

MANAGEMENT STYLE AS A TRIGGERING FACTOR FOR ORGANIZATION EFFECTIVENESS AND EFFICIENCY

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By adopting a proper management style, the primary mission of a manager is to facilitate individual and collective performance, to create the conditions required to obtain a good yield. This is because the performance of individual and collective yield lead, ultimately, to profit and at the opening of new opportunities for development, both at the individual level and at the level of the organization.

Key words: management style, performance management, leadership styles, leadership performance.

1. MANAGEMENT STYLES. THE ULTIMATE TOOL FOR PERFORMANCE

The management styles that leaders adopt will have a major influence over all activities in the organization, organizational climate and labour productivity. It is therefore very important for the manager to be aware of the advantages and disadvantages of leadership style, but also on how it is perceived by subordinates. The leadership is an essential element of life, a key factor in the efficiency of organizations. Throughout life, humans are part of an organisation, therefore the need for a proper management style in the organization is one of the most important factors in gaining advantage on the market. The success of the organizations of the 21st century will largely depend on the search for, discovery and efficient use of talented leaders, respectively of those imaginative people, full of curiosity, perseverance, hard-working, focused on ideas, qualified, capable of encouraging diversity, attention

to environmental challenges, with permanent availability to turn vision into reality.

Leadership styles reflects the way the managers are exercising their functions, the role they have in work management and organization, training and stimulating subordinates to meet objectives. The knowledge and assessment of leadership styles in particular are becoming more important to leadership effectiveness. The influential factors that generate or influence leadership styles are: Physical and constitutional factors (age, height, weight, psycho-physical characteristics); Psychological factors (general intelligence and integrity of character); Psychosocial factors (sociability, prestige); Sociological factors.

Currently, modern organizations are not built with large numbers of hierarchical levels in which the supervisor knew almost each moment. Increasingly more, the organization opts for structures flat, while vertical command structures are reduced. In these circumstances, the head no longer closely follow each other.

Also, the amount of information that circulates within the company and beyond is so large that it is absolutely a necessity to involve an increasing number of employees to face "the avalanche of information" and to take full advantage of content. The manager role is more complex now and it will not only act as a person who holds "absolute truth", adopting decisions to impose on others, but will act more as a facilitator, as a mediator that will enable the manifestation of personality, knowledge of workers and on this basis, he will take the best course of action. Leaders must therefore ensure an appropriate organizational framework for the company's employees to show their skills and initiative to capitalize knowledge levels as high as possible without the need for any supervision or build rigid or sophisticated control systems. Increasingly, there is a significant need for decentralization and delegation from central to lower levels. It does not mean that there is a dilution of authority, but that the organization is accountable at all levels of decision.

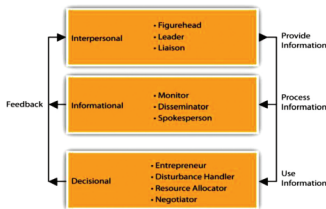


Fig.no. 1. The roles of a manager/leader in the organization

Generally, leadership is the process by which a person, a leader, through the use of interpersonal relations, one or more people acts in order to achieve the objectives set out, on the basis of a strong and attractive scheme. One of the major challenges faced by managers/leaders, people with key positions

in an organization is to create and maintain an organizational culture that would be consistent with the objectives and nature of the activities carried out under it. It is a problem of integration of individual capacities and expectations with organizational ones, to meet successfully the business environment in which it operates, and each of the parties to be satisfied with the result obtained.



Fig. no. 2. The changing roles of managers and management operations

The leadership style is largely an unconscious process and depends on the manager's personality. The manager understanding the processes and alternating between management styles depends on the situation of different styles, can significantly increase the efficiency and team cohesion, especially in critical situations. The management styles can be analysed from different points of view. Starting from an emotional point of view, we can classify management styles as: visionary style, advisory style, team style, democratic style, promoting style and dominating style.

- **Visionary style** positively affects the emotional climate and transforms the spirit of the organization at many levels in the sense that the leader is the one who articulates a goal that must reach the organization but does not impose a way of carrying it, allowing employees to innovate, to experiment, to take risks. Visionary leaders are the ones who know how to retain good employees, are the ones

that help them to understand how to integrate their work at the level of the organization. Emotional intelligence skills that a visionary leader needs are: inspiration, openness and empathy. The inspiration is important in driving the visionary style because through its visionary character, leaders promote the vision in which they think and that is consistent with the organization's values. The existence of the visionary style transparency is explained by the fact that to be credible leaders must believe in what they boost. Therefore, transparency involves honesty and sharing information and knowledge in order for employees to feel that they are part of the company.

- **Advisory style** adopted by the leader who is in close relations and establishes trust with employees, which is really interested in the fate of the people around him. Advising requires continuous communication with employees and at the same time giving their feedback. Leader counsellor helps people to identify strengths and weaknesses, encouraging them to build targets for long-term development. The fact that leaders are helping people both professionally and on a personal level motivates a lot more. This leadership style can improve employees capabilities and strengthen self-confidence, but if the employees are not motivated or need a lot of guidance and feedback, they fail. Emotional intelligence skills that characterise this style of leadership are emotional self-knowledge and empathy. Emotional self-knowledge is important because it creates genuine leaders, able to give tips that are useful. Empathy is important because the leaders listen, and then give advice.

- Leaders who move towards people and their feelings and less

on their emotional needs represent the **team management style**. Team leader wants harmony and wishes that his employees to be happy and not least wants a team more resonating. Subordinates of a team leadership are extremely loyal to the manager. Fundamental emotional intelligence ability within this management style is empathy which allows the leader to maintain the employees' satisfaction through its interest towards professional and personal life. Conflict management uses the team style when the problem involves the linking of different individuals who even are in conflict, to create a harmonious group.

- **Democratic style** has an impact as positive climate, characterized by brainstorming. Emotional intelligence skills which can be found in this style of leadership are: team spirit and cooperation, conflict management and influence. The democratic leader's advantage is listening. Empathy is important because if the leader does not know how to create a homogeneous group, is liable to mistakes.

- **The promoting management style** can be used within certain limits. The leader of the promoting style requires high standards of performance, wants to do things as quickly and as possible, is focused on his goals, does not provide a lot of guidance. This leading subordinates may feel pressured to too much of its requirements. All these things affect the climate in the workplace because the pressures of leadership can cause anxiety among employees and destroy innovative spirit. Emotional intelligence ability that underlies the promoting style is the ambition because the promoter is trying all the time leader to overcome himself, to find new approaches to improve performance both for himself and

for those he leads. The initiative is present in the promoting style in that the leader is trying to create opportunities for better results.



Fig. no. 3. The leading concept (strategic, operational and interpersonal domain)

- **Dominating style** is based on the realization of the precisely orders, with few explanations regarding how to achieve them. Dominator is the leader that controls and monitors any situation, feedback provided is based on what people have done, rather than good results. Climate that is created by the leader of the dominating style is characterized by a low degree of employee satisfaction and low self esteem. Dominating style is good if applied correctly. In this case the style is characterized by dominating the following components of emotional intelligence: influence, initiative, ambition, self-knowledge, emotional self-control and empathy. Dominating leader wants to get good results by acting tough, and his initiative in exploiting opportunities. Emotional self-control is vital as it helps leading to master the fury and impatience. Otherwise, uncontrolled outbursts will have a devastating emotional impact upon employees.

Just as the attributes required of a manager vary from one situation to another, so the style of leadership needs to be according to the situation. When the focus is on quickness in decision-making, and information and expertise are owned by one person, appropriate and authoritative may be acceptable. In other circumstances,

a democratic style might prove more effective. What matters is whether or not the style adopted is effective:

- **Autocratic style** has the following features: single-manager takes the overwhelming majority decisions, determines in detail the work of subordinates, they lay down the duties of work and working methods, in other words, we are dealing with the centralization of authority. Emphasis is placed on formal authority. The entire business is centered on management, staff organization is seen only as a performer, and it only has control manager, subordinates are not explained the general objectives, but are required to execute the "just and timely" to decisions taken; correcting deviations from decisions taken is through sanctions. Subordinates are regarded as being devoid of the spirit creator, being the need to be guided, controlled and constrained. Subordinates are criticized harshly and critical assessments are not accepted at the address of their leader. Human relationships are seen as least important or are ignored. The style is effective in certain circumstances, but it does create tension, frustration, dissatisfaction, discontent, low yield strength, aggression and even valuable employees leaving the organization. This management style is shown in the crises when time, quality of products and/or services and monetary funds committed are determining factors.

- **Democratic style** has the following features: the manager has full confidence in subordinates, involve either individually or in groups in setting goals to achieve in setting strategies followed and in assessing performance; the manager encourages the formulation of suggestions and proposals, and stimulates the creative ability of subordinates; the manager motivates, convinces and rewards; encourages the vertical and horizontal

communication between employees, the focus is on relationships and on ensuring a pleasant work climate; the manager is based not only on formal authority, status, but also on personal gained authority; subordinates are informed about the objectives of the organization and are consulted in perspective issues. This management style uses the delegation of authority and frequently liability, it aims at harnessing the skills of subordinates and favouring the development of their personality. The exercise of democratic leadership style provides a great satisfaction in work and contributes to increasing the interest of subordinates for tasks. The democratic style is effective if subordinates have collective leadership skills and a high level of competence and responsibility. As a rule, the democratic style is effective, ensure good relations between the leader and subordinates and a pleasant climate, socio-affective, as well as the independence of the members of the group.

- **Laissez faire style** has the following features: the manager leaves his subordinates the entire freedom of decision and action, it provides some additional information and does not have regard to the conduct of their activity. Style results in a gradual decline in effectiveness because it works randomly without deep engagement in the work of subordinates. However, from the outset, laissez faire style favours installing a relaxed work related attitude.

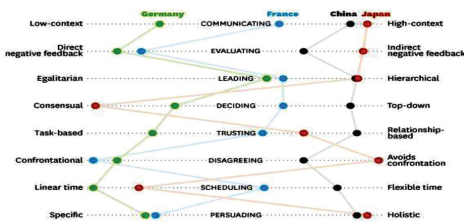


Fig. no.4. Management styles across different working culture (Harvard Business Review, 2014)

2. TRANSFORMATIONAL LEADERSHIP. A TOOL FOR PERFORMANCE

The concept of transformational leadership is used to emphasize more strongly the result in practice of an efficient management style within an organization. Studies and experience in the field underlined the fact that transformational leadership determine those driven to exceed expected performance and achieve higher levels of satisfaction and devotion to the group and organization. The leader understands that productivity in the workplace is closely related to satisfaction and a healthy environment, an open and participatory environment. Thus, management style is closely related to the stability of employees in the workplace and workplace satisfaction, efficiency and degree of involvement are dependent on customer relationship management of employees, willingness to engage employees in other roles or tasks along with their satisfaction towards management and leaders.

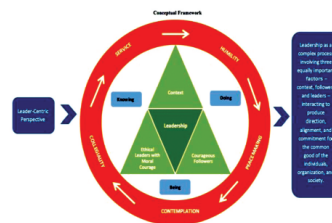


Fig. no. 5. Leadership conceptual framework

Transformational leadership is a leadership approach that creates valuable and positive changes of value. A transformational leader focuses on "transforming" others in order to help each other, to support each other, to create a group in which relational harmony dominate and support the organization as a whole. Through transformational leadership, the guided ones are treated with respect

and trust, are counselled and incited to act in accordance with the higher human needs (self-esteem, aesthetic, commitment, and self-realization) to act for the common interest and not the permanent staff, are challenged to overcome challenges while stimulated the desire for success.

At one extent, it can get so far as transformational leader approach can be considered as a complement to education, done in a direct and active manner in professional or social life. At the other pole we may simply fail to convince the people that their vision of doing things is the correct and at least for the short time they are follow unconditionally. From this point of view of transformational leaders are interested in both the objective and the spirit of the people who act in order to achieve that objective. At the organizational level, managers identify the need for change, create a vision to guide the change through inspiration and make the change through the devotion of group members.

3. CONCLUSION

By using an open management style, the manager puts his intellectual qualities worth when identifying problems, finding innovative solutions, identifying potential partners and customers, Quality managers respect themselves, their knowledge, their own personality is balanced, flexible, have self-confidence and spirit of cooperation; the manager is also opened to others, shows interest and sincere respect for partners, knows how to communicate with humans. The choice of management style remains an open problem. Variables are in continuous movement, primarily because the market environment is often unpredictable and dynamic. The manager can meet incredible situations - due to the complexity of

the organizational framework and the influences exerted upon him (outside or inside). Therefore, the first requirement of professional training in order for the manager to respond positively, is flexibility. A flexible leader is one who knows how to quickly adapt to any situation. Leadership means a mutual influence (management-employees) in order to achieve the objectives, in an organizational context.

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