

THE LEADERSHIP, STIMULATING FACTOR IN MANAGEMENT IMPROVEMENT. CASE STUDY – CULTURAL INSTITUTIONS OF ARGEȘ COUNTY

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Abstract: *The current premise is given by leadership as a moral factor in the process of management improvement within the organization. The research methods used are the following: Observation and analysis of documents and quantitative analysis based on questionnaires. The question of this research: Is the leadership in the cultural institutions of Argeș County accepted as the most performing form of management? The leadership is a stimulating force in improving organizational management into the cultural institutions in Argeș and influence organizational performance. The purpose of this research: Leadership positively influences organizational performance.*

Keywords: *leadership, culture, organizational performance, management improvement.*

JEL Classification: *A14, M12, M54.*

1. Introduction

The current challenge of cultural institutions in Romania consists in the existence and interdependence between leadership and the performance of the organization.

Institutional management's ability to accept and promote leadership as a form of leadership can lead to organizational performance (Luthans, 1992).

Against the backdrop of substantial changes in culture, managers must demonstrate leadership skills, paying particular attention to changing working conditions and promoting a new culture of training based on innovative concepts.

The leadership skills are: the tools, behaviors and capabilities that a person needs to be successful in motivating and coordinating others (Goleman et al., 2015). However, real driving skills imply something more, the ability to help people believe in their own abilities.

2. Content

Performing institutions are distinguished from the least efficient ones in that the managers of the former treat innovation as a permanent process of adapting activity to changes occurring in the internal environment but also in the external environment (human, economic, socio-cultural factors, informational, technological) (Gardner et al., 2014).

It comes to managers' concerns to analyze and develop innovative strategies, projects, plans, methods, organizational structures within the institutions they administer without ignoring the degree of risk, unpredictability, and uncertainty of the innovative process.

The leadership is a factor contributing to the proper formation and capitalization of the human potential of employees in coordinating spiritual, intellectual, emotional and professional work (Goleman, 2015).

The leadership is the link between the members of a working team and is considered an innovative management.

Researcher R. Daft (1988) defines leadership as the mutual link between the leader and the team members, they show mutual influence and act for the common purpose of achieving organizational goals and performance.

Leaders are distinguished from managers through the human interaction relationship they develop with their employees. On the one hand, leaders have

collaborative and cooperative relationships with team members, on the other hand, managers give orders and expect to be executed by subordinates without comments (Goleman, 2016).

Studies show that organizations that are led by leaders are achieving organizational performance faster and keep it on long term.

These things are possible due to the qualities that a leader has, namely:

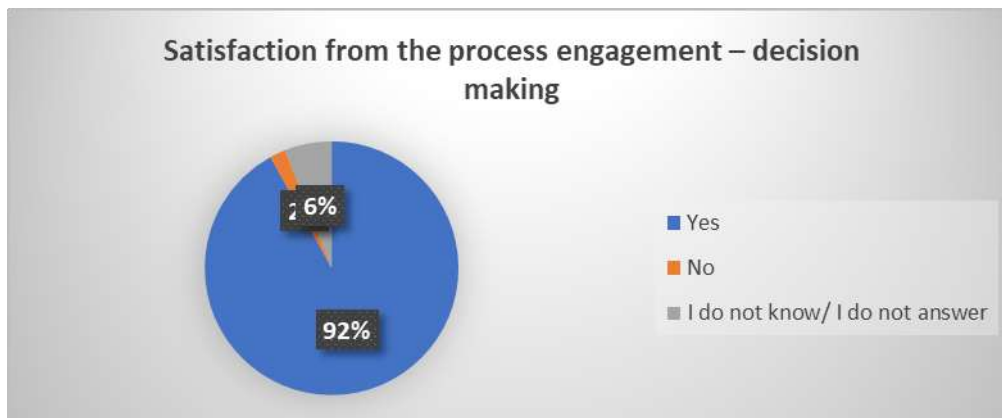
- maintain a balance in the social distance towards the team members on the coordination;
- encourages loyalty to the group;
- encourages teamwork to achieve common goals;
- support employees to develop their professional performance;
- encourages the initiative of team members;
- they are flexible and adapt their leadership style to different contexts and situations;
- they show emotional intelligence, empathy with each member of the team;
- execute a balanced control over the employees;
- they are firm in their decisions and assume success, but also the failure with the team;
- represent a model to follow for employees;
- they act to solve conflicts through communication and involvement;
- are the promoters of the difficult activities and guide the team members;
- are the ones who define and follow the vision of the organization;
- are the ones who efficiently allocate the resources of the organization;
- are an example of ethical behavior to follow.

Based on a study of the theoretical aspects of leadership, we examined the practical aspects of the subject investigated within several cultural institutions in Arges County.

Respondents' responses to the importance of leadership as a driving factor in improving management have been distributed according to the charts as follows.

Thus, we applied a questionnaire to the employees of 5 representative cultural institutions, on a sample of 97 respondents, of which 5 managers and 92 respondents with execution positions, different ages, different genres, different level of education.

Chart 1. Satisfaction from the process engagement – decision making



Source: Author

After centralizing the results, 92% of respondents feel themselves appreciated if they are involved in decision-making, if they are asked for professional opinions that management takes into account in making final decisions. This approach requires

employees to be informed, to work with more dedication and to be more confident in their own power, the ultimate benefit of the institution, by increasing labor productivity.

Chart 2. The leader encourages the teamwork to achieve the goals



Source: Author

80% of respondents appreciated, to a great extent and to a very great extent, the leader's quality to encourage teamwork, to keep the team together, all of which are at the service of achieving the organization's goals.

Chart 3. The leader encourage the loyalty to the group



Source: Author

90% of respondents appreciated the positive impact they have on self-confidence, self-reflection and self-development, encouraging group loyalty promoted by the leader.

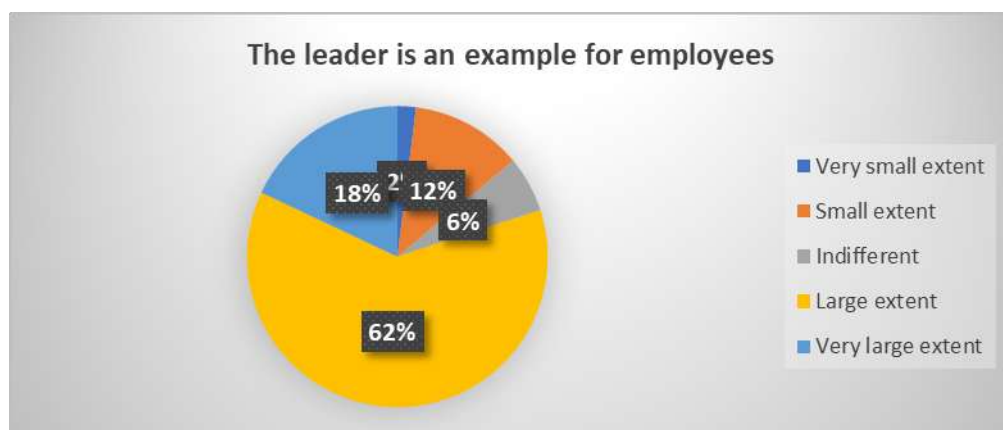
Chart 4. The leader encourages employees' initiative



Source: Author

91% of respondents appreciate the encouragement of employees' initiatives by leaders in leadership positions as beneficial to competitive and willing people to advance their careers and to achieve the institution's goals.

Chart 5. The leader is an example for employees



Source: Author

80% of respondents consider the leader an example to follow, a model of ethics and professionalism. Leaders are more introspective about their impact on others and are confident in their own power.

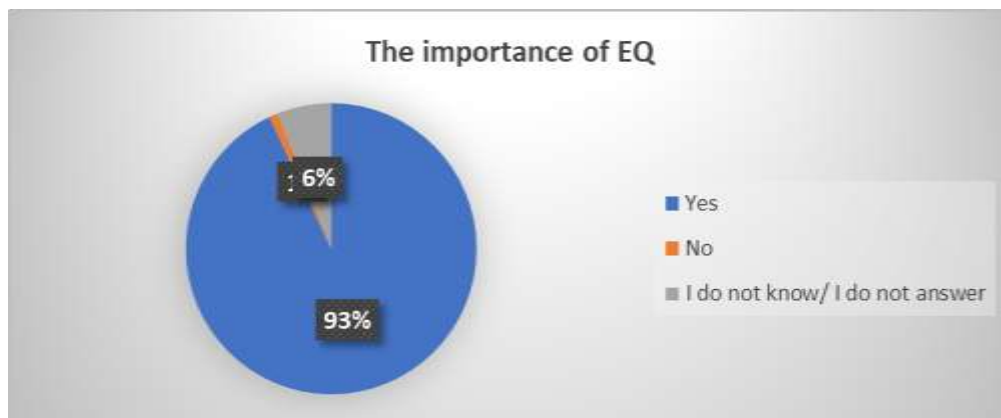
Chart 6. The leader defines and follows the vision of the organization



Source: Author

96% of those interviewed said that it is the leader who defines and follows the vision of the organization. It is imperative that the leader has a clear vision and strategy at the same time.

Chart 7. The importance of EQ



Source: Author

Interpersonal sensitivity, as a leader's attribute, reflects social skills, tact, and perceptions. The high score, that is, 93% of respondents appreciate the importance of the presence of emotional intelligence, which indicates a friendly, warm, popular and empathetic person.

Chart 8. The level of influence of leadership on the performance of the cultural institution



Source: Author

From the analysis of the results, following the application of the questionnaire, it was revealed that, to a great extent and to a very great extent, as having a significant impact on the performance of analyzed cultural institutions, the level of influence that the leaders exercise.

3. Conclusions

The performed scientific, theoretical and practical research, allows the following conclusions and recommendations:

- it requires the continuous improvement of the leadership, in the conditions of rapid changes, for the successful development of the institution and the achievement of the organizational performance;
- the leadership and teamwork contribute to the optimal valorisation and increase of the level of employee satisfaction and motivation, which leads to a high work productivity;
- leadership is a driving factor in improving management.

Leaders make decisions, taking into account the team members' opinions on: allocation of resources, evaluation of collective and individual results, quality of work, plans and work projects.

There is no ideal leadership style, but according to the main management functions, appear the need for leadership training to apply behaviors such as: producer of positive results, contractor, integrator and administrator.

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