

LEADERSHIP STYLE AND ORGANIZATIONAL STRUCTURE IN THE CONTEXT OF MINTZBERG'S VISION

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ABSTRACT

World experts and practitioners have in unison noted the existence of an outsized gap in terms of the structural evolution of an enterprise towards the changes in the environment in which it evolves. This discordance is caused, on the one hand, by the difficulty encountered in identifying the action of the contingent factors as, in particular, the way in which is administered the actual change of the structure, on the other hand. From this perspective, the change can be integrated into the structure or may be imposed as a result of crisis. If management provides order and organizational coherence through planning by designing structures and result controlling, leadership is concerned about managing the change. Leaders come with a vision that sets a direction, communicate it to the employees and ensures alongside them, the objectives achievement. Leadership theories have accompanied and paved this difficult path, striving to highlight the most appropriate style for a dynamic context and difficult known in all its complexity. Based on the knowledge provided by the situational leadership theories, of the contingency, of the critical path and transformational leadership, this study intends to highlight, through careful analysis and connection with Mintzberg's theory, the connections that may occur between the leadership style and the type of organizational structure providing some benchmarks that meet efforts.

KEYWORDS: *correlation, structural forces, leadership, life positions*

JEL CLASSIFICATION: *M 12, M 21, M 50, M 51*

1. INTRODUCTION

Although there are various definitions and models of leadership, many authors agree that will never arrive at a consensus regarding definitions (Grint, 2005). Current practice requirements are related, despite their durability, to patterns and reference elements that could be the starting point in the development of complex leadership systems and more adapted to a certain situation.

Many of the attempts made to provide styles of leadership proved to be too reducing and formal and have not been, as originally desired, devices to be followed in certain circumstances. However, the latest theories of leadership include in their construction more elements that take into consideration the individual leader, his collaborators, the results suggested, the internal environment in which it evolves.

The analysis of the organizational structure theory developed by Mintzberg may reveal a set of correlations between the leadership style and a certain type of organizational structure, as well as ways to overcome some failures of this type. Research methodology appeals to exploration, the longitudinal analysis of the concepts involved, the causal analysis and modeling.

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2. THE ENRICHMENT OF THE THEORY AND LEADERSHIP PRACTICE

In recent years, leadership has emerged as a major component of management, with a particular specificity and autonomy and a major influence on the performance of the organization (Ursachi, 2005). Discussions about the distinction between leaders and managers and between leadership and management continue to provoke numerous debates. It is generally considered that the role of management is to promote organization stability and to enable it to operate smoothly, while leadership aims to facilitate adaptation and to introduce necessary changes (Kotter, 1990). Depending on the case, the owner of an executive position may commit concurrently to while some management and leadership activities or to privilege some at the expense of others. As management and leadership are equally indispensable managers that do not assume the two types of responsibilities should be surrounded by people who can take over the duties neglected.

In their research of the theory and practice of this concept in the Romanian context, several authors believe leadership to be "the process of influencing others towards achieving the organization's objectives" (Ursachi, 2005) or "the ability of a leader, a leading framework to determine a group of people to work with them in achieving a goal based on their strong involvement" (Nicolescu & Verboncu, 1999). Leadership involves a collective action orchestrated so as to bring significant changes, increasing competence and motivation for all concerned, meaning that the action in which more than one individual influences the process (Nicolescu, 2004). The basis of leadership is considered to be "the team spirit, which is the result of integrating four processes: building trust between those involved, establishing a mission and some clear goals that join individuals, the development of participative decision making, strong motivation, individual and group, to contribute to the achievement of common goals" (Cornescu, Marinescu et al, 2004).

As Forsyth showed in his article in 1990 entitled "Leadership" (De Visscher & Neculau, ed., 2001), leadership is a power of the people and not on them. To lead is not equivalent to control, but to know how to do that all needs and goals are met. Leadership is a relationship of cooperation, a mutual transition between boss and subordinate, means the participation of a wide range of influences, ranging from strict control by persuasion, transaction and cooperation. Genuine democratic societies have a two-way influence.

Theories of personality traits. The efforts to identify a set of common characteristics of leaders theories have resulted in the emergence of personality traits of the leader's theories of personal traits, the first systematic study of leadership (Northouse, 2004). All these studies of leadership have focused on the search for a set of personal characteristics that define a great leader. For various reasons, firstly theorizing and measurement problems of features, none of these studies have provided conclusive results. Recent research have been more successful as their authors have come to identify more traits, in addition to being strength points for

Theory skills. If the traits theory focuses on the personality of the leader, the second approach in the leadership studies aims the sphere of competences, knowledge and skills of the leader. From this theory follows the idea that a leader can be made, a leader can absorb certain skills and can turn into an effective one. Although they differ in terms of achieving, both theories have in their focus the leader as the main subject.

The first model belongs to Katz and was conducted in 1955 and the second was proposed in 2000 by Mumford and his team. Katz's model recognizes three groups of leader skills: technical, human and conceptual. Following research undertaken Katz noted that the importance of skill groups is directly correlated with the hierarchical level that evolves on an individual in the organization.

Leaders behavior theories. While the personality traits theory is based on his personality, the competencies approach takes into account the knowledge skills and abilities, this new theory focuses on his behavior. They are based on the assumption that the leader has a determining effect on organizational outcomes in terms of performance and human resources.

Lussier (2004) believes that leadership style is a combination of traits, skills and responsible behaviors used in interaction with followers. Although the leadership style is based on skills and

leadership qualities, the behavior remains a very important element. A consistent pattern of behavior is the main characteristic of a leader. By moving leadership study towards leader style or his behavior, this new approach widens the study to include the ruler actions towards his subordinates in different contexts (Northouse, 2004). For the avoidance of doubt, there should be noted that the first studies on leadership have used the term behavior, which in modern literature has been replaced by style, which refers to the same thing.

Situational leadership. The originality promoted by these theories is the introduction of specific characteristics of the situation that is evolving in identifying the leadership style. The main idea is that each situation requires a specific type of leadership, which means that effective leaders are those who are capable to adapt their style according to the demands of reality. Developed by Hersey and Blanchard in 1969, the situational leadership approach is one of the most popular theories of leadership. Similar to Blake and Mouton grid, it was developed in 1985, its model being known as "Situational Leadership II (SL II)". The model is based on the assumption that there are no miraculous recipes of leadership (Hersey et al, 2001).

Situational leadership model has two components, *leadership style and the level of development.* *Leadership style* is considered a function of two types of behavior, support behavior and directive behavior, first is people oriented and the second towards tasks. Leadership styles can be categorized into four sectors, depending on the maturity of subordinates.

Autocratic leadership (S1) corresponds better to subordinates whose maturity is low and involves specifying the roles of workers who can not and will not take responsibility, eliminating any ambiguity about tasks, the insecurity disappears. S2 style (motivational leadership) corresponds to employees whose maturity is below average. It allows targeting the tasks of employees who wish to take responsibility without having all the needed skills and giving them the necessary support; to maintain the enthusiasm; the directives have associated explanations and encouragement. S3 style (leadership support) is applicable to subordinates whose maturity level is above average. With such style good results are obtained with subordinates who have all the skills to take responsibility, but do not want to do. They need support and consideration for increasing motivation and with the invitation to take part in decision making, the leader stimulates their willingness to engage in work. S4 style, as delegating leadership is specific for subordinates with a high degree of maturity and requires minimal supervision and support comparing to the tasks of the job. It allows competent and determined subordinates to take responsibility for the work accomplishment.

The level of development concerns the degree of competence and commitment of the employees who fulfill a specific task or activity. Levels describe four combinations in terms of competence and commitment.

This type of leadership requires the leader to be able to assess with accuracy the situation requirements, and to choose and adopt appropriate leadership styles. Although is known for a long time and is an integrated part of training programs of many organizations, the systematic study of the model is relatively recent (Graeff, 1997).

Contingency theory. Traits and behavioral theories have shown that there is no effective style of leadership applicable to all possible situations. Contingency theory provides an answer to problems that are to be solved in this case, studying the appropriate style context of a certain situation. Within this group of approaches can be classified several theories, such as ongoing leadership theory (Tannenbaum & Schmidt, 1950), leader effectiveness contingency theory (Fiedler, 1951), normative leadership theory (Vroom & Yetton, 1973) theory of leadership substitutes (Kerr & Jerimer, 1978), multiple connections model (Yukle, 1981, 1989) and cognitive resource theory (Fiedler & Garcia, 1987).

Fidler's research marked the advent of the era of situational leadership. The effectiveness of a group is based on the compatibility between leader style, style features associated with a personal situation and requirements.

Fiedler is particularly interested in situational competence, meaning the leeway the leader has to determine the behavior of his group members and his ability to provide returns to the original actions and decisions of those members.

The pattern allows the leader to know his prevalent style of leadership. According to this pattern, the leadership styles are motivated by the tasks or the cultivation of interpersonal relationships (Northouse, 2004).

Critical path theory. The basic idea of this theory is that managers need to motivate subordinates so that they reach their goals. As contingency theory, critical path theory aims to explain what style of leadership is most appropriate for situational factors encountered in any situation. Situational factors chosen are the characteristics of the subordinate and environmental ones. A first specific feature of subordinates is *authoritarianism*, defined as the degree to which employees want to be told what and how to do it. *The control root* is defined as the manner in which the employee receives his responsibility for the activities. *National origin* means that the employee feels he is the one who controls the objectives achievement, while foreign origin refers to a situation where he feels that the objectives are controlled by someone else. *Capacity* refers to the measurement of potential.

The environment is included in the equation through other three elements. *Work structure* refers to the degree of repetition of tasks, *formal authority*, power perceived by the power position of the leader, and *work group*. This last item has a particular significance to the term itself, representing how employees contribute to increase job satisfaction and improve relations between them. One of the main representatives of this theory identified (House) four leadership styles (table 1).

Table 1. Leadership styles and situational factors

| Leadership style | Subordinate | Environment |
|-------------------------|--|--|
| Directiv | Wants management authority External position control Poor skills | Complex or ambiguous task Strong formal authority Good teamwork |
| Supportive | Would not lead authority Internal position control High Skills | Load plain or structured Weak formal authority Teamwork is not good |
| Participatory | Wants to be involved Internal position control High Skills | Complex or ambiguous task Strong or weak formal authority Good teamwork or inappropriate |
| Goal oriented | Wants management authority External position control High Skills | Load plain or structured Strong formal authority Teamwork good or not |

Source: House (2004).

Transformational leadership. Based on the concepts investigated by Burns and House, Bass conceived a theory that relates to transformational leadership and transactional leadership. Any responsible that favors transactional leadership maintains the organization towards the old direction, is attached to the past, which means fewer results. Transformational Leadership has been defined as the process of changing individuals. It has to do with emotions, ethics, values, long term goals, requirements and motivations of followers and of course, the leader's requirements (Northouse, 2004). This type of leadership is based on exchanges between leader and followers to continuously achieve the performance level planned. One of its features is the extraordinary influence that determines followers to perform better than in ordinary situations.

Transformational leader has four skills (Bergeron, 2001): charisma, inspiration, intellectual stimulation and individual recognition. The analyzes of the studies published as a response to the theory of Bass revealed the existence of significant positive ties between the dimensions of

transformational leadership and different aspects of performance and job satisfaction of employees as well as increased efforts to reduce burnout and stress, a bigger manifestation of creativity and innovation from them. If the strongest ties are due to the first two dimensions (charisma and inspiration), the other two remain as important (Lowe et al, 1996).

3. LEADERSHIP AND ORGANIZATIONAL STRUCTURE IN MINTZBERG'S VISION

The emergence of theories that have marked the evolution of leadership had a positive influence on improving organizational effectiveness. Behavior theory is concerned for the first time for the actions of leaders to subordinates in different contexts and situational leadership theory assumes that each situation requires a certain leadership style. The situational leadership links the style to be chosen to the maturity and competence of subordinate employees.

Contingency theories pushed further the knowledge regarding adapting leadership style to a given situation and the possibility to identify this style. A special contribution to leadership development has, from our view, the critical path and the theories of transformational leadership. The first theory chooses as situational factors the subordinates characteristics (authoritarianism, origin, their ability to perform assigned duties) and environmental characteristics (labor structure, formal authority and group work). Transformational leadership theory includes in the compatibility equation leadership style to the current situation changing human factor, organizational culture and social climate.

Based on these theories that have proved their viability over time, we planned to analyze also some relationships that can be identified between leadership styles and types of organizational structure proposed by Mintzberg. Given the reality of an organization's contingent approach we prefer to use the term structural strength, in order to emphasize the complexity of the phenomena to which it is subject and the fact that their influences are multiple and dynamic.

3.1. Types of structure and leadership styles

Entrepreneurial force generates a leadership style/type very marked by the personality of the manager. If he is charismatic, the communication within the team will be better because of its capacity and driving people's belief and motivation will be strong. If the manager has an excessive authoritarianism practice, runs the risk of being surrounded by a team inhibited by his own presence and more or less paralyzed towards decisions to be taken. This perverse effect is opposite to one of the advantages of business logic, namely its flexibility. In a structure of this type team animation tends to be carried of a consensus manner around the responsible idea, at will and the needs according to its relationship with his subordinates. Around the manager things are hardly documented, and every employee tends to show availability in solving new tasks anytime, even at the expense of older ones. The manager continuously animates his team by fostering the adaptability of its employees.

Mechanist force promotes a leadership less marked by the personality of the manager. Its specific impulse is coming from those that standardize methods and from techno structure. Taylor argues, in his theory that the team is run by science. Taylor's origins correspond to a positivist philosophical context type, dating from the period when it was thought that science will bring happiness to people. He has social objectives too, considering streamlining tasks will increase productivity and higher wages. Consequently, the manager's role is to increase the stringency of the organization, ensuring perfect coordination so that all activities take place in a perfect rationality. The manager's role is similar to that of the engineer, and his leadership is primarily the scientific organization of activities that the team or organization as a whole must support. Staff animation is provided in this case by reason of conferring management legitimacy and it is linked to job definition. This definition indicates operational manager that thing "to be done". Each employee is specialized in a task, which they perform very well. Labor relations are stable; there is

predictability in terms of staff behavior, which makes the team to have a well-defined conformism desired by everyone.

Professional strength. Leadership practiced by the manager finds its legitimacy in the faculty to comply with rigorous rules of profession ethics within the team. The manager's role relates also to solve antagonisms that are common between highly skilled operators, but likely in the attention that is paid to them. Inside these teams appear tensions and rivalries that should receive appropriate responses from the manager. Each of these structure specialists shows the need of recognition. Star logic is consistent with a careful standardization of qualifications within teams and organizations that contains them.

To achieve a certain staff dynamic is required the presence of a democratic style, even aristocratic, able to ensure that the high qualification of specialists that make up such an organization is respected. These experts tend to consider themselves members of the elite in their field. The subtle hierarchy that is established between individuals of these organizations is closely linked to their skills. In this type of organization we can see some separation between groups of professions, explained by the fact that the signs of recognition, as the control, can only be exercised among specialists from the same domain.

Adhocratic force. The manager's role that evolves in such a structure is to promote innovation, because adhocratic logic in this area finds its superiority. In order to innovate you need to be creative, to evolve in an environment that fosters mutual trust interdependencies. The possibility to launch innovative solutions necessarily implies an assumption of risk and can not exist at the employee's level unless it is explicitly supported and encouraged by the manager.

Team's animation by managers should foster a greater interdependence between complementarities specialties experts. Creativity results from the ability of everyone to work immediately with different teammates, to communicate and have easy exchanges. The manager has the role to organize as best as possible the exchange of ideas and experience, that a higher proficiency of the competences available.

3.2. Human referent, structure and leadership

Franklin Ernst, a member of the Palo Alto school is best known through the "scheme of life positions", commonly used by psychologists in transactional analysis. Any individual continually assess his own value both by eye and by having colleagues and the results of these personal perceptions can only be subjective.

Scheme of life positions (figure 1) adapted to organizational level is simple in terms of its basic principles and its use, and very operational as practical management tool. Life positions appear on a conventional axe system, on the ordinate the court that a person makes about himself and on the abscissa his opinion on others. These values are only general valid for a certain period of time.

In quadrant I a person feels superior to the other, is very confident in her and has no regard for his colleagues, whom he considers mediocre and a hindrance to his achievements and of the group to which he belongs. In the third quadrant the situation is reversed, meaning that a person has no regard for her and does not feel the height of his colleagues. In the third quadrant the situation is all the reverse, the person has no self stem and feels he does not meet her colleague's expectations. The trend is to try to make them accepted through excessive humility, through justification. Also, such a person feels more often and more easily judged by his entourage, even if this is not true.

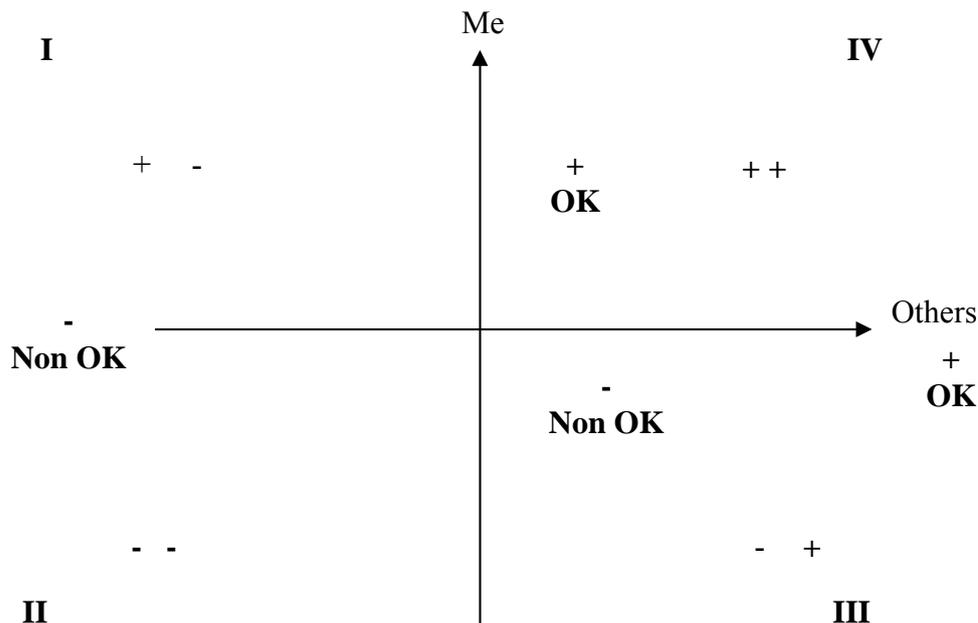


Figure 1. Scheme of life positions

Source: adapted from de Person (2001, p.56)

Quadrant II reveals cases where a person has no esteem for himself, or for his entourage, considering that neither she nor the others are not worth much. Such a position is very disappointing and discouraging. Quadrant IV is conducive for a positive atmosphere and naturally dynamic, a person feels more confident in himself and his colleagues. Such a position is favorable for mutual respect, even if the level of competence is not equal for all partners.

Life positions are related to individual provisions, personal history of each person, and the basic attitudes are explained through his personality. Studying these issues at the enterprise level, Person (2001) questions whether between organization characteristics and life positions of the people that forms it exists a connection. The answer to this problem defines the role and place of the third-largest component of the organization, the human one.

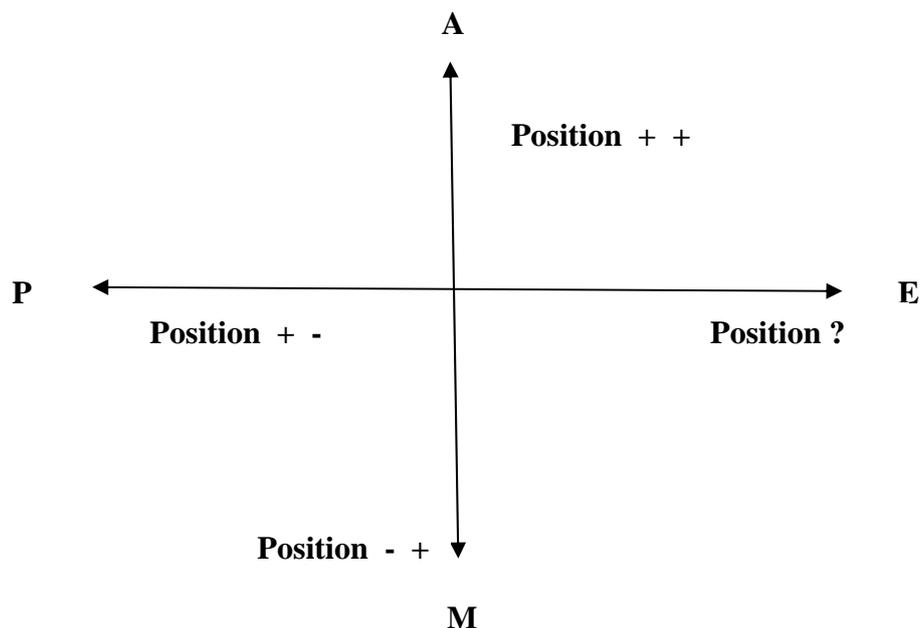
Once started the investigations, it is noted that when things go well, (+ +) position is likely to be found in any of the structural configurations described by Mintzberg, emotions have a realistic character, and people spontaneously establish mature relationships. In most times difficulties appear, and is good to know the links between life positions, and each logic organizational from above (Figure 2).

Thus, in a **mechanistic structure**, the relationships between an individual and his team are of obedience, of no initiative, which means he found himself in the life situation which corresponds to the (- +) position. Regarding the range of emotions that arise at this juncture, the fear of penalty is very present. The power exercised by the hierarchy places the operator in a similar situation to that which is established between parents and children.

In a **professional structure**, the belonging feeling of the expert operator is less important than his personal recognition value within the profession in which he evolves. Thus, a surgeon is a surgeon before belonging to a particular hospital, a teacher's teacher before school belongs etc.

The expertise that has such an operator gives enough strength and pride for the recognized competence, what makes quite easy to be situated in (+ -) position, that of the "stars". The emotions of these people worshiped in their entourage, that are similar in terms of their

behavior with adolescents are susceptibility and sometimes anger. Another important feature of these people is the pronounced taste for independence.



E – Entrepreneurial , M – Mechanist, P – Profesional, A - Adhocratic

Figure 2. Life positions and structural forces in the organization

Source: adapted from de Person (2001, p.72)

Adhocratic structure is based on a multiplicity of interdependence relations and is viable only in a climate of trust within the team. To work in an adhocratic configuration is necessary to be autonomy and understanding, which ensures a proper management of emotions. Adhocracy requests all employees an emotional maturity and is situated in (+ +) quadrant.

Regarding entrepreneurial structure, it appears that priori there is no life position that particularly corresponds and rather it is found in each of the life positions above mentioned. Such situation is explained by the very strong personal influence that manager exerts in this type of structure, influence which tends to downgrade other organizational factors. Thus an autocratic management style places individuals from team in (- +) quadrant. If the manager has difficulty in making himself respected, collaborators may think of him to be less determined and tend to place themselves in the (+ -) quadrant. If the entrepreneurial manager knows to succeed, creates positive relational conditions and helps employees to succeed, the team assumes the (+ +) quadrant. As shown, none of the structural arrangements described above is placed in quadrant (-), quadrant where all employees feel powerless towards themselves and their entourage. In the best case, such a configuration all human assembly hides behind the regulations that do not believe in and where there is much bureaucracy. Moreover, any mechanist configuration, professional, entrepreneurial or adhocratic may know, under certain conditions, this morbidity trend that may have as ending the extinction.

However, there are other possible deviations corresponding to each logic configuration. In each of the above cases occur both positive aspects of human-level structure and risks of slippage. Thus, in mechanistic logic the manager provides operators a high degree of comfort, in that everything is provided in detail. The high level of productivity is accompanied by a similar level of remuneration, even if the skill level is not high. The risk of failure of this structure may appear from its maniac

control freak. Obsession with control is sometimes too sharp, so that sometimes acts under the control and not specific production reasons.

In professional logic operators have the benefits of a democratic organization and the independence enjoyed by them is considered a real privilege. Among experts that evolve in this structure there is a risk of a potential continually susceptibility in terms of their recognition by the atmosphere they evolve, which can lead to paranoid form.

Adhocratic structure has an exciting and stimulating logic, in which individuals are continuously launching new and innovative projects and achieve tangible results. The disease to be avoided takes the form of schizophrenia, resulting in alienation of staff and requires to continuously changing the project and team.

Entrepreneurial logic can be very stimulating, in which, along with the manager, the staff has the desire and courage to face all the difficulties, especially if he is a charismatic guy. Risks of slippage correspond to hysterical form, to exaggerated expressions of any emotion. Manager and customer proximity makes any event to be lived with intensity.

When all goes well, all these logics tend to favor the attitude of (+ +) type. Person underlines the existence of two steps in these combinations, the first corresponding to the working spirit and the second to the existing organizational logic. Thus, in a mechanistic configuration individuals can feel a spirit of cooperation corresponding to (+ +) quadrant and, in this sense, accept the obedience. In other words, it appears the possibility of the existence of a logical (- +) in a (+ +) spirit. Also, a logical (- +) can be in the spirit of (+ +) type, when individuals from a professional structure feel engaged with their expertise in activities of the team to which they belong. We can draw the conclusion that when teams face real difficulties, drifts specific to each type of configuration lead employees to other life positions, which are to be reviewed in order to maintain balance and energy needed to sustain operations.

4. CONCLUSIONS

Leadership is one of the eight principles of quality management, which indicates and represents leaders will to determine, define and develop their own vision, the common mission in relation to objectives and quality policies within an organization at all levels. An appropriate style of leadership is, from this point of view, the guarantor for social responsibility requirements assuming and insurance a social climate favorable for performance.

Theories evolution and leadership practices sought to provide the best solutions in line with the dynamic internal and external environment, complementing the existing ones. Contingency theories pushed further the knowledge regarding adapting the leadership style to a given situation and the possibility to identify this style. A special contribution to leadership development they have also the theories of the critical path of transformational leadership.

The first theory chooses subordinates characteristics as situational factors (authoritarianism, origin, their ability to perform assigned duties) and environmental characteristics (labor structure, formal authority and group work). Transformational leadership theory includes in the compatibility equation with leadership style to the situation in changing human factor, the organizational culture and social climate.

Linking Mintzberg's theory with the above theories we have established some possible links between leadership styles and structural forces of an organization and highlighted the elements that support them by using the scheme of life positions of Franklin Ernst.

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