



LEADERS – A DETERMINANT ROLE

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Abstract:

No matter of the business sector the company plays in, today leadership is essential in order to be successful, because when we speak about leadership we think about the power that is the result of the connection between a leader and his followers. Today it is important to have good managers that organize and conduct the company in order to achieve the objectives, but it is more important that the managers to be good leaders that have the power to influence other in participating for achieving companies goals.

Key words: *leadership, followers, influence.*

1. Introduction

Because leadership is about the power a leader has over his followers to set certain goals and to lead others to that point, this article tries to show some aspects very important in a leader's life. No matter of the business sector the company plays in, today leadership is essential in order to be successful. And this is why because the most important resource of the company is the human resource. And it is important to have good managers that organize and conduct the company in order to achieve the objectives, but it is more important that the managers to be good leaders that have the power to influence other in participating for achieving companies goals.

The article above gathers two researches that have a common issue, namely leaders. Both researches were conducted in Romania, and their common topic is the importance and the necessity of leadership in Romanian organizations.

2. Cases presentation

The first research is presented in the *Cariere Magazine – the Leadership Journal* in no.227/2016. The training company Ascendis conducted a research on a sample of 500 employees who attended the professional development courses from November 2015 and March 2016. The respondents are employees from all over the

country that work as specialists, middle and top managers in multinational companies and Romanian ones from different business sectors as consumer goods, vary industry, retail, financial services, IT, telecommunications, tourism, pharmaceutical sector and distribution services.

About 63% of Romanian employees consider that the ideal boss gives the feedback and helps them to consolidate their knowledge and more than half of respondents think that the ideal leaders is the person who is able to strengthen the employees trust for gaining success and knows how to set realistic goals. So, leaders who give feedback, who are models to be followed, who enhance trust in employees and who set clear objectives, are the most appreciated by Romanian employees.

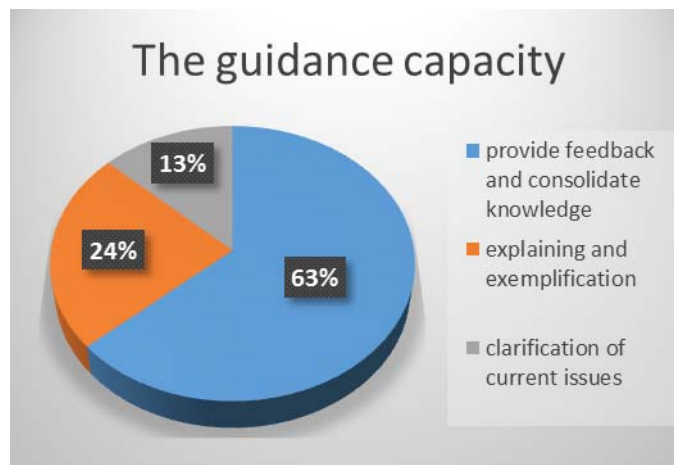
For creating the ideal profile of the leader, the respondents were asked to indicate the qualities of the ideal leader and to evaluate these eight leadership competences: the guidance capacity, the values shaping capacity, management for achieving results, performance management, the mentality of a manager, building relationships, gaining confidence and communication (figure 1).



Source: *Cariere Magazine – The Leadership Journal*, 227/2016

Figure 1. The qualities of the ideal leader

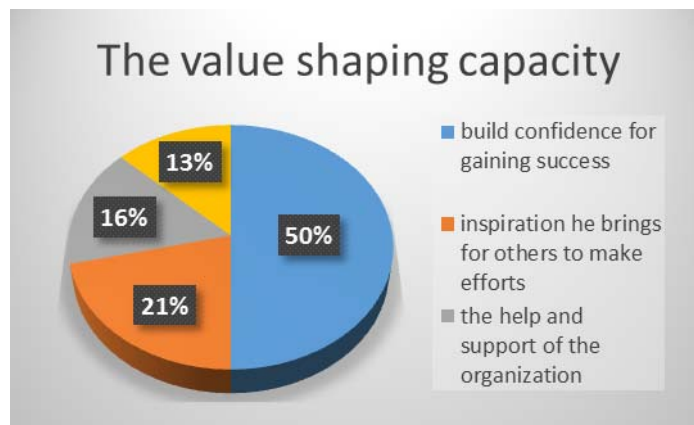
The guidance capacity offered by leaders in Romanian organizations is the first competence the employees admire about the ideal leader and about this, 63,5% of them consider the ability of their boss to provide feedback and to help them to consolidate knowledge as the most important, followed by that of explaining and exemplified situations (23,5%) and then the clarification of issues related to job (13%) (figure 2).



Source: *Cariere Magazine – The Leadership Journal*, 227/2016

Figure 2. The guidance capacity

On the second place among the qualities that leaders should have, according to employees, is the values shaping capacity. For this competence, for half of the questionnaire respondents, the capacity of the leader to build confidence for gaining success is the most important contribution he can bring about the relationship with subordinates, followed by the inspiration he brings for others to make efforts (21%) and at last the help and support of the organization (16%) (figure 3).



Source: *Cariere Magazine – The Leadership Journal*, 227/2016

Figure 3. The values shaping capacity

Managing for achieving results is the third competence that employees admire to the ideal leader (figure 4). For this, 53% of respondents prefer leaders who set goals that involve the maximum use of capacity, after that 23% say that the ideal leader achieves the objectives set, while 18% consider that the ideal leader always indicate

the opportunities. A minority of respondents, only 6% of employees admit that they appreciate that the leader remains focused on the job that he has to finish with the team.



Source: Cariere Magazine – The Leadership Journal, 227/2016

Figure 4. Managing for achieving results

Surprisingly, the communication ability of leaders received the lowest score according to employee's opinion about the ideal leader. However, employees appreciate most of all, leaders that ensure that everyone understands what is needed to be done (30%) and those who organize communication (25%).

About the results of all other competences analyzed in the research conducted by Ascendis, here are the results. At performance management competence, employees have given the highest scores to the ability of leaders to establish developmental plans in collaboration with others (37% of respondents) and to create performance objectives (28%).

About the manager's mentality competence, employees appreciate the best leaders that involves employees (32%), those who support a positive mindset (25%) and those who inspire trust (17%).

About the leadership competence on building relationships at work, employees appreciate a leader that develop their own ideas and of others (47%), and about gaining confidence competence, the most appreciated are those who act with integrity (41%).

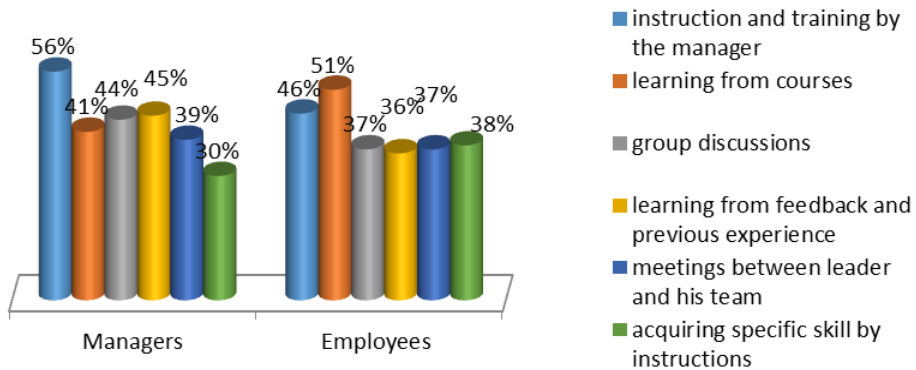
The second research analyzed in this article in the one conducted by the author between July and August 2012 with the help of a company that applies different research online questionnaires at national level. The research was done by summing 205 questionnaires completed and validated, 102 for managers and 103 for

employees. The respondents are employees from all Romania that work on different positions in Romanian companies like top managers, middle managers or team leaders in different fields (trade, services, transport, science and technology, construction, education, tourism, agriculture, forestry and fishing, accounting and consulting, marketing, advertising, media, mining and processing, banking, medicine, communication, manufacturing and others). A part of the results of the research are presented below.

The most common ways of training the team members used by managers in Romania are instruction and training by the manager, is being the most commonly used technique, followed by learning from feedback and previous experience to do a project, group discussions, and then learning from courses. From the perspective of employees, the most common methods of training the team members are learning from courses, instruction and training by manager, group discussions and meetings between team members and team leader (figure 5). About this, we can state that managers (a person that conducts other persons) appreciate more than employees the feedback received. The first two ways indicated by managers show their concern for people they work with. Employees indicated two ways of instruction used in Romanian organizations that show concern for the person who works.

Just as Jim Bagnola said on the interview with Lorand Soares Szasz, on his blog, about leadership, the difference and the similarity between a manager and a leader can be compared with the two sides of a coin. It is indicated that the same person should have both attitudes, as a manager in terms of organization and business management and also as a leader in terms of leading the most important resource of the company, namely the persons. Jim Bagnola emphasize that "leaders are more open to feedback, not easily, but understanding that feedback is the breakfast of champions". Accepting the feedback means to find the balance between what already is good and what can and must be improved. If the feedback does not include both the assessment and the recommended improvements, the feedback can bring more harm than good.

Taking into consideration the training and the team building process in the organization you work with, which are the most common ways of training the team members?

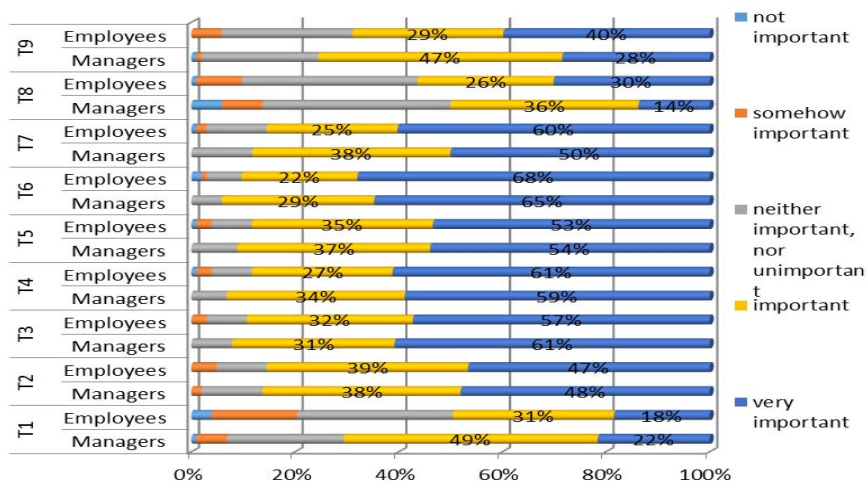


Source: own results

Figure 5. Ways of training team members in Romanian organizations, from the perspective of respondents, both managers and employees

According to respondents, the most important personality traits necessary for a leader in order to coordinate and manage a team, considerate equally important for both managers and employees are: intelligence, confidence, integrity, stability flexibility, optimism, charisma, dominance and sensitivity (these are presented in figure 6).

How important are the following personality traits necessary for a leader to coordinate and manage a team?



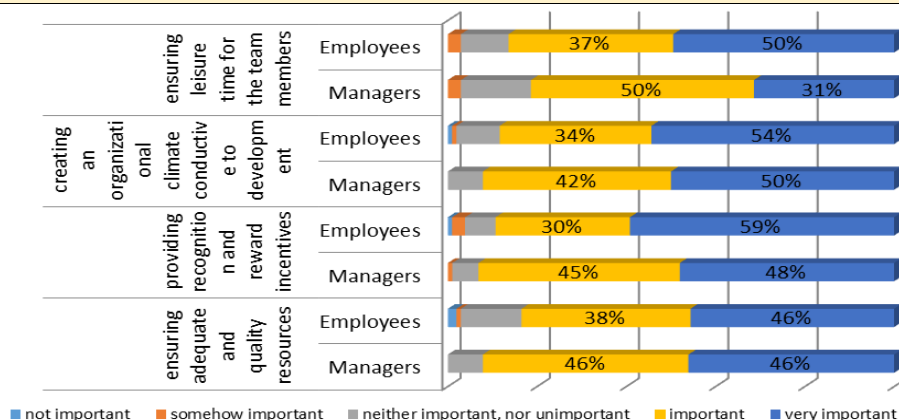
Legend: T1 – dominance; T2 – optimism; T3 – integrity; T4 – confidence; T5 – stability; T6 – intelligence; T7 – flexibility; T8 – sensitivity; T9 – charisma.

Source: own results

Figure 6. The importance of the personality traits required to a leader, according to respondents

Analyzing the techniques used by leaders for supporting and fostering creativity of team members, the most important from the point of view of respondents, are providing recognition and reward incentives, creating an organizational climate conducive to development, ensuring adequate and quality resources and ensuring leisure time for the team members (figure 7).

How important are the following techniques that are used by leaders for supporting and fostering creativity team members in your organization?

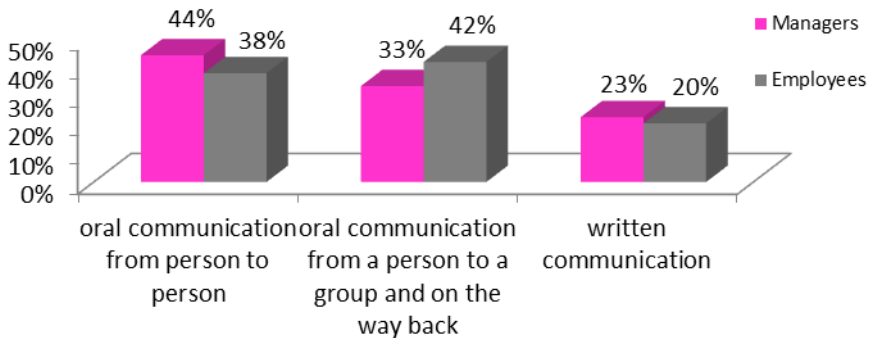


Source: own results

Figure 7. Techniques that are used by leaders for supporting and fostering creativity team members, according to respondents

In the process of transmitting information from the transmitter to the receiver in order to understand clearer the task sent, in Romanian organizations the most frequent way used to communicate is the oral communication from person to person, and followed by oral communication from a person to a group and on the way back. In the analyzed organizations, the written communication isn't the most frequent communication used, but we consider a good thing the combination of all three way in the process of transmitting and understanding the needed information to achieve organizational goals (figure 8).

**Which is the frequent way of communication in your organization.
Care este cea mai frecventă modalitate de comunicare în organizația dumneavoastră?**



Source: own results

Figure 8. Ways of transmitting information that are used within organizations

3.Conclusion

In conclusion we can state that in Romanian organizations, employees admire to the leaders they work with their guidance capacity, followed by values shaping capacity, management for achieving results, performance management, the mentality of a manager, building relationships, gaining confidence and communication. The most often used way of communication is the oral one, fact that is very important for consolidating strong relationships between leader and his team.

In order to direct and influence the team he work with, a leader's most important trait skills, as they result from the research, are: intelligence, confidence, integrity, stability flexibility, optimism, charisma, dominance and sensitivity.

Besides these personality traits and native qualities, a leader should use specific techniques to support and encourage creativity of its team members. The most important techniques, according to both managers and employees are providing recognition and reward incentives, creating an organizational climate conducive to development, ensuring adequate and quality resources and ensuring leisure time for the team members.

The most common ways of training the team members used in Romanian organizations are instruction and training by the manager, followed by learning from feedback and previous experience to do a project, group discussions, and then learning from courses.

So, in Romanian organizations there is preoccupation for development of leadership, it is recognized and encouraged to more and more develop because of its results and good effects.

4.References

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