

The Influence of Leadership in Organizations

Mihaela Rus
Mihaela Luminița Sandu
Ovidius University Constanta
psiholog_m@yahoo.com
mihaela_psy1977@yahoo.com

Abstract

If we consider the role that power has in social life we see it as an attribute which cannot exist outside of organized human activity . As a fundamental social phenomenon, power organizes and regulates social life, sets the goals of human activity and the means to achieve the strategy to act accordingly. Thus, it improves and enhance human energy through organized social actions. Power imposes social order, which in turn generates power: it is the expression of the direct relationship between the two elements. The aim of this study is to identify the types of behavior that a leader can have and to identify and analyze the types of leaders . For research work, has been used an questionnaire with 15 items which was administered to a group of 60 people, in various management positions, employed at different state institutions . Results showed that Analysis of problems facing the organization , giving the necessary respect to each person in the organization contribute to the success of all tasks .

Keywords: power, influence, organization, leadership, management

J.E.L. classification: A14, D01, D22

1. Introduction

Power in its most general meaning *is the means by which society regulates and adjusts itself and ensure its normal operation*. Power is what moves the entire social “gear” along it is historical progress, it is the driving force by which the social development, based on a certain order, is achieved.

2.Features of power as a Social phenomenon

Power in its most general sense, i.e. *social power*, is the means by which society adjusts itself and provides an overall conduct of all human activities on the line of historical progress. Broadly speaking, social power, manifested by our nonpolitical decisions, in certain human communities, does not affect the essential, global condition of society although it expresses the social act of leadership, resulting in allegiance, subordination, acceptance or refusal, which can often create tensions. Decision of social power implies only marginally some specific areas of social or community reality. The exercise of power is based on the knowledge of reality, on a particular system of values, on support from the citizens who accept it, on rewards for its supporters, on legitimacy, and the use of coercion.

Power as a social relation. Social power is invariably the existence of specific social relation (usually *subordination*, from leaders to those who are lead, but also cooperation to achieve common goals) among people or groups of people, characteristic of any community, regardless of its size (family, tribe, people, nation), both nationally and internationally. Among members of any large social groups, organized and layered in a complex way, there exist different types of relationships, based on different interests (power , solidarity, cooperation, conflict, etc.), of which power is the most important.

It is necessary, first, to point out that there is an obvious link between any type of social organization and certain forms of power; the *exercise of power is the central dynamic in the process of social organization*. (Măgurean, V. 1997, pp. 62). At the same time, it should be noted that power does not characterize all types of social relationships. A significant example is that of groups linked by common concerns, formed spontaneously, and without strict rules, arisen to meet spiritual needs, or of any other type, centrally organized and managed, which do not exercise external constraints over their members, outside their will.

Therefore, in "*Studies of political sociology*" Virgil Măgureanu (1997) shows that power, as social relationship is present in permanent human groups, be them large or small, based on hierarchies and distinct long-term interests, with specific ways of organization, registered in rituals or laws, where any form of activity is not the result of spontaneous or occasional beliefs, but rather directed by individuals or groups, and executed by other people and groups, even if the latter do not always want this, being tempted to resist (Măgurean, V. 1997, pp. 62).

In its general meaning, power is a form of social relation, whose mechanisms are similar in different institutions, such as the state, the economic organization, the political party, trade union, church or family. Organization and management of social life. Power is a matter of importance in the organization, management and regulation of social life. It sets goals to any human activity, means to achieve these goals, as well as strategies according to which one should act, and also ensure human energy improvement through organized social actions. In this way, power is the one that sets the social order, which, in its turn generates the power phenomenon.

Essentiality and permanence. These features show that power is an *essential and permanent* element, of high importance, with a long-lasting character, in what social relations are concerned, which ensure the normal functioning of society.

Globality. Power has, among other things, the quality of a comprehensive and integrated factor that directs and integrates all other management and organizational social activities. *Synthesizing social values.* The values promoted by power represent the sum of other social values manifested at the social level, which reflect the interests of social majority based on general reasons, without leaving apart those related to historical, moral or cultural tradition.

Organization is the main way by which people satisfy their needs and achieve their goals in society, it is the main structure through which society achieves its economic function for production and distribution of goods. In terms of *terminology* or comprehension the term "organization" is associated to that of "institution". The term "institution" has two meanings, one with higher degree of abstraction and the other one located on the same level of generality with "organization". The first meaning is that of social institution, meaning those, relatively stable, structures of statuses and roles meant to satisfy certain needs of people in society and the fulfillment of social functions, such as pluralism, democracy, family, marriage, etc. The latter meaning, and most used, is that of a public institution aiming those non-productive organizations, based on the restrictions provided by the state or community; they pursue administrative or educational purposes for people. Viewed through the general systems theory any organization can be considered as an open, adaptive social system, with various degrees of permeability to environmental influences, a dynamic system whose evolution and viability are determined by the changes that occur within the system, in its relations with the environment, a complex, a probabilistic and relatively stable component representing a sum of articulated links, subjected to disturbing factors, but at the same time able to maintain operation within limits that define the manner of behavior. As a self-regulating system, the organization acts in accordance with a set of rules and values that self-regulate, based on several factors. These include: human elements interacting mutually; transformative action; the fact that the organization has the freedom to choose the means and ways of action, as well as how to formulate future goals, thus proving flexibility; people's variable activity which is closely related to motivation and persuasion, satisfaction and moral status, to complex behavior, communication and information systems, and models adopted through the decision and performance process. Some authors argue that (Filip, F.G, Dragomirescu H., 2001, pp.237-254) regardless of computer science technologies, more or less sophisticated, which organizations, as complex human social systems, use - have always been determined by knowledge, at least at the level of individual behavior of their members; they realize, to a certain extent what the relationship between goals, means and results, as well as those

between the organization and its ambience are. Not a single organization operates outside all these. Any organization acts in certain specific circumstances offered by the surrounding environment, its activity being influenced by forces and factors that make up the respective environment.

Conformity. When talking about conformism psycho- sociologists make reference to people's tendency to change their perceptions, opinions and behaviour so as not contravene the rules and patterns of the group. Thinking about this definition, do you consider yourself a conformist or nonconformist person? Have you ever felt the urge to imitate others? At first glance, you are tempted to deny any tendency of conformism, asserting your individuality. Any individual's personality is important in terms of conformism because of traits that favor a certain predisposition towards conformism, while other traits characterize a non-conformist profile. People who lack self confidence, or people who have suffered repeated failures have a more pronounced tendency towards conformism; an explanation would be that they have a greater need for social recognition and security.

Experimental social psychology laid more emphasis on conformity of movement, named like this as it means moving (change) that occurs in an individual's behavior from their position towards the source of influence. The first experimental studies have shown that the presence of other individuals influence the way of reaction and thinking of the people they come in contact with; these studies were conducted by psychologist M. Sherif, in 1936. 20 years later (1951), Solomon Asch demonstrated that supporting those judgements which are in disagreement with reality leads people to abandon their own judgment and adhere to collective thinking. Such an influence of a majority is seen and felt only when this is really evident. In reality it is a gap between people's public behavior and private, or unexpressed behavior (Boncu, Ş., 2002, pp. 134).

This gap has been the subject of research that highlighted the existence of different levels of social influence. (Leon Festinger Davidson, M.J.; Bruke, R. 1994) is the one who revealed the conditions that differentiate public conformity from private conformity. In his opinion, the attraction that an individual shows towards a certain group is the same with the extent to which he is influenced by the group. The more attracted the individual is to the group, the more significant the change in his attitudes will be. This effect is conditioned by the desire of a person to maintain a good relationship with the group members. If we understand that people often become weak under pressure conditions we understand, as a first step, what social influence is. A second step is to identify situational and personal factors which make people comply. People tend to swim down the stream when social pressure is increased, and they do not really know how to behave. What gives rise to these feelings of pressure and uncertainty are the following factors: group size, awareness of the rules, the presence of an ally, and personal characteristics of each individual (Marica, S., 2008. Pp. 111-112). Conformity is the predisposition of people to change their views and behavior, so that they are in compliance with the requirements of the group, or authority. Non-conformism is the lack of conformity. Acceptance and promotion of rules and values of a group, by its members, increase the unity and efficiency of the group in achieving goals. On the other hand, it is possible that the exclusion of individuals who share different opinions from other majority or leader may not be beneficial, even for the group itself. Thus creativity, or those elements that can provide solutions in official situations of a group do not appear any longer. Sometimes the values promoted by non-conformists may be correct, some other times they may not be (Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003).

3. Research instruments and participants in the study

The aim of this study is to identify the types of behavior that a leader can have and to identify and analyze the types of leaders.

For the study, a questionnaire with 15 items was devised, with closed options (never, almost never, sometimes, often, almost always), which was administered to a group of 60 people, in various management positions, employed at different state institutions.

4.Data analysis and processing

Analysis and processing of the results was performed individually on each item, taking into account the frequencies of responses .

I encourage my team to participate in making decisions and try to take into account their ideas and suggestions. Facilitating leaders earn people's dedication in achieving the goals of the group, team, or organization, involving them in decisions that affect their daily activity. 50 % of people surveyed believe that, in a team, they often take into account (e) all of the opinions and suggestions of those involved. Nothing is more important than achieving a goal or a task. Managing people in an organization (i.e. leadership) contributes to their influencing so that they meet the goals of the organization to which they belong. For this reason, the leaders participating in the study considered (86%) that to achieve a goal or accomplish a task are very important goals within the organization. In any organization, leading people means necessarily following the leader; people tend to follow those leaders who offer them the opportunity to meet their own needs, aspirations and desires.I like to help people on new tasks and procedures.

To get people to follow you as a leader involves motivation, leadership style, getting close to people and communicate with them. Analyzing responses to this question, there is a link with the previous question, in the sense that, to achieve the fulfillment of an aim it is important to help people with their new tasks and procedures (selected variants were, meaning frequently, and almost always. When watching a complex activity in progress, make sure every detail is taken into account. Moreover, the coordination of complex activities requires an extensive supervision, every detail being important (f) almost always); this is the response of 74% of respondents. A comprehensive surveillance and coordination favors the leader, since he can carry out more complicated tasks simultaneously (e) frequently- 38 % , (f) almost always 38%). I supervise a complex activity in progress I make sure that every detail is taken into account.Coordination of a complex activity requires a keen supervision , each detail being important (f. Almost always); this was the answer of 74% of the respondents. A complex supervision and a good coordination favours the leader, thus being able to carry out successfully more complicated tasks at the same time (e. frequently, 38%, f. almost always, 38%). I like to read articles, books and publications on training, leadership and psychology and try to put into practice what I read.Documentation in the speciality literature is required for accumulation of information necessary for the proper conduct of professional activities, 58% of respondents frequently do documentation work (e- frequently) in books about training , leadership, including psychology. I love to explain the ins and outs of complex projects or tasks to the employees.Although most interviewed leaders stated that they help employees with new tasks and projects , there is a reluctance on their part regarding certain details of projects or more complex tasks .Nothing is more important than having a performant team .Most respondents (50 %) believe that the formation of a competent team is a guaranteed success.

5.Conclusions

Interpreting the results of this we have found that here there are leaders who, in most cases, accept the solutions proposed by the sometimes leaving the team to make decisions. Effective leaders motivate others to come up with ideas; these are collaborative leaders, and they tend to bring their own ideas but at the same time make use of the team's contribution. They are interested in achieving the main objective, and in maintaining good relationships with the members of the team; these are the authoritarian (controlling) leaders. There are some benefits to the authoritarian style, but in a continually changing environment that requires adaptation and support of the people this style may send them away of the intended objective.

Directions to improve the understanding of complex situations are the reality and the adoption of best style of leadership. 30 % of respondents answered that they are flexible persons, they use, in most cases, the solutions proposed by the, many times leaving the team decide, they can easily motivate others in coming up with ideas; we must not forget that there are situations when the team needs to have more authoritarian, collaborative leaders, especially when they are directly involved in making a decision or when they have the best technical expertise of all team members.

10 % of respondents answered that they are authoritarian; the benefits of this style exist, but in a continually changing environment that requires adaptation and support of the people; this style can lead them away from the intended aim.

Sometimes they think that the whole responsibility fall on their shoulders. In some cases the other two leadership styles: collaborative or facilitative can bring them closer to through the people they lead. An example can be that in which leaders need ideas and solutions from the experts of the team or the people who know better the sales in territory.

6. References

1. Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88, 207–218
2. Boncu, S., (2002), *Psihologia influenței sociale*, editura Polirom, Colecția Collegium Psihologie, București, pp.134;
3. Davidson, M.J.; Bruke, R. (1994), *Women in Management: Current Research Issues*, Paul Chapman Publishing, Londra
4. Filip, F.G. ,Dragomirescu, H. , (2001), *Sisteme de asistare inteligentă a activității manageriale*, in *Sistemul informațional managerial al organizației*” O. Nicolescu , coord.), Editura Economică, București, pp. 237-254;
5. Magureanu, V., 1997.*Studii de sociologie politica*, Editura „Albatros”, Bucuresti, pp. 62.
6. Marica,S., (2008), *Introducere în psihologia socială*, Editura Fundației România de mâine, București, pp. 111-112;