THE INFLUENCE OF THE PERSONALITY FACTORS IN THE LEADING STYLE
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Abstract: The leading style comprises all the particularities specific to the leading executives, the ensemble of attitudes, adopted working methods and the characteristics of the relationships with the subordinates and with the external environment. While evaluating a certain leading style, an important role is played by the interpersonal relationships system and thus, broadly, the leading style can be defined as way of working with people. An efficient leading style takes into consideration the approach of reality lead by the ideal functional model. The leading style always emerges from the way the director, the leader or the boss is seen by the people that he is in functional relationships with: subordinates, co-workers and superiors.

Key words*:* leading style, personality factor.

Introduction

Zlate (2007) defines the leading style as being the "concrete way of playing a role, therefore of effective transposition in behavioral plan of the demands deriving from the leading position". This way, the attitudinal-motivational side, as well as the behavioral one are combined in the leading style that manifest special characteristics as soon as it is interpreted situationally.

The leadership is the service offered by the executives of the organization. Kats and Kahn (1966) considers that the leadership is necessary because:
- it ensures the dynamic of the organization;
- it allows a higher organizational flexibility and ability to answer to the environmental changes;

- it offers the possibility of coordinating the efforts of different groups from within the organization, especially during growth and changing stages.
- it eases the needs satisfaction of the organization's members, as working force stability premises.

Being a leader means, firstly, being alive, keeping your creativity, curiosity, compassion and love for people even when you are humiliated, cornered or silenced. But people of any race, from all over the world protect and isolate themselves, due to fear of failure. Protecting themselves makes sense as long as dangers are real. When you hide and cease being yourself, when you fight for survival and for self-preservation, you risk, equally, to miss the essence itself – the innocence, curiosity, and compassion. These become cynicism, arrogance, and lack of common sense. The most difficult task of a leader is learning how to overpass suffering. The virtue of a clear heart resides in the courage of keeping the innocence and curiosity, the doubt, compassion and love, even in the darkest and most difficult times.

The diplomacy, the power of persuasion, the initiative, taking responsibilities, the possibility of waking a vivid desire inside the others, the ability of moderating a discussion, the originality, the willingness of admitting his/her mistakes, the capability of listening empathically are the defining features of a leader. The leader is the one who identifies first the needs of the group and takes initiative in solving them. The person who has ideas can easily become a group leader, but he/she will easily loose this role if his/her reasoning capabilities are eliminated or if he/she is not popular among the group. The specialist has a decisive role in making decisions, but most of the times he/she is not the one who takes the initiative. A person with sense of humor can easily gain a group, but this happens mainly during the relaxing periods. Thus, the leader of the group is not grounded and can change his/her face depending on the situation. The power of leader attitude manifestation may, of course, be influenced by both the individual interests and the group's nature. Thereby, the director of a company can be the perfect leader professionally, but he/she can also play a totally different role among his/her friends. The leader of the group must be neither the most knowledgeable in a certain domain, nor the one who has the most original ideas, or the one who works the most, but he/she must definitely be the one who has a well-argued speech, the one who shows interest towards all the persons of the group, the initiative and the ideas that always have as a base the group interests will always be supported and approved by the group members (Zlate, 2002).

The quality of leadership is influenced by the ability of managers to assume the power sources and by the way they utilize this power in the process of influencing the behavior of the followers. The power itself comes, ultimately, from the desire and the will of the subordinates to follow the direction shown by the leader and from the ability of the leader to satisfy the needs of the subordinates. The process of leadership implies the use of power in the following phases:

- the allocation of tasks that implies activities of prevision, orientation and instruction nature;
- accomplishing tasks – through guidance, monitoring, authority delegation and support in subordinates activity;
- reward – through material or social stimulus offering and through feed-back on the level of performance approach to the set goals of the members of the organization.

The true leaders do not take advantage on their power over the ones around them – they influence with integrity. Before developing his/her abilities, a genuine leader has set a system of believes and values that allows him/her to exert his/her influence by bringing positive changes in the community (Spector, 1985).

Purpose of the study

The theses aims to identify the way personality factors influence the capacity of making decisions of leaders, as well as the way the motivational dominant relates with the personality factors.

Research methods

The research is based on applying three tests that measure the capacity of making decisions, the motivational dominant, and the personality characteristics. The subjects are guided to answer the first answer that comes to their mind and corresponds to reality.

1. The questionnaire of *Motivational Dominants* was elaborated byTicu (2004). Motivation is a fundamental concept in psychology, expressing the fact that at the base of the human behavior there is always an aggregate of motives – needs, tendencies, emotions, interests, intentions, ideals – that support the achievement of certain actions, facts, attitudes.

The listed motives represent internal conditions, interposed between the environment stimuli and the reactions of the organism, mediating, requiring, and maintaining on behavior or another. The motivation restructures and adjust continuously, along with the psychological function that it serves, including in its component multiple physiological, psychological and socio-cultural variables. Taking into

consideration all these, the motivation appears as integrating and explanatory factor of the most diverse psycho-social phenomena: statuses and roles, aspirations and performances, interpersonal relationships, different group phenomena (the cohesion, the conformism, the authority, the influence, the prestige, etc.). This questionnaire of Motivational Dominants is formed by four factors: leadership (power needs); expertise (achievement needs); relationship (affiliation needs); subsistence (existence needs).

2. *The CP5F personality questionnaire was carried out by* Albu (2009) based on the model of *FFPI* (*Five-Factor Personality Inventory*) questionnaire. In order to deduct the significance of the hyper-factors, the items of each and every scale have been processed and the following interpretations of scales' scores were found:

- for the scale **Extraversion**:

High score: Feels good in the society. Participates actively to fun activities. Likes to talk. Easily establishes contact with others.

Low score:He/she isolate from the others. He/she is quiet.

- for the scale **Kindness**:

High score: Manifests interest for the people around him/her. Respects the opinions and the rights of others. Tries to be in good terms with the others.

Low score: He/she is interested only by him/herself. Tries to get attention. Wants to impose his/her point of view. Disturbs the people around.

- for the scale **Conscientiousness**:

High score: Respects the rules. He/she is tidy. Plans all his/her actions. Tries his/her best to make everything good. He/she is trustworthy

Low score: He/she is nonconformist. Takes actions without thinking what is their use and how they wol end. He/she doesn't fit in fixed terms.

- for the scale **Emotional stability**:

High score: Thinks positive. He/she is optimistic. He/she controls his/her emotions. Trusts him/herself.

Low score: Worries for everything. Always restless. He/she looses temper in stressful situations.

- for the scale **Autonomy**:

High score: Acts different than th others. He/she is creative. Doesn't allow being lead by the others.

Low score: Doesn't have his/her own opinions. Accepts everything he/she is told. Can be easily manipulated.

3. The questionnaire *Capacity of making decisions* was taken out from the battery of CAS++ test (Miclea, Albu 2009) and evaluates the rationality of the decider. Through this we understand a low sensitivity to the decisional capacities highlighted by the empirical research that studied the subject of limited rationality of the human decider. A different construct that is being evaluated is the level of indecision of the decider. Through this, we understand the way the decider cannot choose one of the available alternatives (and goes for the alternative d) I cannot decide) or, in other words, he/she avoids making a firm decision in a situation in which the alternatives are known.

The decisional capacity test evaluates the decisional rationality of a person or his/her sensitivity towards the decisional heuristics.
Hence, a good rationality means a reduced sensitivity of the decider to the decisional heuristics.

Therefore, a *high score* at the decisional capacity test (good and very good level) reflects a good capacity of rational analysis of decisional situations. The persons that get high scores at the decision test (level 4 and 5) analyze carefully the available information and the arguments for the decisional alternatives of which they must choose. They are people who use less general decisional heuristics, they would rather use each decisional situation separately. Even though they use sometimes decisional heuristics, the use of these, as well as the sensitivity to decisional errors (known as limits of rationality) is reduced to minimum. They are people who can professionally succeed in professions that imply making decisions (administrators, managers, economists, judges, lawyers, investigators, detectives, etc.).

Due to the fact that the high score at the decision test reflects successful solving of different types of decisional situations, we can consider that these persons choose a contextual analysis of these situations. They are not in a hurry to make inferences about a situation or an alternative not unless they analyze it carefully. They are persons eho like to get involved in analyzing difficult situations and, in general, in solving problems.

Sampling
The study was carried on 198 participants, aged between 30 and 50 years old, all people that were interviewed having leading positions in different areas of a state owned organization. The leaders were tested during September – December 2015. From the genre point of view, the participants are divided into 39.39% women and 60.61% men. As far as the area they were selected from, the subjects are divided as seen in figure 1.
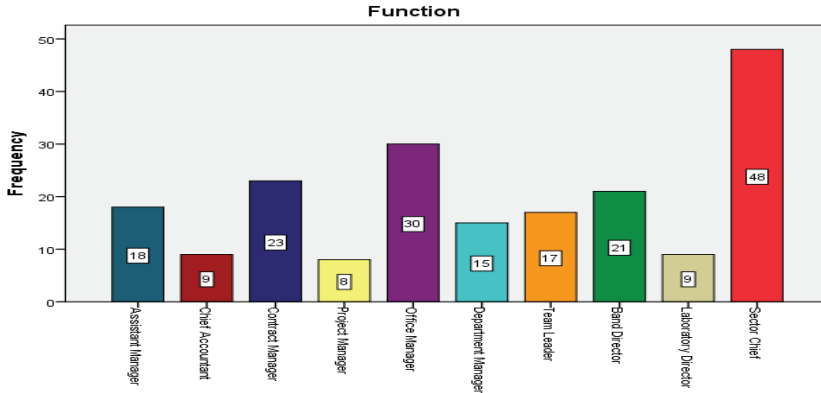
Figure 1. *The distribution of subjects according to the positions they have in society*

Working hypothesis

It is assumed that there are significant differences in the personality characteristics depending on gender.

It is assumed that there are correlations between the decision capacity and the motivational dominant of the leaders that participated to the study.

It is assumed that there are significant differences regarding the decision capacity and the position they have in the company.

6. Results

For the validation of the first hypothesis, the personality CP5F test was applied. After checking the normality and homogeneity of the data, the following resulted Table 1:

Table 1
The results of the t test for the independent samples

	t-test for Equality of Means		
	t	df	Sig. (2-tailed)
Extraversion	-2.045	196	,042
Emotional stability	-2,489	196	,014
Autonomy	-2,844	196	,005

There were significant differences between the personality characteristics for a significance level p=0.042, the average score that men got is 5.89 compared to 6.11 got by women. For the emotional

stability characteristic, there were also significant differences at p=0.014, also in favor of women as they got a score of 6.17, compared to 5.78 that men got. There was another significant difference in the autonomy, p=0.005. The score that women got was 5.63 and the one that questioned men got was 5.23.

The personality structure of a leader has a structured aggregate of typical personality characteristics, that makes him/her different from the other categories of leaders. Each leader of this organization should have a little bit from each of the above factors. There shouldn't be a predominance only on work values, but also they must be sociable with everyone that they interact with, not only the people they sympathize. The sociable ones should also focus on work, not only on valuing their employees.

The study of the leader's personality also contains data of concrete situations in which personality was formed and evolved, as well as data about organizational contexts in which it currently functions. The personality structure is a result of interrelationship between hereditary, educational factors and the practice of profession and leadership which structured the features of personality and the socially practiced abilities as specific authority, that manifests in the leading act.

In order to verify the second hypothesis, it was necessary to run tow tests: one that measures the motivational dominant and the test that measures the ability of making decisions of the leaders of an organization.
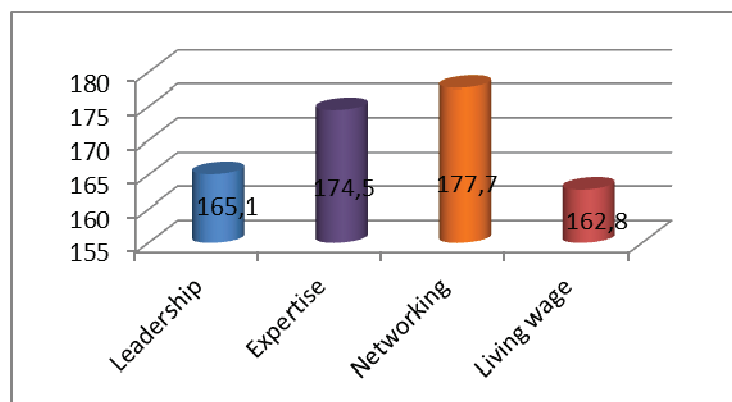

Figure 2: *The dominance of the factors in the leaders' organization*

As a result (Figure 2), the majority of leaders from this group manifest the desire of establishing and keeping friendship relations with both the new people, and with the persons that are already part of this

organization, especially with their subordinates. They also like to work in a pleasant team, with understanding people, in harmony.

Likewise, not too far from the factor that dominates this organization, is the expertise factor, the need of accomplishment. This need reveal the tendency, or more likely the desire that the leaders excel in the activities that they perform, of being seen as experts in everything they do, real professional people. They do not like to be the "men in the shadow", but they like to be one of the persons that influence the decisions that are made, for the good performance of the organization.

On a lower level, we must also consider the need of power and the one of existence. Even though the first place belongs to the need of affiliation, that doesn't mean that these leaders do not have the ability of leading their subordinates. On the contrary, with a real tact and involvement, the leader stimulate the subordinates, they mobilize them towards success, in order to bring inside the organization the satisfaction and the will to succeed.

After analyzing the relationship between the two variables, a strong positive correlation is noticed $r=0.73$ at a significance level $p<0.01$.

The strength of changing behavior belongs to the person of whose behavior the leadership tries to modify; thus, motivation is a process that develops inside a person. The problem of the manager is to find a strategy through which he/she can make contact with the internal condition of the employee, determining the latter to be motivated, to act driven by his/her own feelings. Although managers wonder often how they could motivate someone, they are not the ones motivating the subordinates. People are motivated or demotivated depending on their inner state. In this trial of managers to influence this state, the best approach is trying to influence people's motivation.

In order to function and to be viable in a competitive world, the organizations must motivate their members to do the following: to join the organization and stay in it; to accomplish the tasks that they have been hired for; to behave creatively, spontaneously and innovative.

To verify the third hypothesis we used the ANOVA procedure of comparing three or more samples in order to see if there are any differences between the different departments in which the participant to the study leaders activate.

Table 2. *The results of the calculation of ANOVA procedure for the ability of making decisions variable.*

The ability of making decisions

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15,790	6	2,632	2,321	,035
Within Groups	216,572	191	1,134		
Total	232,362	197			

As seen in Table 2, there is at least one significant difference between the leaders that participate to the study and the department they activate in.
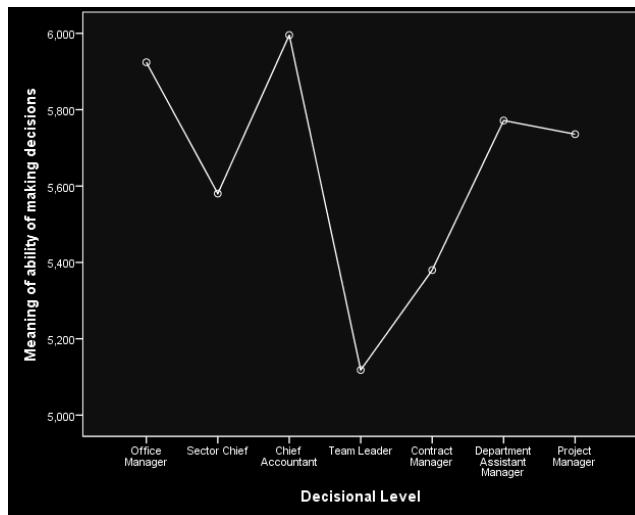

Figure 4. *The graphic representation of the averages obtained by each category of leader at the ability of making decisions variable.*

Thus, there were significant differences between the leaders that work as office bosses and the ones that are team leaders, at a significance level p=0.021, the average of the differences being 0.805, as in those who are team leaders have a lower ability of making decisions, in comparison to those who run an entire department.
Another significant difference was identified between the assistants and the department managers p=0.048, the average of differences being 0.653.

The leadership is not only a matter of organizational technique through specification of goals and means, complete and relevant information, optimization of decisions and quality control, but also a

matter of psychosocial interaction, in which the leader's influence on the members of the organization is extremely important, based on the authority, the prestige and his/her central position, and also, the participation to both the leadership and to the activity of all people involved. It is important that the leader, being at the intersection between the situation and the group, to make the best synthesis of the organization and group needs.

Conclusions

The organization must be seen as an open, dynamic system, characterized by a continuous process of entry, transformation, and exit. The entries are: human, material, energetic and financial resources with the help of which the organization provides products or services that influence the behavior of its members, who accomplish the tasks that are typical to society.

In other words, the organizations involve people, and finally they depend on people's efforts. The essence of each organization is represented by the effort of human resources, and the efficiency and the effectiveness are influenced, on a high level, by the behavior of the members of the organization.

Organizations are part of our daily life, representing the place where we spend most of our time. The behavior of each member of the organization is influenced by the behavior of the colleagues from work, but also, the behavior of this person may influence the behavior of his/her colleagues.

The organization maintains, functions and develops only if the persons belonging to it are motivated to accomplish the tasks that they have. The methods and the abilities that are necessary for running the organization, in our case of big dimensions, are totally different from the ones used two or three decades ago, for determining a good performance and obtaining success. We may say that the techniques, the concepts, the practices that dominate managers' thinking in this organization are: the power, the structure, the hierarchy, the control, the coordination, the discipline, the stimulation and last but not least, the loyalty.

For this matter, the organization leaders have the responsibility to create cultures in which the experience and the models or the dominant ideas questioning does not represent an opportunity offered only to those that are considered to be brave and imaginative. In this situation, innovation does not necessarily appear in pre-established contexts, but it can appear anywhere, sometimes being initiated by the people that where not specifically in charge with producing it.

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