

Reflections of Data and Theory of Leadership Communication Strategies

Daniela Mihaela Neamțu
Cristian-Valentin Hapenciuc
Ruxandra Bejinaru
"Ștefan cel Mare" University of Suceava, Romania
danan@seap.usv.ro
valentinh@seap.usv.ro
ruxandrab@seap.usv.ro

Abstract

For successful leadership there are many tools and methods to be applied. Within this paper we try to argue that the most important tool of effective leadership is communication. The level of communication that a manager applies, will dictate the results he/she will obtain in their activity. The motivation of the human resource sums up a number of facilities at the enterprise level, but staff needs to be satisfied and feel useful. How can some employee behavior be influenced? The purpose of this paper is to develop a model that highlights the influence of transformational leadership on managerial performance, starting from the personality traits of managers and the importance of communication in an organization. The main results of the research conclude that leadership and communication are interdependent and dynamic components that continuously change their forms and thus generate different results.

Key words: communication process, management performance organization, communication leadership

J.E.L. classification: M11, M12.

1. Introduction - Strategies to get maximum results from employees

The success of an organization is closely related to the degree of knowledge that managers have regarding their employees. We can rightly say that, directly proportional to the achievements being made is the behavior of the managers. If managers do not know the climate in which employees work, the difficulties they face, the organization is unlikely to be successful. Performance management is about understanding a certain type of behavior and influencing certain behaviors in order to achieve goals (Bejinaru & Baesu, 2013).

A manager will get performance results from an employee, taking into account certain aspects. From the recruitment and selection phase, the manager has to make sure that he/she chooses competent people and that they have the skills required for the post. Then, after passing the first phase, the manager must ensure that employees are always helped to perform within the company, that they will be offered specialized training and that they will have the right place in the company. To sum up these points, we can say that a manager will focus on aspects such as the individual needs of team members, understanding the motivational factors, psychological factors that show how and why they are motivated, and last but not least, it results that the manager will have a general view of the employee's behavior and will even be able to influence it by following certain strategies (Yannopoulos, 2011).

The motivation of the human resource sums up a number of facilities at the enterprise level, but staff needs to be satisfied and feel useful. How can some employee behavior be influenced? The answer to this question might be useful, especially in managerial practice. A certain behavior will be the result of some external conditions and factors. Thus, encouraging or discouraging attitudes, depending on what the employee's actions, the consequences of the action taken by someone can

influence behavior, and therefore any actions are followed by feedback. If a certain correct behavior deserves to be encouraged by the manager, a positive feedback will help the employee develop that positive side, and over time, there will be more positive results. On the other hand, the employee's unethical behavior will attract negative feedback from the employer. It should be noted, however, that in the literature, is considered that sanctioning the employer is ineffective and should not be found in managerial practice. In order for a punishment to be successful, it must meet certain criteria such as: the employee must know well the wrong facts he has done, but also the positive perspective of the situation. The punishment must be made in private and shortly after it has been committed. Last but not least, the punished person should not receive a heavier punishment than the deed (Danieles, 2007; Verboncu & Zalman, 2005).

2. Theoretical background - Communicating with the team

Difficulties in communicating with the group are generated by the attitude of each individual at work. The contradictory discussions can be related either to the leader of the group or to the degree of performance of each member. Group communication is appropriate when certain goals are required, and in this context, consideration will be given to defining objectives, expressing individual views in developing appropriate solutions, understanding all the factors, and formulating hypotheses. With regard to the maintenance of peaceful relations, it is possible to focus on the common points of the participants in the discussion, not on the disagreements, the acceptance of the involvement of all the employees and the satisfaction of all the participants in the discussion or, if not, the adoption of new procedures (Bejinaru et al., 2016).

As regarding the emotional issues of each employee, the manager will sometimes have to act according to the employee's feelings as this side can influence the company's activities. Emotional issues will usually be tacit, but will certainly be reflected in the work of the employee. We also mention aspects of the employee's identity, that is, in what position he / she is in the company, or the issue of control, what influence everyone has on others. At the same time, there is the issue of objectives, i.e. how many activities it will be involved in, and last but not least, the issue of accepting, as the employee reports to the manager of the company, not to colleagues (Hapenciuc, et.al., 2016b; Neamtu & Bejinaru, 2018; Tănase, 2014). These aspects may degenerate into the company's tensions or difficulties, and the way a person performs an assignment will be reflected in the context in which he or she is located in relation to his feelings and needs. In this context we can refer to some typologies of the members of an organization shown in Figure 1 (Candea & Candea, 1998).

Figure no. 1. Theories of the relationship between ethics and business



Source: (Candea & Candea, 1998, p. 116)

In group communication we can remember a well-known method: meeting method. In managerial practice the meeting has certain characteristics that cannot be replaced. For example, when a meeting is held, it is known that each member has a certain amount of knowledge that will contribute to the good going of the discussion in question. Breaks between meetings often contribute to the acquisition of information that has been debated or to the formulation of new ideas to be proposed in the discussions that will take place. Meetings help members of the team to be aware of what pressures the company is facing, what is their position in the company, or what decisions will be made in the future for the good things, which will be adopted by all crew members, even if will not be in full agreement (Băeșu & Bejinaru, 2014; Bejinaru, 2010).

Often meetings are regarded as the only occasions when members of the community really form a team. Not all meetings have the same purpose. Some sessions may be to inform the team, others to establish strategies or plans that will be considered in the future, and others to celebrate some of the company's successes. The number of members participating in the meeting may vary depending on the purpose of initiating it. For example, when it comes to making decisions, the number of participants may range from 5 to 12 members, and when it comes to some events or the adoption of strategies, their number may be even higher, reaching even 40 participants (Kark & Shamir, 2002; Prelipcean & Bejinaru, 2016). The preparation of the meeting also sums up a series of stages that the manager will adopt in her planning. For example, the meeting manager will ensure the meeting plan, the objectives and the way in which the discussion will be conducted, while the facilitator will ensure the involvement of each employee and the free expression of the ideas of each participant. Any meeting will include some steps that consist of the opening phase of the hearing, through this stage understanding the role of the allocated time in the meeting. The actual meeting is the one in which clearly defined stages are established and will show what action to be taken by whom. The third and final stage is the end of the meeting where the goals will be remembered (Bejinaru & Iordache, 2010; Griswold & Smith, 1999).

As for the first stage, considerations such as the involvement of all participants in the discussion, balance in the development of ideas so that the discussion does not degenerate, is preceded by a good preparation in advance. The second step and the most comprehensive one follows some rules such as not interfering with the discussion unless it is the case, the questions that are asked to relate to the subject in question. It is also important to note that anecdotes do not have their place in the sessions. The last step concerns the control of the management team members to summarize the positive and negative aspects of how personnel manifest themselves and encouraging or discouraging certain behaviors (Bejinaru & Băeșu, 2015; Hemsworth, et. al., 2013).

Barriers to communication can be a challenge for many managers, among them the most important ones: the poor vocabulary of the manager due to the lack of clear ideas from his vision. Thus the receiver will not correctly identify the meaning of the sentence and therefore its activity will not have the desired result. Erroneous interpretation of the message is another barrier to communication. This time, although the manager addresses coherent and legible information, the receiver does not fully understand the ideas he wants to convey to him. Another barrier may be motivation. This occurs because company members have not carefully analyzed the email or report. In the case of oral communication, the listener does not understand the message because he does not sufficiently focus on ideas. Premature conclusions may also be another barrier to communication. Since it is impossible to have inter-human relationships without communicating, these barriers have to be overcome. How can this be done? Obviously it is necessary for all to have a convergent way of thinking. Having the same company problems in mind, everyone will look for solutions, and that issue will be easier to solve. Another aspect is empathy, feeling and believing what others need. Effective communication will depend on how we understand the needs of others, feelings, states, and ideas (Hapenciuc & Bejinaru, 2015).

Effective communication will result in considerable economic growth, as the lack of communication barriers will process an efficient information circuit, so that the managerial task will be successful. From a historical point of view, the concept of economic growth has always been closely linked to the rise in consumption, and this has led to unprecedented pressure on the environment and on the resources available to the modern world. In the post-war period, when there were many approaches to the concept of economic growth (economic progress, technical and

scientific revolution, organization and management of the labor factor), natural resources were seen as free goods (with zero and unlimited costs) (Bejinaru & Prelipcean, 2017).

3. Manager-employee relationship in multinationals

Whether we want it or not, we are all formed in a cultural environment, we have developed and settled in some cultural horizons and we are both creators and recipients of culture. So, in order to understand, we need this environment to learn how to analyze the signs, values and symbols of culture, how they influence our behavior, how to think, and so on. This organizational culture was initially considered a way to emphasize internal integration and coordination. Its importance is great in structuring an organization by adjusting to environmental conditions, so at the beginning of the new century there was the idea of organizational culture's need for conception of behavior norms and patterns due to continuous changes (Kahler, 2008).

Relational capital sums up all the knowledge that results from the interaction between the firm and the stakeholders. Relational capital reflects the organizational value that results not only in a company's relationship and customer relationship, but also with current and potential suppliers, shareholders, other agents, and society in general. Therefore, the company must keep pace with natural evolution, develop the existing capital structure and also acquire skills and competences accordingly. The effectiveness of an organization in a given area reflects its ability to use its resources as efficiently as possible so that the existing potential can turn into beneficial results for the organization as much as possible. An organization is characterized by the existence of resources and capabilities and differentiates itself from other organizations, managing to capitalize on them in a competitive environment. Capacities are intangible and sometimes difficult to define or evaluate, but can be clearly identified through results. In order to achieve strategic and successful management, it is very important to distinguish between resources and "capabilities." A company can have valuable resources but if it does not have the capacities to use these intelligent and creative resources then it cannot get an advantage. The capabilities are achieved by integrating the quality of human resources, knowledge, organizational structure and cultural organization in time. In order to better understand this, we will consider some examples (Hapenciuc, et. al, 2016a).

When a company enters an existing market, its goal is usually to first establish itself on a market segment, consolidate its position and then begin to expand into other market segments. First, risks are identifiable if they enter the market by violating the rules of the game by promoting highly innovative products or innovations in pricing, distribution, delivery, service and positioning. Entrants entering the markets are radically new, products typically come from markets that are unrelated to the one they invade. For example, the computer industry was not invented by IBM, but by companies like Apple and Microsoft. Established businesses have to defend their position while recently entered opponents are small and vulnerable instead of waiting until they become a strong and serious threat (Vance, 2015; 2017).

The experience of the past decades has shown that the success of companies has been determined by intellectual capacity and organizational efficiency rather than the existence of raw materials, equipment and buildings. A number of statistics also highlight the fact that the share of intangible resources in the total resources of large companies is steadily increasing. There is a very simple explanation for this situation: intangible resources are less visible and harder to understand for them to be imitated by competitors. For Rolls-Royce, for example, basic skills are: engine quality, color, leather and wood. The other competencies have been outsourced for the most part. When an organization gains a competitive edge, the other organizations it competes with will try to identify the resources and capabilities that underpin success and imitate them. The question is how long they will do it. Speed limitation contributes to the erosion of competitive advantage. Therefore, the organization that has obtained the competitive advantage must invest continuously to be one step ahead of the other competitors. This means creating new barriers for competitors to reduce the chances of imitation and to increase the time available to the organization that created the specific competitive advantage. Time becomes a crucial element of the competition (Bejinaru, 2017).

If the competitive advantage relies mainly on resources, the imitation can be done relatively quickly because it is easy to identify and replicate. For example, General Motors successfully copied Ford's famous assembly line of the 1920s. Intangible resources are more difficult to identify and thus become more difficult to imitate. An important barrier to imitation is the creation of a brand name such as Coca-Cola, IBM, Microsoft, Harvard, MIT, Princeton and many others. This name is related to the resources, capabilities and "know-how" that represent the true secret of the company. Imitating capabilities are more difficult than resources because they are not so obvious and explicit. It's hard, for example, to define those capabilities developed by 3M that allow it to launch new and new products on the market. The same can be said about Walt Disney, which has developed an almost unique creation capability in the field of animation films (Vance, 2017).

As far as competitors' capabilities and external dynamics are concerned, we should consider Xerox. It had a clear supremacy in the photocopiers market. The company name has become generic for all copiers. Almost everywhere Xerox has become synonymous with photocopying. In the 1970s, Canon and Ricoh of Japan began commercializing photocopying equipment at more advantageous prices with performances comparable to Xerox's. The speed of imitation of Xerox equipment has increased and the competitive advantage of this company has begun to erode in favor of Japanese companies (Vance, 2017).

Thus, in essence, management assures the goals of one in terms of efficiency, effectiveness and control. Managers are those who have been strongly invested to carry out planning, organization, leadership and control functions. Although management is not a standardized process, it requires compliance with organizational requirements (Băeșu & Bejinaru, 2014).

4. Statistics reflecting leadership communication strategies

A study developed in 2016, on 195 leaders from 15 countries, placed effective and clear communication in the top 10 of leadership skills along with flexibility, ethics, openness and the ability to grow those around them. This is another important point that is part of the communication sphere: a leader must explain clearly what the expectations are, in order for people to be determined to provide quality work. Kahler (2008) identified six different types of personality based on how people perceive information, how they perceive the world, and how they respond to it. Thus, the 6 typologies work, according to the latest statistics obtained in Romania, as follows:

- 18% are those who first react to emotions. They are warm, sensitive and work on the basis of compassion.
- 46% are task oriented. They are responsible, logical and organized.
- 27% have a strong sense of justice. They are very meticulous, dedicated and good observers.
- 1% are very different from everyone else and have an incredible ability to think 'outside the box'. They are contemplative, imaginative, calm.
- 4% are the most creative. Creative, spontaneous and playful.
- 4% are native entrepreneurs. Compelling, adaptable and charming.

All these typologies have certain dominant features, as can be seen, and this also means a set of different needs that must be met in the working environment and in the relationship. However, it is important to note that each one falls into one of these typologies, but that it manifests certain characteristics of other typologies.

The purpose of this article is to propose a model that highlights the influence of transformational leadership on managerial performance, starting from the personality traits of managers and the importance of communication in an organization. Its support will be provided through the following specific objectives:

- O1. Building a conceptual model that highlights the influence of communication leadership on managerial performance;
- O2. Development of a profile of the communicative leader, efficient from the multinational companies in the services sector (trade and professional, scientific and technical activities), from Suceava municipality.
- O3. Testing and validation of the conceptual model regarding the influence of communication leadership on managerial performances in the multinational companies in the services sector, in Suceava;

The fundamental research hypothesis is: The personality traits of the managers, implicitly the communication, influence the specific components of the leadership, and these in turn determine the level of the managerial performances. The hypothesis is interpretive and evaluative, aiming at designing a model for measuring the relationship between transformational leadership and managerial performance. The approach is of inductive-deductive type, and the support of validation and testing is provided by the following working hypotheses:

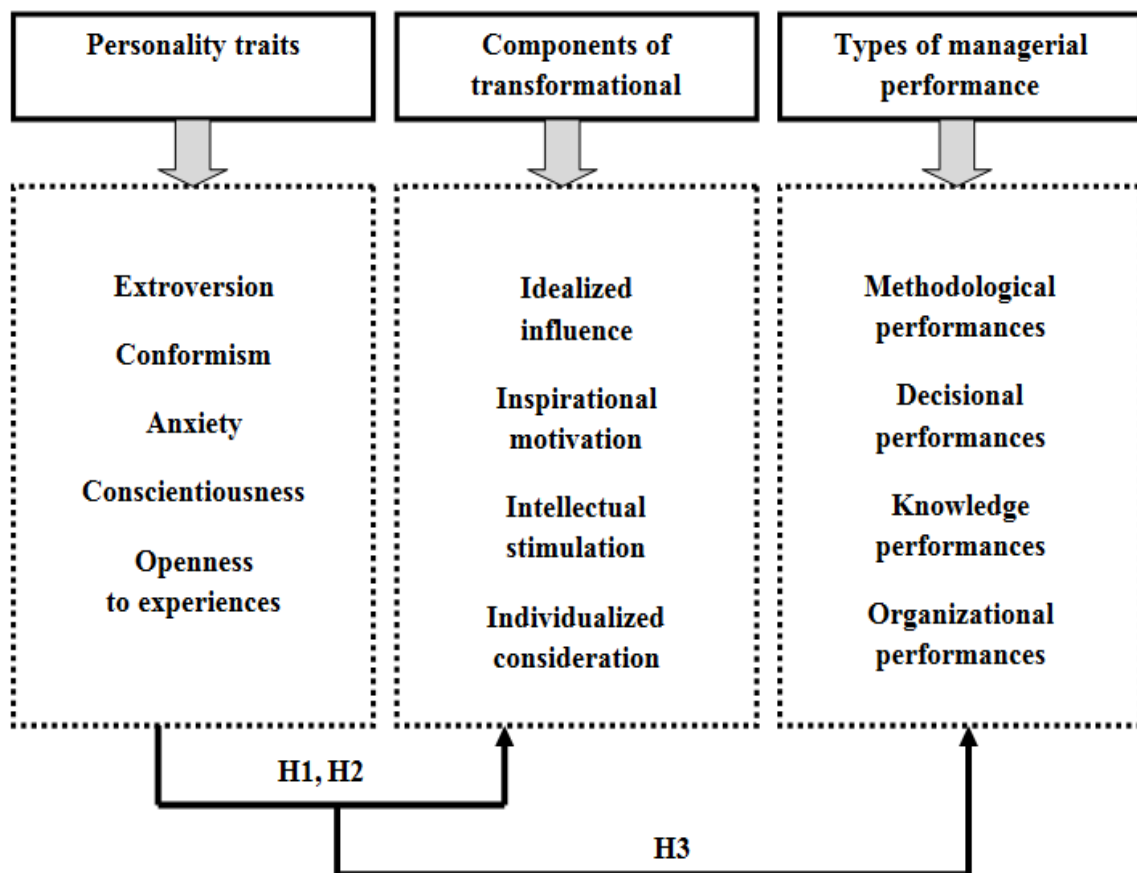
H1: Leaders characterized by low conscientiousness and high intellectual stimulation in communication record higher decision-making performance than leaders with high conscientiousness and low intellectual stimulation.

H2: Leaders who are characterized by openness to high experience and low communication influence record higher methodological performances than leaders with low experience openness and high communication influence.

H3: Leaders who are characterized by a high level of creativity and intellectual stimulation in communication record higher information performances than leaders with a low level of conformity and intellectual stimulation.

The perspective approached is limited to a simple stimulus-effect relationship (personality / communication-leadership); transformational leadership motivation / satisfaction / organizational performance. As problems are unpredictable in today's economic environment, and knowledge is increasingly uncertain, transformational leadership needs to be approached from a more complex perspective and closely related to managerial performance. As a consequence we have developed a conceptual model, presented in Figure 2, that highlights both the influence of personality traits on the specific components of transformational leadership, and the impact that this influence has on the four types of managerial performance.

Figure no. 2. Conceptual model regarding the influence of transformational leadership and personality traits on managerial performance



Source: authors' conception

In order to understand these needs, the PCM (Process Communication Model), developed by psychologist Kahler (2008) and used by organizations such as NASA for recruitment and leadership, can be an effective key. Kahler (2008) identified six different types of personality based on how people perceive information, how they perceive the world, and how they respond to it.

Thus, the 6 typologies work, according to the latest statistics obtained in Romania, as follows:

1. Those who first feel. They are warm, sensitive and work on the basis of compassion.
2. Focus on the task. They are responsible, logical and organized.
3. Have a strong sense of justice. They are very meticulous, dedicated and good observers.
4. Different from everyone else and with an incredible ability to think 'outside the box'. They are contemplative, imaginative, calm.
5. Creative, spontaneous and playful.
6. Native entrepreneurs. Compelling, adaptable and charming.

All these typologies have certain dominant features, as can be seen, and this also means a set of different needs that must be met in the working environment and in the relationship. However, it is important to note that each one falls into one of these typologies, but that it manifests certain characteristics of other typologies.

The model is divided into three components, highlighted by 5 variables (Tănase, 2014):

- a) personality traits: openness to experience, creativity, extroversion, communication and "common sense", competence.
- b) components specific to communication leadership, reflected through 4 variables: sincerity, intellectual stimulation, ability to create relationships, communication efficiency.
- c) managerial performances, reflected in the light of the following 4 categories: IT performance, decision performance, motivational performance and organizational performance.

Within the model are included three types of variables: independent variables, mediating variables and dependent variables. The independent variables are the personality traits and include the factors that act as stimuli. This category includes:

Openness to experience - represents the tendency of individuals to be imaginative, creative, perceptive and thoughtful;

Extroversion - represents the tendency of the individual to be assertive, active and in search of emotions, getting involved in the activities of the outside world, the affectivity, the search for sensations and the positive emotions.

Creativity - personal characteristics that stimulate and incorporate social cooperation and harmony, imagination, artistic interest, affection, adventurous spirit, intellect and liberalism. Mediating variables describe those components that mediate causal relationships. In the proposed model, they are represented by the specific components of transformational leadership and include:

Intellectual stimulation - describes the degree to which the leader stimulates and encourages creativity and inventiveness (Luț, 2013).

Sincerity - reflects the degree to which the leader is oriented to adopt behavior based on high moral and ethical standards, inspiring pride, admiration, respect and trust (Hemsworth et al., 2013; Luț, 2013).

Effective communication - reflects the extent to which the leader pays attention to the problems and needs of the team members. It highlights the leader's ability to stimulate followers to formulate and achieve ambitious goals (Hemsworth et al., 2013; Kark & Shamir, 2002; Luț, 2013).

The dependent variables reflect the effects obtained from the application of the stimuli and are represented by the managerial performances. This category includes (Verboncu & Zalman, 2005):

Methodological performances - reflects the results recorded in the use of managerial tools; they comprise three dimensions: the degree of scientific management of the company, the degree of "involvement" of the managerial instrument in the exercise of the organizational processes and the managerial competence.

Decision-making performance - highlights the efficiency and effectiveness of managerial decisions; aims at reporting at the following coordinates: decision intensity and degree of operationalization of decisions;

Informational performance - describes the degree of satisfaction of the informational needs of managers and subordinates;

Organizational performance - highlights the overall results obtained at the organization level; it is based on the degree of accomplishment of the objectives, the degree of human endowment of the posts and compartments and the sphere of authority of the managers.

Within the model proposed in this article, a diagnosis of the impact of transformational leadership on managerial performance will be made, taking into account personality traits. Demonstrating this relationship is an essential contribution to the literature because it can be viewed as an extension of previous research. On the one hand, it will reflect the impact of each personality factor (openness to experience, creativity, extroversion, communication and "common sense", competence) on the components of communication leadership (sincerity, intellectual stimulation, ability to build relationships, communication) effective), and on the other hand will analyze their influence on the four types of managerial performances (methodological, informational, decision-making and organizational). Through the model developed this study fits with contributions in the current studies interested in increasing managerial performance. The validation, testing and results of the model will be presented in a subsequent research based on the aforementioned working hypotheses.

5. Conclusions and perspectives

The ability to communicate is more than the ability to stand in front of an audience or make a speech in public, and this ability is actually what makes a manager - a good leader. Leaders must, in fact, ensure that each member of the team / organization understands the vision and works daily to achieve it. We have tried to provide some guidelines that leaders need to consider in order to make a successful communication. Our mission is far from being accomplished. There are countless ways in which leaders can streamline their communication. Probably some of these have not been explored yet. Modern leaders face the most serious challenge: building a successful organization. Imposing strong communication within these organizations seems to be the most important element in facing this challenge.

Within the model proposed in this paper, a diagnosis of the impact of transformational leadership on managerial performance will be made, taking into account personality traits. Demonstrating this relationship is an essential contribution to the literature because it can be viewed as an extension of previous research. On the one hand, it will reflect the impact of each personality factor (extraversion, conformism, neurosis, conscientiousness and openness to experience) on the components of the transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration), and on the other hand will analyze their influence on the four types of managerial performances (methodological, informational, decision-making and organizational). Through the model developed this study fits with contributions in the current studies interested in increasing managerial performance.

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