

ANALYSIS REGARDING THE RELATIONSHIP BETWEEN THE LEADER AND THE TEAM MEMBERS IN A PRODUCTION COMPANY IN ROMANIA

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Abstract: The organization is by nature a complex system based on the unity of a larger or smaller group of people who have a single common goal, namely the fulfillment of the main objectives of the organization through professional activities that lead to maximum efficiency in the shortest time and with long-term effects. In addition to this goal, we must add the creation of an optimal work environment, the creation of a favorable image, the creation of prestige, and last but not least the good coordination of leaders. Solving tasks at work becomes much easier when team members constantly collaborate with leaders. Therefore, the general objective of this study is to analyze the relationship between leaders and team members within an organization with a production profile in Romania. Thus, 12 people who occupy different management positions were chosen. A questionnaire based on a quantitative analysis was used as a working tool. It consisted of 20 questions (19 closed questions and one open-ended question). The questionnaire was distributed directly (online) using the Google Forms platform.

Keywords: leader, team, strategies

1. Introduction

Leaders are persons appointed to positions or jobs that require organizational, planning, coordination, leadership, control, evaluation. Their personality is different and varied, their imagination is rich or non-conformist. However, leaders can also be people without managerial functions, but who can make others follow them willingly, in the sense of creating and transmitting a vision, animating them, motivating them throughout their activity at work.

Leaders are self-confident and generate trust in others. Around true leaders, employees feel more confident, competent, and find work more interesting and engaging. Thus, it can be stated that leaders are in direct relationship with the ability to influence people's behavior.

The aim of leadership is to bring people together around a common goal. This idea of mutual endeavor incorporates what Northouse calls the ‘ethical overtone’ of leadership. It highlights the need for leaders to work with others to achieve agreed objectives and, in doing so, emphasizes the importance of people engaging with what is being proposed and then collaborating on its achievement. This cooperative orientation starts to exclude more coercive approaches from the leadership lexicon [1]. The leader assumes the role of coach when supporting and encouraging the personal and professional development of others. Moreover, the leader who cares about developing new leaders within the organization assumes the role of leader-coach by using and developing leadership

skills and practices [2].

Successful organizations do not wait for leaders to come to them. They actively seek out people with the potential to become leaders and during their careers put them in different situations to develop this potential. Leadership skills are extremely important to running a successful organization. Managers must realize that leadership and motivation are key elements in developing effective managers [3].

Organizations that take their culture seriously regularly evaluate their managers' and leaders' behavior and the extent to which they act within the framework of the desired culture. If leaders do not practice what they preach, an organization needs to make appropriate decisions to prevent its culture and its leaders from losing their credibility [4].

Leaders can move to a higher standard of leadership using an inside-out approach, starting with self-leadership. The concept of self-leadership suggests that an individual who engages in self-evaluation, replacing ineffective behaviors and negative thought processes with more effective behaviors and positive thought processes can enhance personal accountability and improve professional performance. In short, self-leadership is a process through which people influence themselves to achieve self-direction and self-motivation necessary to perform [5].

Leaders consider and act at the intersection of two axes: one, between the past and the future and another between the abiding values and aspirations of those they lead [6].

2. General Elements on Research Methodology

The general objective of this exploratory research is to analyze the relationship between leaders and team members within

an organization with a production profile in Romania. Thus, 12 people who occupy different management positions were chosen.

Secondary objectives include:

- analysis of the main features of the surveyed respondents;
- identifying the reality of collaboration between leaders and employees;
- identifying the degree of satisfaction of leaders with employees.

A questionnaire based on a quantitative analysis was used as a working tool. It consisted of 20 questions (19 closed questions and one open-ended question). The questionnaire was distributed directly (online) using the Google Forms platform.

3. Analysis of the Main Results Regarding the Relationship between the Leader and Team Members in a Production Company in Romania

Two types of relationships can be created between the leader and the employees, close or distant, which can help or hinder the speed of fulfilling organizational tasks. The relationship of closeness is formed through their frequent interactions, both at work and outside. Distant relationships are those relationships with weak social ties. This type of relationships is strictly oriented on low tasks and power of influence. The most common situation is when leaders interact with subordinates when they see that they are overwhelmed, as can be seen in Figure 1.

Thus, it can be seen that 41% of surveyed leaders talk to employees when they notice that they are overwhelmed by a situation, while 38% of respondents do this when they notice that employees have a concern, and 21% do this only when they have something to solve (Figure 1).



Figure 1: The periodicity with which leaders talk to employees

Source: own creation

Regarding the fulfillment of work tasks, the interest of leaders is that they are performed in the best conditions and at high quality standards, and employees are actively involved in what they do. Therefore, when dividing tasks, leaders often consider the

interests and skills of the team (Figure 2).

Thus, 50% of respondents often consider the interests and skills of team members, 33% deal with this aspect frequently, and 17% answered that they only sometimes do so.

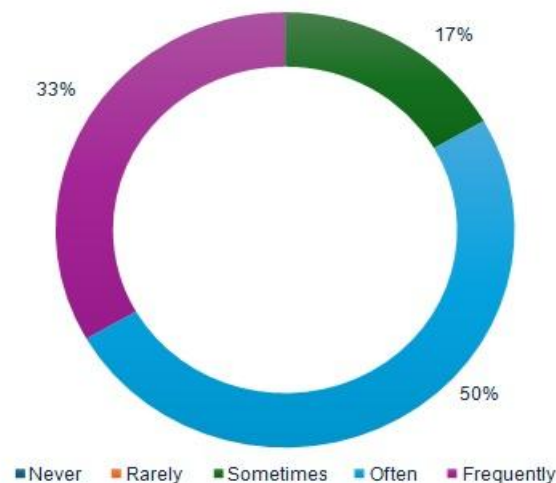


Figure 2: The frequency with which leaders consider the interests and skills of team members

Source: own creation

In order for organizations to achieve results, leaders frequently encourage team members to aspire to the same goals (67%), while only 33% often do so (Figure 3). In order to fully meet organizational objectives, its

members must be motivated, well prepared and willing to evolve in their careers. Therefore, leaders need to know these aspirations in order to assign them the most appropriate tasks.

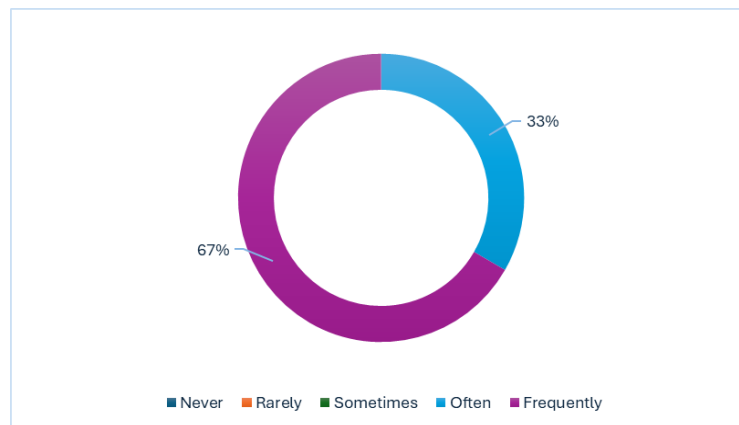


Figure 3: How often leaders encourage team members to aspire to the same goals

Source: own creation

When asked if leaders know how employees want to evolve within the team, 67% of respondents confirmed that yes,

25% do not know exactly, and 8% are not aware of this aspect at all (Figure 4).

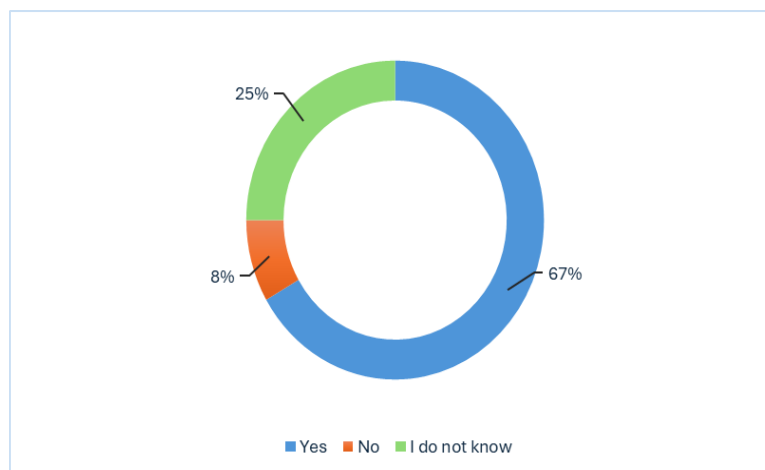


Figure 4: Leaders know how their team members want to develop

Source: own creation

A first secondary objective in this study is the analysis of the main traits of the surveyed respondents. The traits of members can also be derived from the way they interact with others, the aspirations they have, the way they work or salary expectations. After interviewing leaders about employee satisfaction at work, they believe that the salary offer is the first to motivate them in a proportion of 58%. Collegiality and professional development

are in second place with 17% each, which means that there are quite close relationships between team members, but also between team members and their leaders. The lowest percentage was schedule flexibility (8%), which shows that employees are not followers of flexible hours and this does not necessarily bring them motivation (Figure 5).

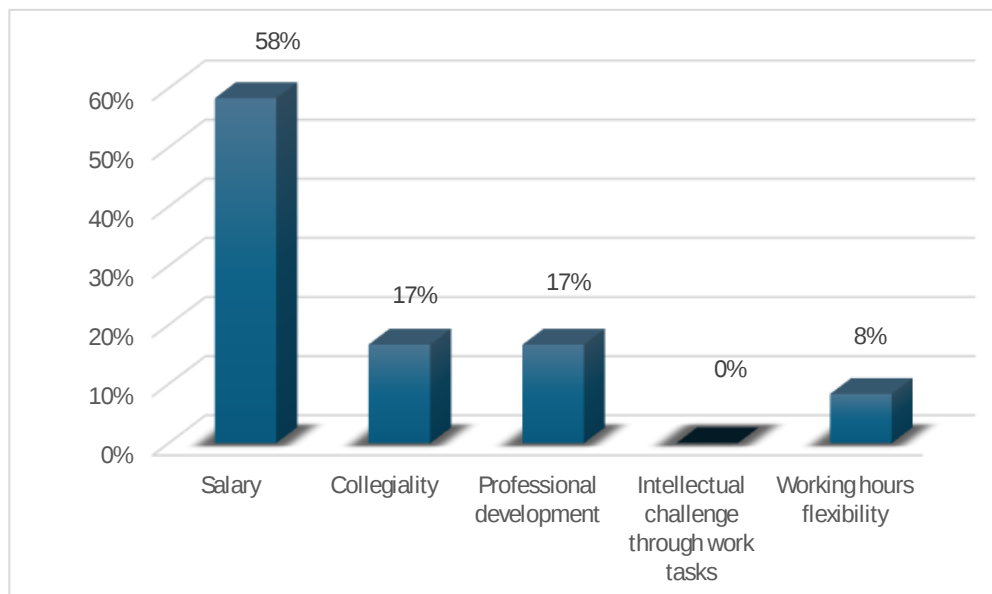


Figure 5: Leaders' knowledge of how employees are motivated
Source: own creation

In order for work not to become boring, leaders must always come up with new and diversified ideas for how to solve tasks, promoting them among work teams. Thus, as can be seen in Figure 6, 50% of respondents often look for original ideas to

diversify the way of solving tasks, 33% resort to such methods frequently, and 17% only sometimes or in certain situations.

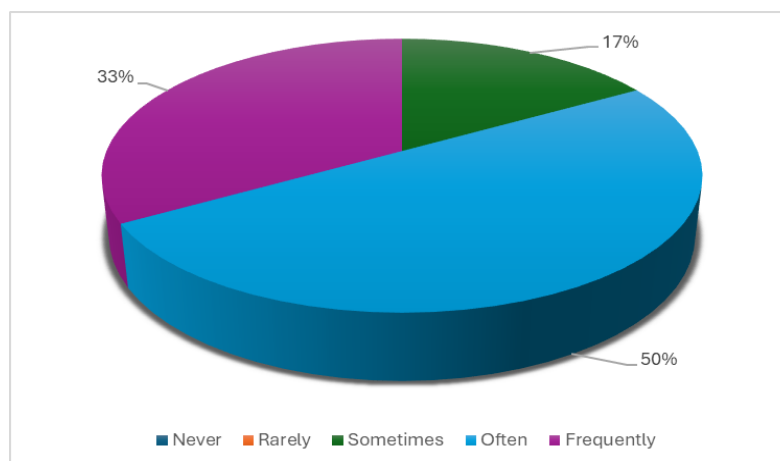


Figure 6: The frequency that leaders look for original ideas to accomplish tasks
Source: own creation

Leaders had to allocate answers for 10 situations they may face at work, focusing on individual or group decision making by offering solutions or advice from employees, on the emphasis placed by leaders on quality, speed, results of efforts made by employees, etc. (Figure 7a, 7b).

Most responses from leaders are based on the strong emphasis on quality and speed of performing tasks by setting high performance standards and on permanent control of employees so that they do not make mistakes.

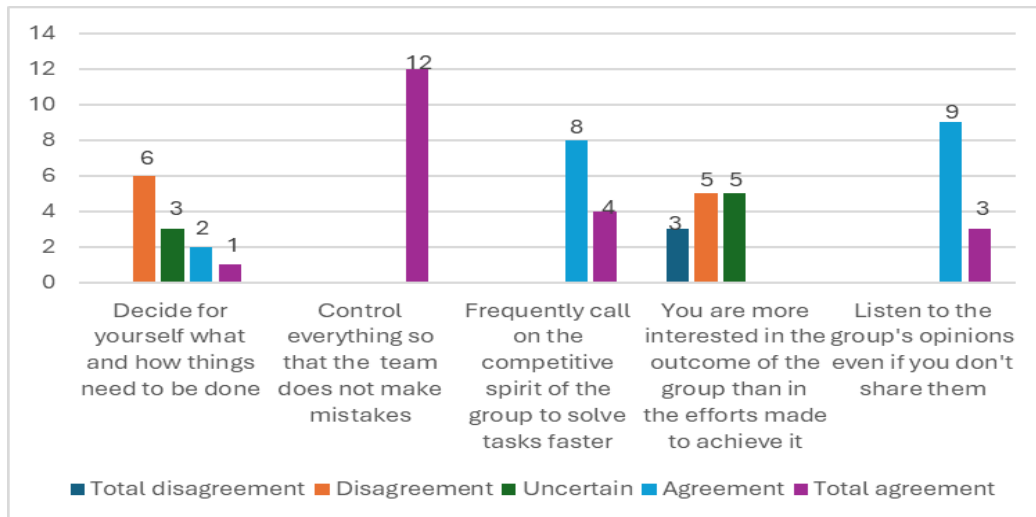


Figure 7a: Leaders know how they want team members to develop
Source: own creation

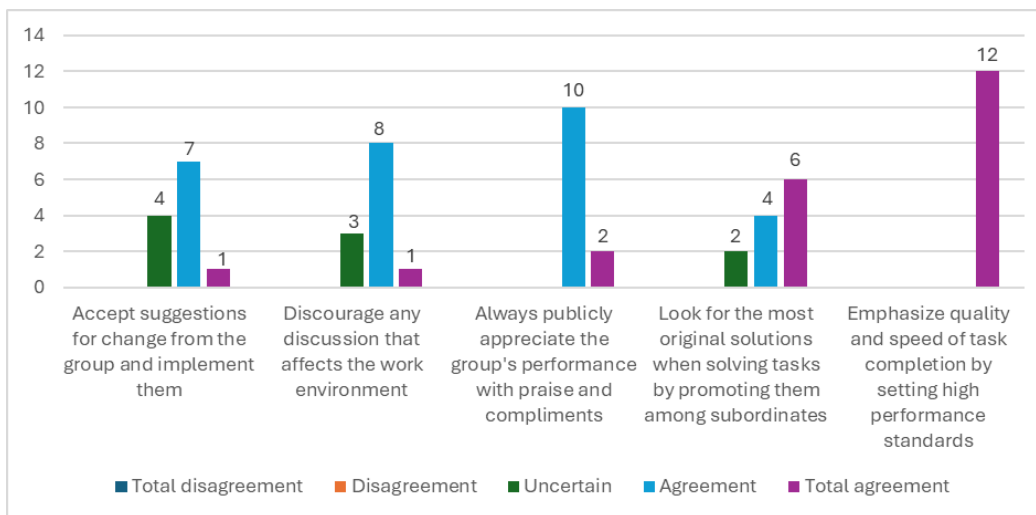


Figure 7b: Leaders know how they want team members to develop
Source: own creation

Regardless of how tasks are performed or their results, leaders must also provide feedback to employees. In the case of our respondents, 50% of them provide feedback

to employees on a semi-annual basis, 33% annually and 17% monthly, which shows the importance of this aspect within organizations (Figure 8).

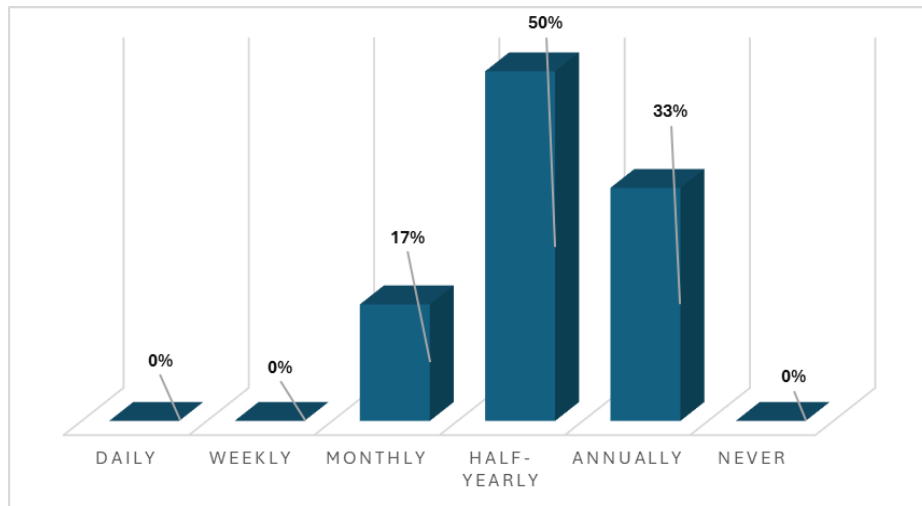


Figure 8: The frequency of giving feedback by leaders
Source: own creation

On the other hand, in order to be able to control the entire activity, leaders constantly expect feedback from employees. Regarding the age of

respondents, 50% of the surveyed leaders are in the age group between 35-45 years, 33% over 45 years and 17% in the age category 20-35 years (Figure 9).

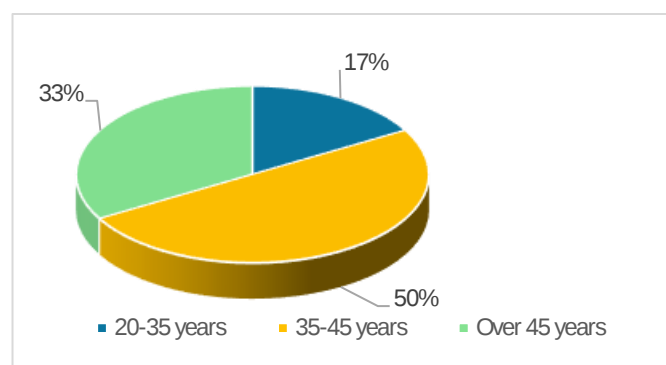


Figure 9: Age of the respondents
Source: own creation

Following the research, leaders also had to offer proposals for improvement in the work carried out in the workplace. The most common in their answers were: the desire for employees to be as involved as possible, to come up with new, innovative ideas and to want to develop continuously.

4. Conclusions

The defining traits of a leader are vision and inspiration. It must have the ability to have perspective into the future. Based on vision, he can set strategic goals and means to achieve it. It is not enough for a leader to have inspiration, they must also inspire

because they are those persons who transmit energy and motivate group members. Another quality of a leader is the ability to form their team.

In this article we analyzed the relationship between leaders and team members in a manufacturing organization from Romania. There were 12 respondents (leaders). The study started with analyzing the traits of the surveyed respondents and we noticed that one of the most motivating things is the organizational climate. F

The behavior and attitude but also the work environment influence the morale of employees, thus influencing their

productivity. If employees feel good at work surrounded by colleagues, supported by leaders, they will be more productive. Encouragement and knowledge of how to continuously develop employees are also important, which we also showed in the analysis.

The leader can make decisions on their own using the information they have at that moment; alone, but influenced by ideas and suggestions obtained from the group or together with group employees, evaluating possible alternatives in such a way as to reach consensus on solutions.

By involving employees in the decision-making process, the leader increases employee satisfaction and shows them that their work is important.

Leaders' satisfaction with employees can most often be achieved by promoting employees' ideas or praising them in front of the group for tasks well done.

As a proposal following the study, we support the idea of maintaining communication, encouraging employees and transmitting correct and timely information by leaders.

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