

RESEARCHES ON LEADERSHIP ABILITIES PROJECTION

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Abstract

Without any doubt, through their behaviour, leaders have a major impact on people, culture, society, but not least on the performance of an organization. All programmes that require organizational changes start from the premises of first understanding the fact that the influence of people that hold the authority is vital for the company's success. At the level of an organization, leadership development starts by first making an evaluation plan on all its levels. It is of extreme importance starting with a research-action approach, so as to be able to project leadership skills and ways they can be improved. Research – based actions use the gathered data to involve every person in the organization and understand its role (testing phase) and then project practical actions throughout awareness, acceptance and actions, and finally changes, that are recommended to the superior management (the action phase). The present analysis aims to highlight the importance of projections that are made on a research basis and conduct to efficiency and productivity in a proactively way. Projecting leadership abilities in a company influences the entire organization, from an individual person to a group and finally to the entire organization. The paper also focuses on showing how internal personal changes can influence the whole system, make it sensitive to external changes and able to quickly adapt.

Key words: leadership, projection, organizational performance

The food sector in Romania is a highly diverse one, from research and development companies to local producers, from household subsistence agriculture to food holdings with highly technologised equipment, from small shops to small and medium-size enterprises and multinational corporations, and gathers two economic elements: agriculture and food industry.

The agricultural production sector is particularly significant and extensive, as an important share of the population works in agriculture or areas related to it. In 2018, over 19% of the force labour was connected to agriculture, forestry and fisheries. (National Institute of Statistics, 2019).

Given these reasons, in order to reach a coherent management and increase the productivity of a farm, it is necessary to analyze and improve leadership skills and adapt them to the particularities of the people and the processes involved in it. The present paper aims to highlight the importance of projections made after a previous research basis, so as decisions to be taken efficiently, proactively and productively. Projecting leadership abilities in a company influences the entire organization, leading to correct and coherent management decisions. The paper analyses an agricultural unit in Neamț county regarding on the

premises of leadership development and how projections influence a whole system, making it sensitive and adaptable to external development.

With an activity of almost 30 years based on a vertically developed system, TCE 3Brazi Group can be considered an integrated unit because of the variety of its activities: TCE 3Brazi, that in 2018 exploited 6.187 ha of arable land, TCE Boviselect that manages milk and milk cows, bulls, pigs and sheep, TCE Agrosuind that manages processing and selling cereals and animal-origin products, TCE Petroforest that manages wood exploitation, TCE Compil Impex that manages heavy industry, TCE Umaro that produces carousel lathes, TCE Mobile Dryers that sells plant protection products and TCE Durău, with tourism.

MATERIAL AND METHOD

The methodological and scientific support in this paper was developed on a series of direct and indirect documentation, such as observation, analysis, synthesis, and complex exposure on the data gathered from the studied unit. Also, a questionnaire was applied on workers and executive staff, in order to collect and analyze specific data, so as to have a complex and accurate situation of the unit. The theoretical

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support of this paper consisted of important scientific works in the field of leadership and management.

RESULTS AND DISCUSSIONS

TCE Boviselect is representative for the milk and dairy products branch since its establishment in 2008 and is specialized on raising animals for milk and meat, producing and selling frozen seminal material, producing and selling dairy products through its own factory, with a 10 000 l/day processing capacity. The factory is located in Zănești, two km away from the animal farm, for an optimum efficiency. The dimension of the unit is moderate, as it had in 2018 a capacity of 3.05 thousand hectolitres, from a total of 1415 thousand hectolitres processed in the county, and has four animal production sectors and a processing sector. The products they offer are diverse, adjusted to the market trends, and they total 15 finite products from 8 groups of aliments, sold in a chain of 10 own shops in Moldova area.

TCE Boviselect has now 57 employees and works on a simple, balanced organizational structure, with a reduced number of formal connexions, so as attributions are clearly assumed and fulfilled. The organizational structure as a whole must satisfy technical production standards, economic and management requests and contribute to an efficient use of its resources.

Practising leadership does not depend on the hierarchic position or the job inside the organization, but on trust and relationship between people. For this reason, leadership skills development can be accomplished by each employee. In this specific unit, after analyzing its organizational structure, we can state the fact that leadership can be identified and implemented in each department, as the hierarchic liability is made

directly to the superior level, enhancing free initiative inside the group, making team work more efficient and optimizing the time.

At TCE Boviselect, the management and executive jobs are well-defined, yet here has not been a clear assignment on responsibilities and competences needed in order to accomplish individual tasks and goals. That can be a limiting factor for leadership skills improvement. The fact that individual goals are not specifically set can generate ambiguity, confusion and gaps in communication, affecting the unit's operational ability and signaling the fact that there can be some organizatoric elements to be optimized. A good communication requires feed-back and confirmation that the messages were well comprehended, and also a good feed-back must come in optimum time.

Within the studied unit, the questionnaire revealed important data to use in projecting strategies for enhancing leadership and satisfaction for all involved. Results on employee motivation level show that subordinates are passive to the company's non-financial, modern techiques, lack motivation and have little productivity, and would be more stimulated by financial ones, fact that sustains the need of an investigation first, before applying any method. Executives here show bigger motivation to non-financial factors, given probably to their level of study . In what concerns financial motivation factors at the studied unit, reasearch showed that both subordinates and executives consider financiar motivation as the most important stimulus they respond to. The main disadvantage of that is reduced possibilities of leadership skills development, as these are generally discovered and developed by non-financial motivational methods.

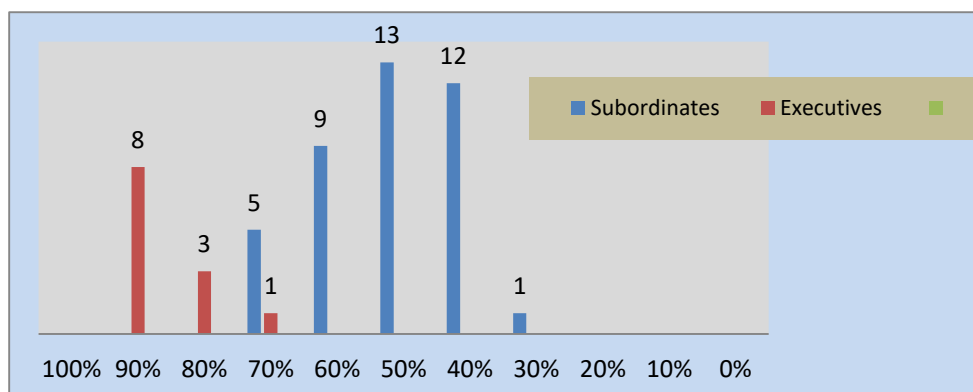


Figure 1 Employee satisfaction at TCE Boviselect

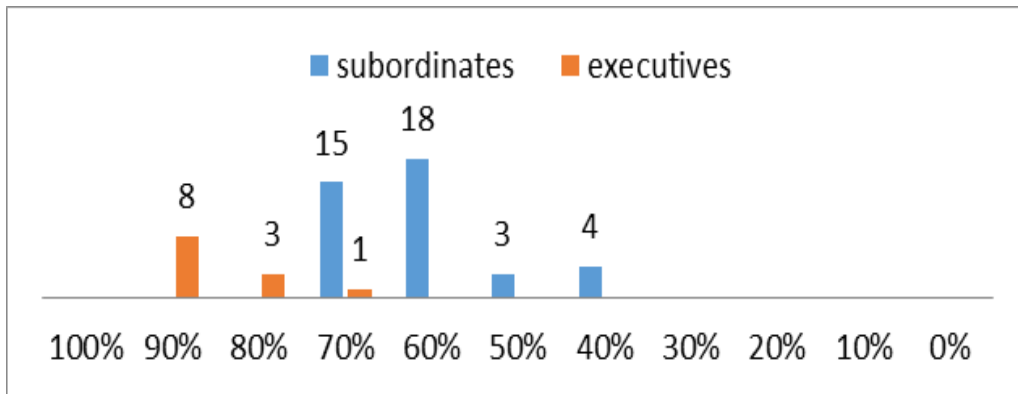


Figure 2 Financial motivation on employees

Another aspect that has been researched was the way employees rate increases, additions, earnings split, commissions and bonuses as types of financial motivation. The data indicates that people generally prefer bonuses, as this work area

needs shifts on Saturdays, Sundays or legal holidays. Executives prefer, on the other hand, commissions and bonuses, although most of them are rewarded for their performance in bonuses, not commissions, depending on their results.

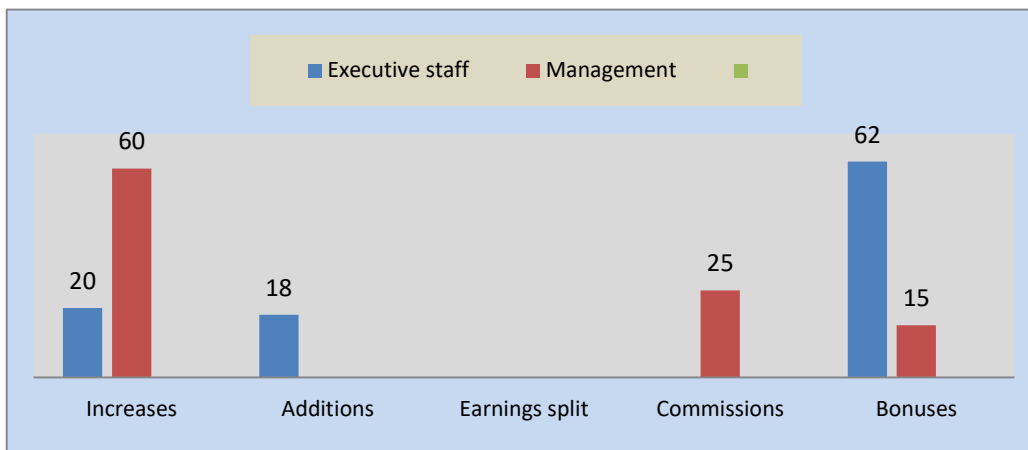


Figure 3 Rating of financial stimuli on executive and management members

The last thing that was investigated was to identify if delegating power and sharing authority with subordinates is a motivating factor. This method of delegating power is a top management factor that helps identifying and improving leadership skills in the studied unit, as it offers

employees confidence and creates premises to enhance creativity and team spirit. On the other hand, workers don't see this as a key factor, leading us to the conclusion that financial motivating techniques are more appreciated.

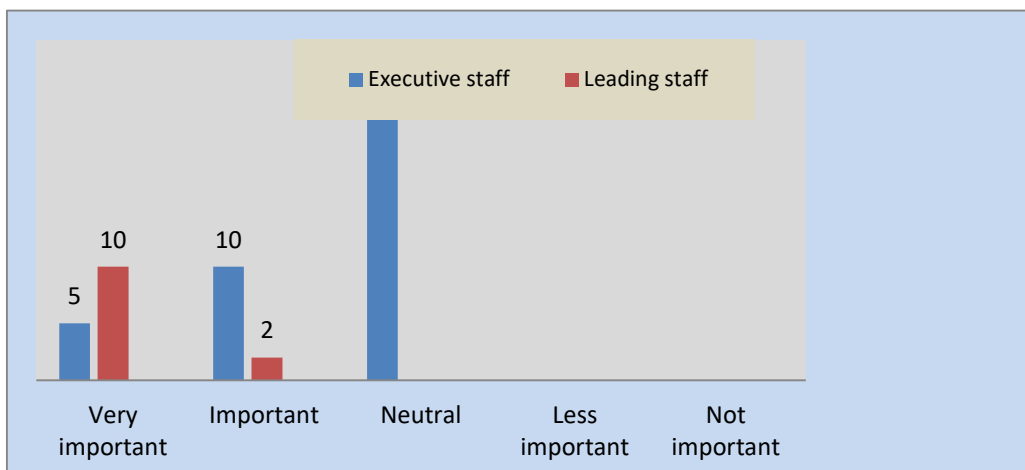


Figure 4 The importance of delegating power to employees

Situational leadership is a simple but practical model that helps managers diagnose the needs of every employee and provide with custom-approach for each person involved. The manager identifies the four levels of development, from enthusiastic beginner (D1) to independent profesionist (D4), and the way to apply directive behaviours and encouragement needed for every team member, from directive (S1) to delegative (S4).

On the other hand, tribal leadership is a second good way of improving management

and leadership in the studied unit. This method sees the development of an organization as life inside a tribe or a community. Although people are different, the main picture always looks the same.

This method of leadership development sets 5 stages and sees organization as a tribe or a community, seeing the idea that although people are different and unique, the main picture always looks the same.

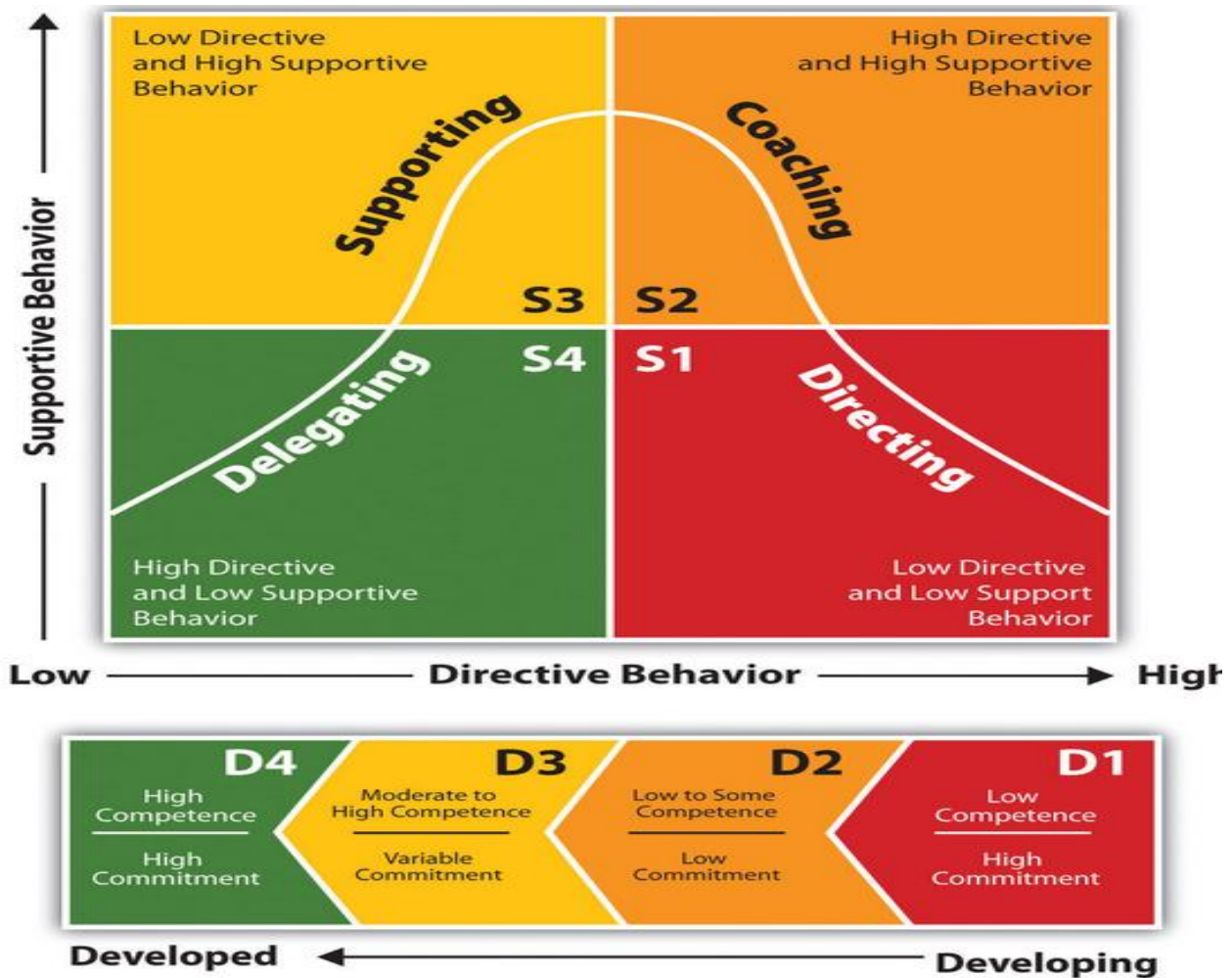


Figure 5 Situational leadership

At stage 1, the organization is associated with a furious criminal gang of hostile and depressed people. Fortunately, this stage is extremely rare to be found in organizations.

In stage 2, people victimize themselves and feel resignation, apathy and cynism, reject all that comes from the management. Productivity of the people is very low, new ideas are blurred by pasivity and very few are taken into consideration.

Stage 3 is a stage of intern rivalries. Employees use every mean to win power or to win a battle. People that stage here rarely get satisfaction from their work and only involve superficially in the organization.

Stage 4 represents a real progress for the good functioning of the organization, as it represents passing from "I" to "we". People cooperate and are glad to interact, have a strong feeling of belonging, the leader feels supported and pushed behind by the group.

Stage 5 groups rarely appear in organizations; their target is to write history, not to become number 1 on a market or to beat

competition. After reaching a great accomplishment, these groups go back to stage 4 and prepare for a new goal.






STAGE 5	TEAM WORK	TEAM CREATIVITY	
STAGE 4	ASOCIACION	MUTUAL SUPPORT	
STAGE 3	INDIVIDUALITY	RIVALS	
STAGE 2	SEPARATION	LACK OF INTEREST	
STAGE 1	LONELINESS	HOSTILITY TO ALL MESSAGES	

Figure 6 Tribal leadership

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CONCLUSSIONS

Projecting methods that can develop leadership skills needs individual, group and organizational adjustments, and also an improvement of the organizational way of responding to external factors. It involves intern capabilities improvement to assure a deep motivation, so as employees can work at their full potential.

Managers must identify the reasons why employees feel no or little motivation and see how important financial or non-financial stimuli are, to project proper solutions for the unit. More concern should come for communication between management and subordinates, to identify needs and orientate on solutions.

The structures of the organization, the human resources systems, the jobs, the communication network and leadership management processes must all be part of a dynamic, flexible system. As different situations occur, we can suggest two approaches that can be useful: situational leadership and tribal leadership.

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