
Assuming a position of leadership within public organizations

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Abstract: Those who lead and those with whom they interact are the two categories of persons engaged in human resource management that are researched in detail in leadership. Leadership studies both those who lead and those with whom they engage. In the beginning, the study of leadership centered on gaining a knowledge of the fundamental traits that people who held positions of authority had. This allowed researchers to go to the study of the behaviours and styles that these persons may exhibit. The ability to swiftly adjust one's course of action in response to shifting conditions and conditions is regarded as the single most crucial quality in a competent leader, according to the most recent thinking on the topic of leadership.

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1. Introduction

The book "Management" has one of the clearest and most insightful descriptions of leadership that can be found anywhere. G.A. Cole, author of the book "Theory and Practice," describes leadership as "a dynamic process in a group, in which a person induces others to freely engage in the execution of group responsibilities in a specific setting." McGregor's Theory X and Y is one of the ideas of management style, and according to it, managers in their operations might utilise two methods, namely: staff limiting (Theory X) and staff engagement (Theory Y). These two theories are referred to as "Theory X" and "Theory Y," respectively (Theory Y). The primary differences between the two schools of thinking may be broken down into the following categories. Douglas McGregor, an American industrial psychologist who lived from 1906 to 1964, made the observation that the thoughts that a leader has about a subordinate are a significant factor in determining how that leader acts towards the subordinate. In his book titled "The Human Side of Organizations," which was first released in 1960, he made a distinction between two opposing philosophies of management, which he referred to as "Theory X" and "Theory Y." He explained this distinction in the following way.

2. The principal aspects of Theory X

The following are some of the hypotheses that form the foundation of Theory X:

- They put in the very minimum amount of effort;

- They don't have any ambition; thus, money is the only thing that keeps them going;
- Seek out safe environments, and stay away from taking on new responsibilities;
- They are not particularly inventive, and they do not have a strong grasp of how to approach and solve problems;
- At this point in time, they are merely able to take orders;
- If it weren't for the power and coercion that the corporate wields, this would be of very little service to the company;

People are presumed to agree with Theory Y, which asserts the following statements about the world:

- They consider having a job to be completely normal.
- They have an internal drive to improve themselves and a desire to do so;
- Admit that you are responsible.
- They are creative as well as adept at finding solutions to issues.
- They are capable of directing themselves in their own way and exercising self-control.
- My goal is to contribute to the prosperity of the firm in a way that does not involve resorting to coercion or intimidation.

In continuation of Theories X and Y, W. Ouchi's 1981 theory on the Japanese management style, referred to as Theory Z, proposes that managers and executive staff should be willing to make sacrifices in order for the company to accomplish the outcomes that it seeks. The core beliefs of this philosophy may be broken down into three distinct categories.

1. A feeling of community and belonging is cultivated by participation in the group, which acts as the organization's primary support structure.
2. A person's level of motivation may be influenced by a variety of things, including their capacity to be adaptable and their level of professional progression.
3. It is chosen via the process of consensus, which is a method of decision-making that is founded on the premise that an organization's lowest levels of organisational hierarchy are the primary source of change and new ideas.

In spite of the fact that the Theory Z model has been regarded as the best model for a considerable amount of time, new evidence reveals that the American model is gaining ground due to the fact that it is much more dynamic and obvious. Kurt Lewin, R. Lippitt, and R. In 1939, K. White carried out a number of studies with the purpose of determining the extent to which individuals participated in the decision-making process. As a direct consequence of this, they formulated three distinct modes of conduct: authoritarian, democratic, and permissive ("laissez-faire").

1. a commanding and authoritative manner. It has a tendency to centralise control, impose work methods, make decisions unilaterally, and reduce employee participation.

2. The democratic manner in which things are done. To mention just a few of its qualities, it has a propensity to include employees in decision-making, to distribute authority, to foster participation, and to utilise feedback to the benefit of subordinates.

3. "Let things be" is a laissez-faire attitude. In addition to supplying equipment and offering answers to queries, he also grants subordinates full autonomy over the activities they engage in while on the job.

As a consequence of their study, Tannenbaum and Schmidt came to the conclusion that there has been a shift away from a globally shared "leader" and "follower" strategy and towards a more dynamic group approach. It is only permitted for the leader of the group and the other members of the group to talk. Together, they worked to develop a model of the spectrum of leadership styles that they called the leadership styles continuum model. The issue with management that they outlined is the one that lies at the heart of their paradigm. In their dealings with subordinates, they make an effort to approximate a democratic style of leadership while also preserving authority and control. They came to the conclusion that there are seven distinct sorts of behaviour that may be categorised under this umbrella.

1. Managers are responsible for making judgments on their own and then announcing those conclusions to the public. They do this without consulting their subordinates or taking their thoughts or observations into consideration. The manager will use all of the persuasive power he has over his employees in order to sell his own option to them, which is similar to direct marketing or customised selling.

3. After management has presented its thoughts or made a decision, the lower-level employees are questioned by management in order to further the conversation. The management team has provided a tentative conclusion for the team to consider as a possible topic for review.

5. The management relays the problem to the workforce, solicits feedback on potential solutions, and then makes the ultimate decision. The management establishes parameters and then requests that the group figure out a solution to the problem. The manager has given the team the ability to make decisions as long as they stay within the limitations that were established by senior management.

3. Conclusion

Both management and leadership are crucial components of management science, and the two concepts are inextricably linked. Because of this, they have a great deal of significance for the Romanian public administration, particularly in light of the recent transition that the administration was required to undergo from a pre-bureaucratic to a post-bureaucratic organisational structure. It is essential that the reality be well understood so that the organization's interests can be protected by adjusting its management

style to the particular situation. This is because rapid changes are taking place in the political and social sphere, which have a significant impact on administrative systems; the dynamic nature of political interests; and the existence of conflicts between political groups or interests.

Many bureaucrats see the disconnection of their organisation from the political developments in society as a reason to be proud or as a way to promote an image of an institution that is rooted in traditions and values. However, this rigidity is not a quality that an effective leader can appreciate in his organisation and should be avoided at all costs. After the topic of leadership has been discussed, the next topics to be covered are the links between the members of the organisation as well as the motivation of workers working for public organisations.

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