

INFLUENCE OF THE MANAGEMENT AND LEADERSHIP STYLES ON THE ACTIVITIES RESULTS OF AN AGRICULTURAL SOCIETY

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Abstract

The organizations depend on leaders and on the managerial personnel at their disposal, only the potential management being not enough. In the specialty literature, approaching the notions of leadership and management is different; finally, it is reached to the conclusions that there isn't complete overlying of the leadership with management. On the activity and results of an agricultural society, in the studied case, SC D. Nicu SRL, leave imprint the management style practiced by the managers from different hierarchical steps and the leaders who, not in all the cases are the same with the managers. In many cases the agricultural company is facing with difficult problems, some of them affecting the economical performances, and at the same time, the employee's incomes which, being unsatisfied may leave the company even in the most important moments of the agricultural campaign. The ability, charisma, effective communication and other features of the manager who leads the team dealing with the agricultural works, having certain qualities as a leader, as well as and the practiced democratic style by the general manager, allow the debate of the appeared problems in a constructive way, the favorable resolution of the employee's requests, the defusing of a work conflict which would have adverse consequences over the society, respecting the signed contracts with the processors of the agricultural products and retaining the customers, obtaining the expected profit and providing of some favorable perspectives for the future.

Key words: management, leadership, agricultural company, results

INTRODUCTION

The emergence and development of the management concept corresponds to a progressive evolution of the society. The last six decades of the twentieth century allowed the extension of the management concept in all fields of activity, worldwide, knowing their own defining elements of the management schools. After Mihaela Vlasceanu "the success of the XXI century organizations depends most of the search, discovery and effective use of the talented leaders, respectively of those imaginative persons, full of curiosity, perseverance, hard working, focused on multi-skilled ideas, capable to encourage the diversity, attentive to the environmental challenges, with permanent availability to transform the vision in reality"[12]

The leadership took shape as a major component of the competitive management in the last two decades of the last century.

The concept of leadership was discussed and explained by many specialists, putting it in relation to the concept of management.

Studying the evolution of the management processes and then of those of leadership, by prominent researchers in the field, the conceptual delimitation and establishing the relation between them, leading to the definition of the management styles and of those of leadership practiced, with their characteristics, respectively of the types of managers and leaders, through their performance, are influencing the activity and the results of the organizations.

Through the research done by studying works of the specialists in the field, making different comparisons between different approaches and making the case study at SC. D. NICU SRL Galati, we proposed to find out which are the main features that must have and/or to acquire them a manager, in what extent its formal authority ensures the

success, if it is imposed that this to be and a leader who, in addition to its position in the organization's hierarchy, to have certain skills and qualities, which are related to the informal authority.

MATERIALS AND WORK METHODS

1. The concepts of management and leadership

Of the multitude of definitions of management, we introduce some which we consider that are points of reference in the theory of management "...dictionaries, management and control of the efforts of a group of individuals to achieve a specific common goal...in the conditions of a minimum of expenditure, of resources, of efforts"[10]. "... the general meaning: the art of lead, to administer.... assuming a conscious effort, methodically and scientifically to study and achieve the optimal conditions of functioning" [4]. The conceptual influences of Peter Drucker, Robert Mac Namara, Galbraith, on the management, are reflected in the modern definition: "the management is the organizing of replacement, oriented towards the creation of wealth with the man's help". [5]

"The management style, which shows exactly how is carried out the effective conduction, is defined by the inter-human relationships that occur after achieving the functions of management. Therefore, the management style is perceived by the person of whose is carried out (especially under the form of motivation and performance, in a positive or negative sense) and by the one who practice it (so far as it is aware of the increase of the level of the professional and managerial requirements imposed by the behavior in the report bosses/subordinates)' [1]

The leadership is a complex process by which a person influences the others in the sense of accomplishing a mission, task or of an objective, and directs the organization so that it becomes more connected and coherent. A person carries out this process by implementing the attributes that define him as leader (certainty, values, character, ethics, skills and knowledge) [6]. Regardless of the position of manager, supervisor, coordinator,

etc. which gives the necessary authority to perform certain tasks and objectives in the organization, this authority doesn't create leaders but bosses. The leader makes people to want to reach high goals and objectives, while, on the other hand, the heads are telling people to fulfill a task or an objective.

The leadership emerges when within a group of people the efforts in order to achieve some objectives it harmonize. In an organization there is a formal organization, and an informal one that differ from one to another and produce the difference between the informal leaders and managers, persons with leading positions in the company's hierarchy.

Thus, a good manager will always be a good leader but a good leader it isn't and a good manager. K. Davis suggested in this regard: "the leadership is a part of the management, is the ability to convince others to seek out in an enthusiastic way the reach of the goals. It is the human factor that ensures the coherence of a group and motivates it to achieve some objectives. Management activities as planning, organizing and taking decisions are "inactive cocoons" until the leader triggers the power of motivation in humans and guides them towards specific purposes". [2]

The actual difference between leadership and management lies in the final purpose of the two processes. In management, the organization's framework is having part of greater stability and efficiency while in the leadership these objectives are secondary, sometimes even eliminated.

Nowadays, because the competition intensifies more and more, the organizations need leaders and managerial personnel more mature both intellectually and emotionally. The two domains aren't finally one more important than the other and neither can be replaced one with another. The leadership and management are two distinct and complementary systems of action. Each has its own functions and activities. "Both are necessary to achieve success in a volatile business environment and increasingly complex". [7] The author emphasizes that no one is simultaneously a very good leader and

a very good manager. Some persons are having the capacity of becoming very good managers, but aren't very good as leaders. Others are having leadership potential, but from a variety of reasons is presents difficulties in becoming capable managers. The intelligent companies, put people in value the both types of persons and strive to make them to work together as a team. The real challenge is that is required in order to obtain success, the mutual balancing of the abilities of leadership and management. "The leadership is manifested when some individuals exert the influence on achieving the objectives by others, in an organizational context." [3]

At the base of the leadership is the team spirit. A team is a group of people who gathered to collaborate in order to achieve a common goal or of fulfilling some tasks by which all are responsible. A group of people isn't a team. A team is a group of people with a high degree of interdependence, group engaged in the process of achieving of a goal or of fulfilling a task not just a group that respects the administrative rules. By definition, a group consists of a number of individuals that unites them something. A team brings to the organization three major benefits:

- Maximizes the human resource of the organization. Each member of the team is trained, helped and leaded by the other team members. A success or a failure, are felt by all members, not only by an individual. The failures don't fall into an individual account, which is why the people find the courage to take risks. The successes are shared by all team members, which help them to desire and to achieve greater and more important successes.
- It has net superior results whatever the situation will be, and this is due to the synergy effect of the team; a team always exceeds the performance of a group of individuals.
- There is a continuous improvement. Nobody knows better than the team, the work that must be done, the tasks and goals to be achieved. When are gathering

in team, they aren't afraid to show what they can do. The personal motives are forgotten and leaves place to the argument the team to come out.

2. The effectiveness of leadership style within SC. D. NICU SRL

The synthetic summary of the situation

The SC. D. NICU SRL was founded in 1992. The activity that initially has developed (period 1992 – 1996) was from public alimentation and of internal and international transport. Starting with the 1996 year the society's profile is the agricultural one, having as activity object the cultivation and marketing the agricultural products as: wheat, corn, sunflower, two-row barely and rapeseed. The social capital of the company is entirely private, the shares being divided as follows: 75% Mr. Danaïla Nicu, the general manager of the company and 25% Mr. Danaïla Marian, the middle manager.

During 1996-2006 the society worked with its own funds and bank loans. In 2006 was carried out the first SAPARD project (irredeemable European funds of 50%), which was subsequently approved. The purpose of the project was the subsidy of the automobile agricultural park.

SC. D. NICU SRL carries on its activity on a surface of 1500 of hectares of which 1000 are owned by the general manager and the rest of 500 hectares is the surface on which it exerts and the role of renter, exploiting this land in agricultural purposes. The initial land area on which the company started its activity was of 50 hectares. During 12 years of activity in agriculture in the personal property the number of used machinery reached at 18 among which: 4 cereal harvesters, 8 agricultural tractors, 2 towed cars of herbicides and 4 cars of spreading fertilizer also towed.

The surface of 1500 hectares which currently holds it is cultivated as: 600 hectares of sunflower, 300 hectares of maize, 300 hectares of corn, 100 hectares of two-row barely and 200 hectares of rape. The location of these fields is in the villages Rediu and Cuca from the Galati County. The state provides coverage on the law 381/2002,

the insurances law and of compensations in the case of natural disasters as the winter frost, drought and storm with the wind speed exceeding 80 km per hour.

To benefit of this law is needed and of a private insurance in the case of the phenomena as hail, landslides, and land collapse, rainfall, the storm with the wind speed less than 80 kilometers per hour, early frost of autumn and late of spring and fire.

The company has a total of 16 permanent employees, of which in the team that ensures the unwinding of the agricultural campaign¹², team that is lead by the engineer Miron Mihaela.

Critical analysis of the situation

An important step in analyzing the situation of the company is establishing the company strengths, weaknesses, market opportunities and threats of the exogenous environment. This can be done through a SWOT analysis. This analysis is a simple process that provides a deep understanding of the potential problems and of the critical points that may affect the business.

The analysis of the internal environment of the company emphasizes its internal qualities and weaknesses, which we will synthetically present in the following. The land of private property and the agricultural machinery that is the auto-agricultural park, also in the company's property, are the strong points. The investment that was made 12 years ago was one of long term, the objective of the society of obtaining quality products and of penetrating the foreign market by making new contracts both with the intermediaries with who is having contracts to export the products and with the external clients, was achieved.

Another advantage of the company would be approving of a new SAPARD project (through the measure 121 – which involves upgrading the agricultural exploitations) that allows the purchase of two heavily vehicle to transport grains to ensure the necessary logistics for customers distribution.

Among the purchases, the company clients are numbered commercial companies like: SC. Galmopan SRL, SC. Cargill SRL, SC. Agroport SRL and SC. Martens SRL.

Among the weaknesses, the factors that prevent getting or maintaining a competitive quality, is numbered the impossibility to combat some environmental factors such as drought, because of lack of necessary facilities, the soil quality that must be improved from year to year and that includes the allocation of supplementary resources and the people increasingly less experienced, that don't have studies of specialty in the field, thus the company facing with a pronounced cycle among the personnel that handles the equipment.

The opportunities are the external attractive factors that represent the reason of existing and prosperity of the business, they may be the result of market growth, change of lifestyle. The commercial society SC. D. NICU SRL has three great opportunities, namely: the access at SAPARD projects and the continuous increase of the rent land received due to the inability of the peoples to work the land (because of the advanced age and limited resources) or even selling the surface by the persons that can't maintain them.

A final opportunity is the crop subsidies in order to purchase seed, fertilizers and fuel, which is a moment opportunity, the regulations in the field being very perishable.

The last stage of the SWOT analysis is to determine the threats, namely of the factors that are threatening the marketing strategy or even the business. A first threat is the external factor over which there isn't control, the competition which is a permanent threat, the economic downturn and the climatic conditions that are uncontrollable.

Initial situation of the employees during an annual agricultural campaign

The agricultural campaign is the action organized by a specific plan to achieve some agricultural tasks, in a certain period of time. The agricultural campaign unfolds during a year, starting in spring and ending in autumn, and the purpose of reaching some objectives the 15 workers within the society SC D. NICU SRL follow the steps of the technological process.

PLOUNGING → DISC 1 → Herbicide/Fertilizer → DISC 2 → SEEDING → EXTIRPATE → HARVESTING

The employees that carry out this technological process is subordinated directly to engineer Miron Mihaela which is the team leader, not only because of the position in the company hierarchy, but especially, due to her human and professional qualities and competences, whose purpose is to guide the team to achieve some common goals.

The existent statute of the employees, within the company at the beginning of the agricultural year was determined by the collective labor contract which had the following parameters: minimum wage on economy plus a percentage from achievements (the cost of the works per hectare of land x 4% would mean around 30ron/ha). This income is recalculated in every campaign due tot the price imposed by the economic changes that may occur.

The problems that appears within the agricultural campaign

In the agricultural year intervenes one of the external factors (hail), thus reducing the work front with about 500 hectares, which determined implicitly and the reduction of the employees income. To cover this deficit the employees invoke the increase of percentage with at least 34%. At this point is interfering the role of leader represented by the engineer Miron.

The communication means discussed within the company are liable to some factors that may affect the organizational communication. In this case, such a factor is the location of the company and namely Rediu different by the management location Galati. This causes a communication by telephone, which it isn't just an efficient way to display a somewhat problem, a risk factor that may affect the functioning of the society.

Another obstacle in this process of communication depends on the human side (the psychological component). The middle manager raises obstacles in the way of communication with the team leader which sustains the requirements of the subordinates and tries to expose them in a more favorable manner for the final answer to be positive. These obstacles appear because of the strong personality of Danaila Marian, an

authoritarian manager, sever, serious, who believe that the implication in the problems of the employees must be as low as possible, to avoid interfering within the company the possibility of sensitization of the head in order to obtain some benefits. The inappropriately tone that it uses lead to the intimidation of the leader and cause hesitation an even the lack of an answer. In a manner very elusive the leader manages to expose the appeared problem among the subordinates.

Because of the middle manager's style of leading that has made its mark on the process of communication is provided that through the appeared situation not to obtain the desired finality.

Approaching the problem by the middle manager of the company

Manifesting its impersonal and conservative attitudes, the middle manager refuses granting such increase, as being unfounded because the natural phenomena can't be controlled.

Not to stir reaction that can affect the good intercession of the ongoing campaign, the manager suggests yet, in trying to motivate again the subordinates, satisfying the needs of the collective by distributing products obtained at the end of the campaign from the crop delivery towards the purchasers (oil sunflower).

This it isn't taken into account as an equitable option by the employees who consider that they can satisfy their need only through the considerable percentage that they can obtain after providing services clearly lowered due to hail that affected 500 hectares of crops.

RESULTS AND DISCUSSIONS

The leader role and its efficiency in solving the appeared problem

During the evolution in the company SC. D. NICU SRL the engineer Miron Mihaeka has demonstrated the professional competence and the qualities of leader manifested through the strategies developed over time through which determined its team

to work in order to achieve the established objectives set by the management.

Highlighting a charismatic leadership style, it has established more than a social relationship then to highlight the qualities that possesses.

To be able to exert the influence over others, the engineer Miron holds a set of competences and experience that have distinguished her from the candidates on the post that she occupies within the company. The competences of which she has proven over time included the ability to create and set goals, to organize and lead a team to achieve these objectives, to evaluate and implement correct strategies of implication and motivation of the staff. Giving evidence of these qualities over the year she has aroused a feeling of insecurity among the subordinates in the moment in which the exposed problem hasn't benefited by the expected solving from the middle manager. But the company is headed by the general manager Mr. Danaïla Nicu, who holds the power of decision and the necessary capacities to analyze and resolve this situation. Knowing and studying the behavior of the middle manager, the leader directly addressed to him, without any channels of communication that can be unfavorable and affect the exposure of the problem from the society. Both the charisma of the leader and the democratic style approached by the general manager allow the debate of the problem in a pleasant and calm manner. Therefore the opinions about how things should be solved can be expressed freely, also the direction that must be followed, even if the final decision is in the hands of one man. In this way the people feel valued in the moment in which they are requested their opinion and this state puts the mark on the quality of the work carried out.

The modality of exposing the problem and the arguments of supporting these highlighted by the fact that the employer may recover its loss, the crops being insured, make the general manager to analyze the situation from all points of view and very detailed so that the final decision to satisfy all the parties.

Following this analysis, the general manager concluded that this deficit can be covered by the compensations granted by the

crops insurance. The final decision, which affects the subordinates directly, gained after the intervention of the leader highlights its capacities and abilities to be a good leader. Also due to the manner in which he approached the problem the general manager is seen as a man who works in the interest of people, not only in order to meet his own interests.

Following the decision taken, of using reasoning the employees, directing the systems and processes, the agricultural campaign could be carried out further in normal conditions, achieving both the leadership goals and namely, to increase the value of the organization, to obtain profit, respectively to obtain the material rights by the employees.

Thus it has lowered the risk factor that could threaten the society, namely the loss of staff during a campaign; this can be a critical point within any organization.

The agricultural campaign was completed in the time limits imposed both by clients and by the environment conditions (the harvesting is made up to maximum of the end of October, exceeding this term can endanger the culture). The agricultural year brought to the company the expected profit, to the subordinates the wage plus the percentage that covered and the loss due to the reduction of land that required their work and in addition the company has maintained its clients on the basis of a SAPARD project to obtain the necessary funds to modernize the auto-agricultural park, thereby creating new jobs.

CONCLUSIONS

There are no good leaders without quality persons who follow them, the content and quality of the leadership depends on the characteristics of the organizational culture. To the management types are corresponding different styles of management that are having in view especially the human dimension, in the conditions of a strong involvement of the group.

In the purpose of efficient management of the teams, we assist more often at a scale of discussions and of training courses of the leadership skills. Within a company there may be leaders that aren't managers (as in the example

previously treated – engineer Miron), with an authority over the groups around them because of their experience and personalities.

There aren't leaders without supporting, which places on the basis of leadership the team spirit, defined as being "the state that reflects the peoples desire to think, feel and behave harmonized in order to achieve a common purpose" [9].

A good leadership from the management of an organization helps at developing the team work and at integrating the individual objectives with those of the group. Also helps the intrinsic motivation by accentuating the importance of the work that the people achieve.

The management and leadership are 2 different activities, complementary. On the one hand the management seeks to control the complexity and to reduce the uncertainty; on the other hand the leadership tries to bring useful changes in the organization. To control the complexity means to create order in the organization, to resolve the problems and ensure the continuity.

Creating change includes recognizing the requests of a changing environment, to see the opportunities for increase and communicate the vision to inspire others. The competitive organizations are having both a management and a competitive leadership. The managers are oriented towards the inanimate aspects of the work: budgets, financial situations, organizational structures, forecasts of the sales and productivity reports. The leaders are primarily oriented towards people and aim to encourage, motivating, inspiring, developing, evaluation and reward.

The management means to direct, fulfill, to assume responsibilities and is based on the four functions: planning, organization, coordination and control. A good manager is seen as being the one that obtains results by following a prescribed set of activities and maintaining the behaviors in certain limits. He may react to certain situation and tends to solve the problems on short term. Also the management is related to the organizational structure and to the default roles of the peoples that work in that structure. The leadership means to inspire, influence and motivate. The competitive leaders inspires others to achieve excellence, to develop and to pass the formal limits of the station by

generating creative ideas. The leadership doesn't necessarily manifest in a hierarchical structure of the organization. Many people have the role of leader without this being clearly established or defined. The distinction between managers and leaders is somewhat exaggerated because the competitive leaders make management and the competitive managers need to be leaders too.

The leadership and success involve relations. The people react to three logical levels or mental, emotionally and mentally. To become a true leader you have to really want it, you can be what you want to be, it must only to have appetite to develop an attitude to have control over the action. Usually a strong leader out his imprint on the organization, most often this being visible and detectable in the values and vision of the organization.

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