

## Coordination of Human Resources - Effectiveness of Leadership

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### Abstract

*Leadership is now an attribute desired / required by all organizations, their leaders. Trustees with confidence in their own forces generate optimism for others, so employees feel more competent and find more interesting work around true leaders. Leadership is in direct relationship, with the power to influence people's behavior.*

*Leadership represents the leadership interaction between the leader and his followers, with the ultimate goal of achieving common goals.*

*An organization develops when its leaders manage to convey their values, and these things are accepted and internalized by other employees as the right way to think and act. It is important that between their leaders and supporters to establish sincere and trustful connections, based on a series of values that are shared by each other.*

*Leadership is the result of cooperation between the leader and the stakeholders.*

**Key words:** Leader, organization, human resources, leadership, efficiency.

**J.E.L. classification:** D83; I20; J53, M12, M54.

### 1. Introduction

Focusing only on the leader does not allow a profound understanding of the subject of leadership, because leadership is like a flame in which three components must connect and exist over time - the sparkle (leader), the flammable material (the guided) and the circumstances (oxygen) without which the fire will not burn in time. Integration and iteration between these three components is the leadership phenomenon (Popper, 1998). The mutual relationships between the leader, the leaders and the circumstances in which they find themselves represent the leadership phenomenon.

The important development in managing this leadership topic was the contribution of Max Weber, who emphasized the subjective perception of those led over their leader.

This concept has contributed to the development of types of thinking and research that concern leadership as a set of reciprocal relations between leaders and those led by them.

### 2. Theoretical background

In the literature, the concepts of „management” and „leadership” are distinct but, in fact, they are inseparable in practice.

Leadership is one of five management functions (Schermerhorn J.R., 1988).

The problems of the leadership have been the preoccupations of the people in ancient times. But the systematic, profound study of the leadership began only during F.W. Taylor. There has been a great deal of research on this issue, but there is no unanimous agreement on what is meant by leadership and how it should be studied.

The diversity of leadership literature has led some specialists to affirm that there is no „leadership” (Meindl, 1985).

Leadership is „the ability to exert influence on individuals and groups, directing their efforts towards achieving the organization's goals” (Mescon M., 1988).

Leadership applies everywhere and at every level, as the manager is the one who works with people, this being one of the managerial tasks, thus becoming the „behavioral side of management.”

Most specialists define the leadership as a phenomenon of social influence by which the leader asks his subordinates to participate actively, individually in the form of a joint effort in order to achieve the objectives of the organization, so there are many definitions as follows:

- O.S Vihanskii și A.I. Naumov considers that:”the leadership is the ability to efficiently use all existing sources of power to transform in reality a vision designed for the others” (Vihanskii, 1988).

- H. Koontz and C O'Donnell give the next definition of the leadership that involves the process of 'influencing people in such a way that they devote all their efforts, willingly, to achieving common goals' (Koontz, 1980).

- P. Drucker considers that: „Leadership represents the ability to raise human vision to a broader horizon, to bring the efficiency of human activity to higher standards, as well as the ability to form personalities beyond its usual boundaries which limits it” (Drucker, 1954).

- R. Tannebaum, W.I. Washler and F. Massarick define the leadership as a process of social influence in which the leader seeks the active and voluntary participation of his subordinates in order to achieve the objectives, which leads to the constitution of representative actions made by the communicative process, oriented towards the choice and the achievement of the objectives established.

- J. Stoner and F. Freeman define the leadership as a process of direction and influence.

- RM Stogdill considers and defines his leadership as „a process of influencing the activities of an organized group in its efforts to establish and achieve the goal” (Stogdill, 1974).

- R.L. Draft classifies the leadership as „the ability of the individual to act or influence other people to achieve goals” (Draft, 1988).

- T. Peters and N. Austin make a description of the leadership as follows: „leadership means vision, enthusiasm, love, trust, verva, obsession, consistency, use of symbols, dealing with worries and many other things. Leadership must be present at all organizational levels. It depends on one million obscure things, but all these things mean nothing if there is no vision and self-confidence” (Peters, 1985).

### 3. Research method

Our research starts from a fundamental question whose answer can only be found by analyzes and multiple studies: „What is the role of the leader within the organization.” It is necessary to know the provenance and usefulness of the leader concept in order to understand the meanings associated with it, the functions a leader fulfills, the strategies that can be adopted and the results obtained at the organization level as a result of the measures and decisions taken.

Research is a deductive one and starts from the concepts of leadership, and this knowledge will be reduced to the area of leadership analysis, finalizing with the decisional importance and their effects in the institution's development the leader leads.

### 4. Findings

A good leader must have a high degree of emotional intelligence. In this sense, the following components of emotional intelligence are relevant (Goleman, 1995) :

- Self-mastery, which implies the ability to control one's own behavior, the will to pursue objectives, demanding, and dynamism. This component has the following competences: self-control, integrity and honesty, initiative and adaptability, tolerance of ambiguities, openness to change and a strong desire to achieve;

- Self-awareness, which is characterized by the ability to recognize their own feelings, emotions and their impact on others. This component has three associated competences: self-confidence, correct self-esteem and discernment;

- Social discernment, which implies the ability to empathize with people around them according to their behavior. The competencies associated with this component are: empathy, talent to attract talent, organizational discernment, intercultural sensitivity, respect for diversity and customer service;

- Social skills, which relate to the ability to initiate and maintain contact networks to determine the members of the organization to achieve the expected results, the ability to build effective relationships. There are five competencies associated with this component: Effective leadership, Effectiveness in change management, Conflict management, Influence / Communication, Team formation and leadership.

Thus, the leadership represents a cumulation of inner forces and external manifestations, capacities and aptitudes, self-confidence, which confers safety to those around. An effective leadership is based on questioning the cause-effect principle.

We could compare the unity of a group in an organization with a team participating in a sports contest trying to explain the importance of the unit's team in reaching the proposed goal, but also the importance of the leader (the team's coach, the coach -add on each level is the need for a leader, the one who has the information necessary to achieve the predetermined goal, the coach who supports the morale of the team and even the team captain who urges teammates to participate and to make every contribution to be victorious in the disputed match.

## 5. Conclusions

At present, modern organizations are no longer built with a large number of hierarchical levels and a low hierarchical weight, in which the supervisor stie almost at any time does each. Increasingly, the organization opts for flat structures with reduced vertical structures. Under these circumstances, the boss can no longer follow each other closely. Also, the volume of information circulated within and outside the company is so great that it is imperative that an increasing number of employees become more involved in dealing with the "information avalanche" and that they can benefit fully from their content.

The leader is the one who feeds the collective image of his personal identity. This requires work on the part of the leader to transform, to influence individual potentials in favor of collective interests.

The leader must ensure the reconciliation between personal and collective goals, ie achieving harmonization of all categories of interests. Practice shows that, in order to achieve success in their work, leaders need to be able to give the followers the rights and empowerments to achieve the goal of vision. The leader becomes attractive to his followers because of his ability to see in the future.

Therefore, the leader has the role of supporting the group in achieving the goals, while being able to identify, know and effectively use the capacities and skills of each team member to achieve the established goal. He does not only thank to motivate and encourage the group, he is the commander who facilitates the process, directs and coaches the group in achieving organizational goals.

Leadership involves the presence of followers, so people agree to follow the one considered leader.

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