knowledge and use of leadership in project management by managers and employees from Romanian organizations and from this research there were extracted some aspects regarding the use of leadership to increase team performance from the perspective of employees.

In the process of passing information from the transmitter to receiver with the purpose of a better understanding of assigned tasks within organizations, the most frequent way of communication is the oral communication from the individual to the group and vice versa, namely meetings, in 41% of cases. This way of transmitting the information is efficient because the tasks are assigned and explained to all the meeting partakers and thus are analyzed the possible disagreements, but this hasn't to be the one and only way of communication. According to the frequency, the next way of communication in organizations is oral communication from an individual to another, in 37% of cases, having as advantages of better understanding of the appointed tasks, the possibility of additional explanations, if needed, but also the disadvantage of overstraining the manager and preventing him from other activities that he has to do. In a lesser extent, the written communication is used (20%), but we consider as necessary to combine it with the other forms, for a better transmission and understanding of the information that are necessary for the accomplishment of the organizational objectives (Figure 1).

Which is the most frequent way of communication in your organization?
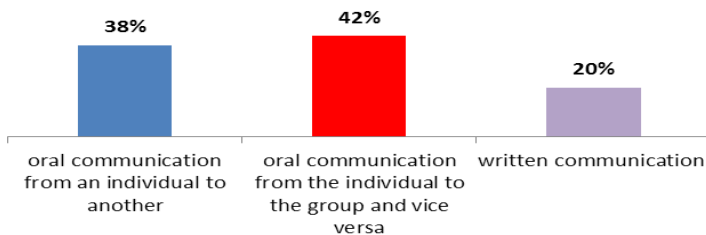

Figure 1. Ways of transmitting the information within organizations, according to employees

Analyzing and evaluating the relationship that employees have with their superiors, the majority of them (25%) appreciate this relationship with the mark of 8, followed by the mark of 5, which indicates a relative satisfaction (16%), then the mark of 7 (15%) and the rest of the marks having percentages lesser than 9% (Figure 2).

How satisfied or dissatisfied are you about the relationship that you have with your superiors?
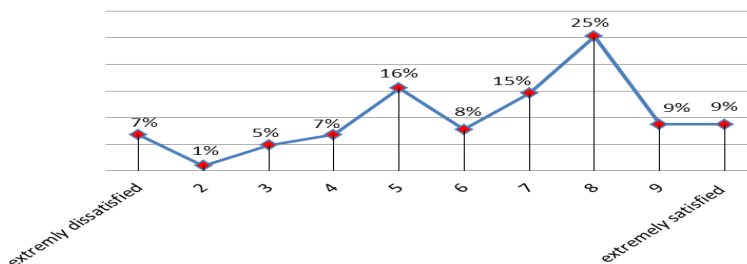

Figure 2. The satisfaction degree of employees regarding the relationship with superiors

Recent research are to point out the importance that learning and knowledge have on forming and development of a person as a leader, namely the features of a person, both the innate ones and the ways in which they are refined and developed. The features that are common among the successful leaders, according to Năstase (2007), are: vision, courage, competence, credibility, creativity, communication skills, transparency, reliance, honesty, team spirit, openness to learn. The most important features that a leader must have are given by the native characteristics of the person, but also by the training that the leader received during his development. The native characteristics are intelligence, charisma, ambition and firmness, insistence.

While analyzing the necessary features that a leader must have in the process of influencing the team that he leads, the interviewed employees consider that the most utilized, as they rank them, are the following: discernment (47%), courage (42%), loyalty (41%), problem fixing (41%), and responsibility (41%) (Figure no.3).

How often have you notice the leader in your organization to manifest the following features?
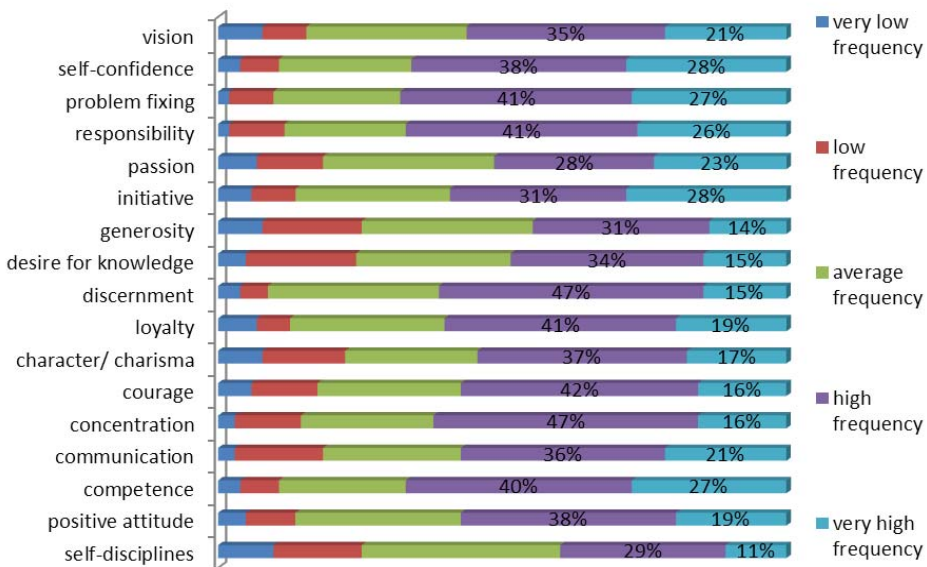

Figure 3. The ranking of the features necessary for a leader in the process of influencing the team, according to their frequency, as seen by the employees

While analyzing the features of personality that are necessary for a leader to coordinate and direct a team, the ranking by their importance made by the employees

is this: intelligence (68%), self-confidence (61%), flexibility (60%), integrity (57%), stability (53%), optimism (47%), controlling position (46%), charisma (40%), sensibility (30%) and dominance (18%) (Figure 4).

How important are, according to you, the following personality traits, necessary for a leader to coordinate and direct a team?
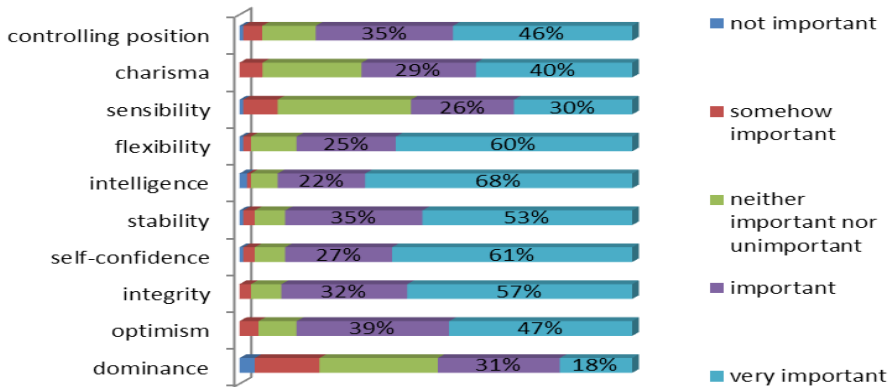

Figure 4. The importance of personality traits those are necessary for a leader, according to employees

The majority of the employees prefer the financial and moral motivation, giving them the „very good" qualifying, according the Figure no.5.

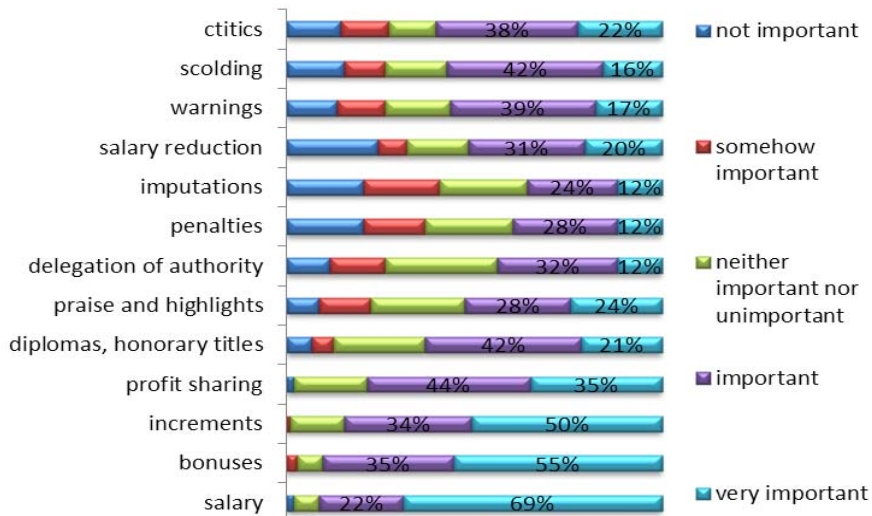**How important the following ways of motivation are for you?**

Figure 5. The evaluation of ways of motivating by employees

Leadership is closely linked to the leader's personality, his ability to influence others, his ability to generate interest, expectations, emotions, to attract the interest of those around him to achieve certain goals proposed. This involves creating a vision, setting goals, determining the values and principles of action and effort from all those involved. It is known that a good leader stimulates creativity and initiative, emphasizes the cohesion within the group and knows how to exploit the potential of those around him. It is imperative necessary to build trust in team members by fostering openness among its members, delegating simple and routine tasks, training for new leaders through assistance, support, advice and encouraging new initiatives within the organization.

Analyzing the techniques used by leaders to support and encourage the creativity of team members, the most important according to employee's perception are: providing recognition and an incentive reward (59%), creating an organizational climate proper for development (54%), offering free time for team (50%) and providing adequate and quality resources (46%) (Figure 6).

How important are in your opinion the main techniques used by leaders to support and encourage the creativity of team members, those that are found in your organization?
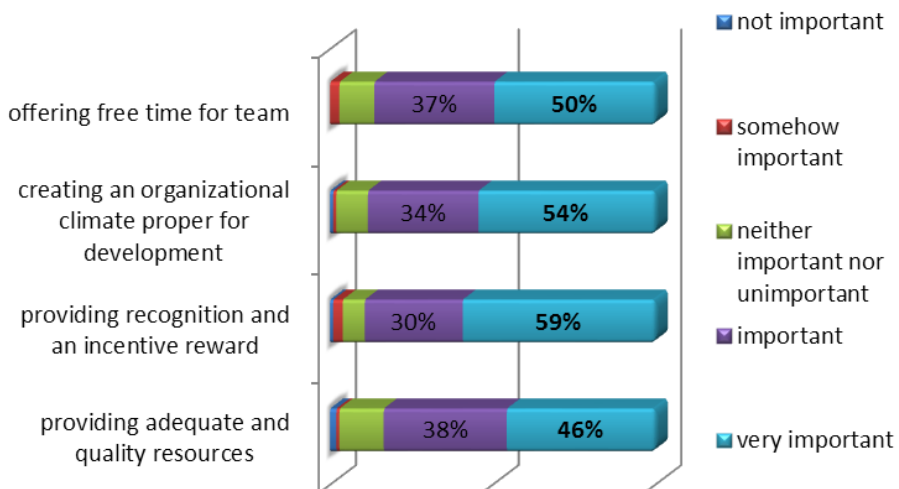

Figure 6. Techniques used by leaders to support and encourage the creativity of team members, according to employees

The most common ways of training used for team members in organizations where interviewed employees work in are as follows: learning from courses is the most commonly technique used (51%), followed by education and training by manager (45%) and the rest of techniques with near percentage (Figure 7).

Taking into consideration the process of instruction and training of the team, which are the most common ways of training team members used in your organization?
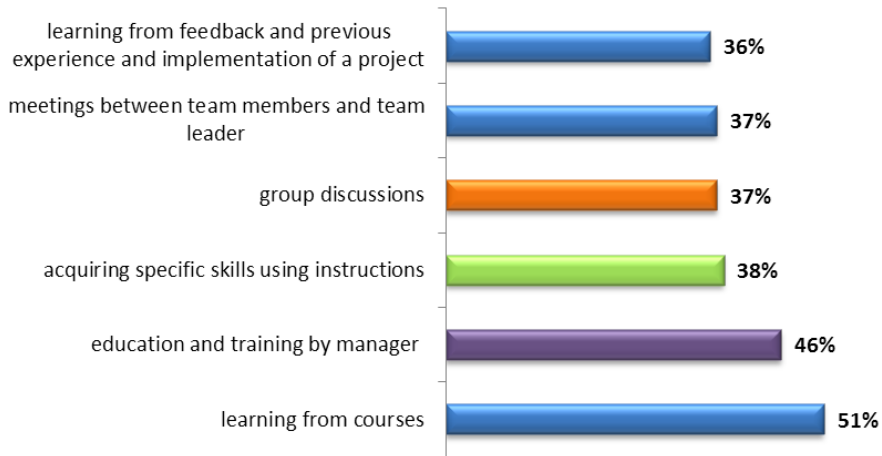

Figure 7. Methods of training team members, identified by employees

Most employees (49%) believe that the team's performance largely depends on the satisfaction of project component members and 43% of those surveyed considered it depends heavily (Figure 8).

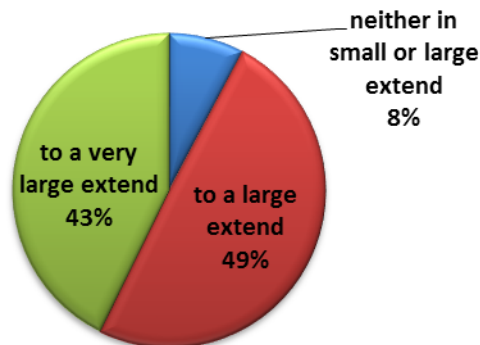**To what extend do you think team performance directly depends on the satisfaction of its component members?**

Figure 8. The connection between team performance and satisfaction of its members, from the perspective of employees

3.Conclusions

Knowing that leadership is the influence exerted by leader over the team he leads, most interviewed employees identified the influence of the project team leader. Once observed the influence, most employees see it as a good, positive one.

In the light of experience gained over time, most employees consider absolutely necessary the understanding and a shared commitment by all team members for the organization's objectives, for effective team work.

In the process of diffusing information in organizations, from the transmitter to the receiver in order to clearer understanding of the tasks transmitted, the most common form of communication is oral communication from individual to group and vice versa, known as meetings.

Assessing the relationship between employees and their superiors, the majority evaluate this relationship with a mark of 8, followed by a mark of 5, this showing a relative satisfaction of employees interviewed.

Analyzing the qualities required to a leader in shaping the team he leads, employees interviewed regarded as the most widely used the following: discernment, courage, loyalty, problem solving and responsibility. Ranking personality traits needed to a leader in order to coordinate and manage a team, interviewed employees consider as most important the following: intelligence, confidence, flexibility, integrity and stability.

In order to encourage and support the creativity of team members, leaders use specific techniques, and the most frequently used ones, according to interviewed employees are: providing recognition and reward incentives, creating an organizational climate conducive to development, offering free time for team and providing adequate and quality resources. The most frequently used two methods of training the team members used in organizations where analyzed employees work in, are: learning from courses, followed by education and training by manager. Here why, most employees believe that the team's performance largely depends on the satisfaction of project team members.

So, leadership is the interaction between two or more members of a group which often involves an influence exerted on others, without the use of coercive measures at their disposal, but the confidence and commitment, by fulfilling the needs and expectations of group members. And here why, leaders are agents of change and persons whose acts and actions affect other people.

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