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Identification of Leadership Skills and Behaviours, in The Business Sector. Case Study.

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Abstract

This present research recorded the opinions and attitudes of the respondents, based on a questionnaire applied to administrative stakeholders, from companies with activity in the agricultural sector, in South Muntenia Development Region, regarding the identification of skills and behaviours specific to leadership. The questionnaire, comprising 15 questions, was applied to a number of 1057 respondents from 106 companies. The sample was selected with a statistical step of sampling, based on studies, specializations obtained through studies, position held in the company, in order to provide a representative sample in terms of age groups and responsibilities of the position, leading to behaviours and attitudes specific to leadership. Leadership is beginning to be perceived as a reality. There is promising potential for the emergence of a generation of efficient leaders, especially that, leadership was introduced as a subject of study in the academic area. The main conclusion of the case study is that, one of the things very rarely understood in Romania in terms of leadership is, that being a leader is not a privilege, but a responsibility!

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1. Introduction

For 46 years, before 1990, in Romania, the responsibility was the sole leader; Thus, people learned through really ingenious methods, almost unimaginable, how to escape from responsibility, how to make it inexistent! We can not talk about a general plan of development of leadership in the Romanian economy. There is not a tradition of leadership yet; only in the international companies in Romania we can talk about it. Managers are more involved in

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solving the subordinates tasks and less coordination, due to the lack of confidence in the ability of the employees to carry out the respective tasks (Bennis & Nanus, 2000). However, in the last decade there is an increasing interest in research and development programs of leadership in the business sector in Romania. Based on these considerations, the present study aimed to identify skills and behaviours specific to leadership in the Romanian business sector, especially in the agricultural production sector, through the case study elaborated in South Muntenia Development Region in Romania.

2. Methods

The quantitative on site research was carried out in the period February - May 2014, based on semi-standardized questionnaire, applied face to face, in the work place of the respondents from 106 companies with main activity - agricultural sector. People with administrative responsibilities were interviewed, respectively: administrators, managers, responsible farms, sections and departments, responsible for other staff.

The research recorded the opinions and attitudes of the above mentioned respondents from 106 companies in South Muntenia Development Region, regarding the identification of skills and behaviours specific to leadership, namely: communication within the organization; management of a team that will lead to the successful achievement of objectives; role and training of leader in the organization; tasks achievement and efficient time organization; change perception and performance and behaviour improvement; leaders characteristics, perception of the organization values; conflict management

3. Findings and results

Leadership and management are two distinctive and complementary systems of action, each with its specific functions and characteristics. Both are necessary in order to succeed in a business sector whose complexity is increasing (Bennis & Nanus, 1985). Any organization should be aware that strong leadership accompanied by a poor management is not good and sometimes it can be even worse than the reverse. True performance is the combination of a strong leadership with a strong management and their mutual compensation (Mielu, 2004). Leadership means to raise up a man's vision, to take a man's performance to a higher standard, to build a man's personality beyond the limits he has. Leadership requires as well as management, a management of employees activities, the responsibility for them and leading them in order to achieve the objectives (Crețu, et al. 2008).

A good leadership matters also for the development of the agricultural managerial spirit because it can lead the organization to success and it can have a positive impact on the lives of thousands of people.

3.1. Presentation of South Muntenia Region

The organizational and economic characteristics of South-Muntenia Region are included in the general framework of regional policies implementation in Romania, highlighting the region economic specific due to topography, demographic issues and employment, the economic development of the industrial sector, agriculture and services, transport and tourism of the region. The rural area in South-Muntenia Region (South Muntenia Regional Development Agency, Update 2013, Regional Development Plan 2007-2013) was made in 2012 of a number of 519 communes, with 2019 villages, covered in 7 counties; the rural population had 1,901,233 persons, having a share of 58.6% of the total population of the region; The gender structure of the population showed a slight numerical predominance of the female population, and in terms of the structure by age, there was a decline in the young population and the appearance of aging process.

The agriculture is present in all counties in the region, because there are favourable natural conditions and an important potential for agriculture development, as it is shown in Table 1.

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