



Epistemological Aspects regarding the Behaviors Placed in the Leadership Logic

Florentina Chitu¹, Anca Turtureanu², Carmen Mihaela Cretu³

Abstract: Today's leaders not only face permanent, unpredictable and rapid changes, but are faced with a major decision, they can no longer be inspired by the way they reacted in the past, the retrospective being similar experience, to determine the direction of action, as the whole set of conditions changes rapidly. As we go through this global public health and economic crisis, companies are facing their challenges, focusing mainly on redesigning their business strategy, a task that is proving to be very difficult in these extraordinary conditions. Several companies have created dedicated teams (task force) to develop action plans strong to support the new reality, guided by numbers and statistics and lacking a very important aspect that has kept the company alive in the most difficult periods : people. Contemporary society can be characterized by a complex economic dynamic felt at all levels of human existence. In this mechanically, human creativity and the digital economy can be considered as fundamental factors underlying social progress. Regarding the methodological component of the research, in the analysis of the complex leadership phenomenon, it was focused on capturing the complexity of the phenomena, their determinants and dynamics as well as the effects of changes that occur against the deepening globalization process. The investigation procedure has been a theoretical one.

Keywords: leadership; global health crisis; emotional intelligence; task force

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¹ Master Student, Bucharest University of Economic Studies, Romania, Address: Piata Romana 6, Bucharest 010374, Romania, E-mail: ancaturtureanu@univ-danubius.ro.

² Danubius University of Galati, Romania, Address: 3 Galati Blvd., 800654 Galati, Romania, Corresponding author: ancaturtureanu@univ-danubius.ro.

³ Danubius University of Galati, Romania, Address: 3 Galati Blvd., 800654 Galati, Romania, E-mail: carmencretu@univ-danubius.ro.

Introduction

In an attempt to understand leadership, researchers have focused their analytical concerns on determining the specific traits that represent the standard model of an effective leader. These investigations sought to find out how certain people managed to occupy leadership positions and what traits they have in common, reaching the idea that the profile of leaders is strongly personalized, individualized according to the mental and even physical characteristics of each.

Being generally known as behavioral theories in leadership, specialized research has highlighted some relevant issues such as style, recurrent behavior of the leader, which works best. Although the angles of approach of this sensitive subject are quite different in the analytical landscape, the dosage of ingredients that make possible success varies from one analyst to another, but it can be said that we are witnessing the shaping of two main dimensions of leadership style. The emphasis in this landscape falls either on the concern of individuals for the tasks to be performed successfully, or on the way people do their work.

Based on the analysis of a rich literature it can be stated that the behavioral traits of each dimension are relatively clear, a leader concerned with the success of tasks, plans and defines the next steps to be taken, sets certain clear standards of work, requires tasks and monitors activity and results. On the other side of this type of leader is the leader concerned with people who act through a supportive and sympathetic behavior towards his subordinates, is sensitive to their needs and inspires confidence. Initial research suggests that leaders who care about people's well-being may be more productive than those who focus on work. However, it is later proven that those who combine both dimensions perfectly are successful leaders.

Contextual Approaches in Leadership

In developing the leadership horizon, it was recognized the need to examine the behaviors of leaders in correlation with the specific elements for the situations in which they manifest. In general, the context concerns the nature of subordinates, their activities, but also the characteristics of the organization. Thus, the four models of situational variables will influence the effectiveness of the leadership product. Starting from these methodological details, over time, several successful models have been configured placed in the logic of modern leadership. We have selected a few of these below.



Figure 1. The Skills of a Leader. Own Realization

The Fiedler Model

Developed by Fred Fiedler, this ideational and instrumental architecture is based on the presumption that good leadership depends very much on the overlap between the leadership style adopted and the demands of the situation in which it is exercised. The author is of the opinion that there is an association between the style of the leader and the efficiency of the group, depending, to a large extent, on the extent to which the situation is or is not favorable to the exercise of influence. Leadership style is called Fiedler "least preferred co-worker" (CMPPCM), being determined by a certain evaluation. If the evaluation score is relatively high, which means good relations with colleagues, then it is appreciated that the leader's attitude is inclined towards social relations with his followers, and if the score is low, it means that relations are not exactly good and the leader is oriented towards work tasks.

Fiedler believes that the trend towards a leadership style can be a specific personality trait, being relatively stable and, consequently, difficult to change. What influences leadership situations is more or less in the control of the leader, which can be essential for the overlap between style and situation. Thus, there are several relevant factors in diagnosing the control of the situation, and in order of importance, they will be listed: the quality of the leader-follower relationship, thus measuring the level at which the group supports the leader; the structure of the workload in which the objectives, procedures and implementation instructions are clearly specified; but also the strength of the leader's position showing his formal authority guaranteed by the organization.

Although this model has been validated by other studies in which their authors have provided multiple pieces of evidence to support it, it can be considered that this explanatory architecture has some analytical and methodological vulnerabilities,

starting with the CMPPCM indicator determination model, then other mediating the relationship factors between group and leader. At the end of the model is demonstrated presumption unrealistic that a person can adapt their leadership style to a specific situation, such model makes an important contribution by probing model as a good example of leadership effective must reflect rather factors situational than those personal.

The Hersey – Blanchard Model

In the adoption of a new leadership style by managers, the nature of subordinates as a major variable is very important. Paul Hersey and Ken Blanchard focused on this variable and developed a theory that gained great notoriety in the scientific and corporate environment and is currently used for the training of management specialists. The model has been called situational leadership theory (SLT) and assumes that successful leadership is triggered by selecting the right style for the level of training of followers. Focusing on followers reflects the high-performing reality that they are the ones who accept or reject the leader, his effectiveness will depend on his supporters. This is an important dimension, sometimes being omitted or sometimes insufficiently considered in the approach of most theories. Regarding the training of followers, it is defined as the measure of weighing the ability (capacity) and will (motivation) necessary to perform specific tasks.

In the logic embraced by the authors of this model we find four leadership styles, combining the training of subordinates with the orientation towards tasks and the orientation towards social relations: directive, persuasive, participatory and delegative. The directive style folds on a low level of training, but is based on a guidance of subordinates. The persuasive one grows up to a moderate level of training and requires sustained guidance. The third style is participatory, which corresponds to a level of training from moderate to high, involves intense communication and low support. The delegative style is suitable for the case in which the subordinates are very well prepared and do not require any guidance or development of social relations.

We notice that this model draws attention to the importance of developing skills, confidence and involvement of subordinates, the leader having the duty to develop as a priority the level of training of followers. This process is validated by adapting leadership through all styles.

Leader Participation Model

Designed by Philip Yettton and Victor Vroom, the model associates decision-making with leadership behavior, this is a normative priority model by establishing a set of

rules that the leader must follow in determining the degree of participation in decision-making, in multiple situations.

The most important goal of this model is to reduce thinking time for decision-making within the organization. Thus, Vroom and Yetton suggest that there are seven rules to support a manager adopting the most appropriate leadership style for decision making. It is made known in the form of questions, the first of which protects the quality of the decision, the following accepting the decision.

The application of this model also consists in the use of a decision tree, which has as branches the situations with more possibilities of answers. They are developed so that the branches of the tree finally reach a recommended style of leadership, a style that the manager must adopt.

Theory Route to Goal

Developed by Robert House, this theory is one of the most popular approaches to understanding leadership, proposing a contextual model that uses key elements of motivation. The term “route to goal” derives from the belief that effective leaders clarify the steps subordinates have to take to achieve the ultimate goals.

The theory suggests that subordinates’ performance is influenced by the extent to which the leader meets their needs and expectations. Subordinates analyze the behavior of the leader as one motivator. House identifies four types of behavior: directive, supportive, participatory, and achievement-oriented. Any of these types of leadership behavior can be expressed by the same person, at different times and situations. Research into the validation of the theory has drawn encouraging conclusions. It was highlighted that the probability that the performance and satisfaction of the salary will be positively influenced, manifested when the leader compensates the errors of the employee, but also the errors of the work environment. However, the leader must not take the time to explain the already clear tasks, but must focus on solving the new tasks.

Broadly speaking, comparatively analyzing situational theories of leadership, according to Fiedler’s theory, the success of the leader is determined by the interaction of environmental variables and his personality; House argues that the most successful leaders are those who motivate subordinates largely by delimiting and classifying the path to high performance; Vroom-Yetton’s theory presents the success of a leader who varies according to the situation, who must learn how to recognize the requirements of the situation and adapt the style according to its successful solution. And Hersey-Blanchard’s theory presents successful leaders who adapt their style to the requirements of the situation.

Is COVID-19 an Opportunity for Leaders to Take a New Step Forward?

The "leadership service", which starts from the concept of leader-servant, must know how to manage the aspects of a crisis and put itself at the service of its community. Today we live in a situation that is the absolute best time for leaders, because in times like these you can show what leadership is capable of. It is likely that leaders will not have another chance like this to show the contribution they can make.



Figure 2. Leaders, Followers, Situation and Leadership Practices (Spillane 2006).

The modern world is much more complex and diverse and for this reason the leadership must change. It would be useful if the management looked like the team it is trying to support and it would be even more useful if there was diversity between the different leaders. A diverse management team would have a wider range of interests and concerns that would allow them to have a wider field of vision. Furthermore, management is not made up only of those at the head of a company, but may be present at all levels of an organization and every person. The problem with technology is that it makes us faster and more accurate in the work we already do. Instead, we need leaders who use their human skills more than they can be even faster. We need them to look beyond and connect the dots to get a bigger picture. Artificial intelligence can't do it yet.

Conclusions

Analyzing from the perspective of the business environment, leadership is often used as the new, modern term that has replaced classical management. But there are different concepts that still have a common ground, and used together and / or simultaneously exceed the limits of any philosophy about the success of a team.

The pandemic affects leadership in many ways. First of all, people have more time and having more time is a double-edged sword - it can be a good thing and a bad thing at the same time. For example, you may have more time to think or more time to worry. Covid has accelerated change and the ongoing trends are further amplified: leaders must therefore take signals from people in difficulty and ensure that they solve their problems, always staying in touch with them. Secondly, the current situation is detrimental to both the youngest and the oldest, but the former are struggling to get the training they need, because at the beginning of a business path it is important to feel part of the system.

Although leadership is based on the same characteristics, influencing and motivating followers, its specificities change somewhat in the functions of the field in which it operates. In the economic field, the leader must motivate the team, each member to dedicate himself to work, to understand that the success of the company will be the success of the leader, but especially of the team.

From the comparative analysis of leadership styles and research among managers, we concluded that certain styles make a leader pleasant and loved by his followers, such as charismatic, participatory, transformational, while leaders with an autocratic style, they only impose their point of view through the power they have in the position of manager.

The efficiency and effectiveness of a leader are basic elements, but to be effective and efficient a leader must have a vision desirable enough to influence and energize team members to describe simply but credibly what they want to implement. The effective leader must unite the different talents and abilities of the team members, create strong personalities and work together for a common goal. It is the leadership model that all managers tend towards.

The efficiency of a leader in an international business is relatively influenced by the adaptability of the leader to the style determined by the organizational culture and the cultural elements of each state with which the leader interacts. Whether it is an international negotiation or having a foreign follower on the team, the leader must adapt to the situation.

In the broad perspective of leadership, we expect in the coming years a more advanced knowledge of this field in Romania and a more successful implementation of leadership.

In these models, the efficiency of the leader is determined differently, in Fiedler it is given by the level of fulfillment of tasks, in Hersey and Blanchard is added the level of satisfaction obtained through the work of subordinates, Vroom analyzes the efficiency of the decision and the general efficiency, this being the most appropriate style of exercising group leadership, the others being more useful for increasing the level of fulfillment of tasks.

However, combining all the features and characteristics of the models presented above, we form an effective basic model, influenced by different managerial roles and behaviors.

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