

The Impact of the Leadership Style on the Organizational Climate in a Public Entity

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Abstract. Many previous researches had explored the concepts of leadership styles and organizational climate, but just a very few had explored them together. Therefore, in order to be able to build a theoretical basis to this topic and then to develop a case study to emphasise the relationship between the leadership style implemented within a public sector entity and the organizational climate characteristics found in there, I immersed myself into the specific literature and considered different theoretical patterns in particular for the above mentioned concepts. People's general perception is that public organizations rarely achieve their objectives, the employees are not doing their job properly and there is no efficiency in using neither resources nor proper motivation of employees. This negative image could be a projection of the internal dissatisfaction towards payment, recognition, career prospects and leader's behaviour. Consequently, a deeper leader's actions analysis will provide further information on this perception and so will do the study of the organisational climate. The concept of organizational climate has a great deal of components through which it can be defined. Some of the organizational climate essential factors are: the structure, motivation, interpersonal relations, flexibility, support, communication, information, working conditions, rules and regulations, objectives, management and leadership. People tend to internalize the organizational climate and as a result the way they perceive it has an important role on their behaviour. Thus, there is a strong relationship between the leader's behaviour and the organisational climate. It is known that a leader's best way of action depends on a series of situational factors and the employees' level of professionalism is one of them. Public sector leaders should also adapt themselves to the organisational climate requirements and should adopt a more flexible working system. Through their approach leaders have to succeed to motivate talent, capability and reward consistency. The relation with their employees should upgrade to absolute trust and open communication. Through all of these, public leadership will achieve performance and will also strengthen the organization's reputation and image. For a better understanding of the leadership process within a certain kind of climate into a public entity, we have conducted a survey by applying two questionnaires: the first one is to identify the leadership style operational into the entity and the second one is to analyze

the organisational climate variables. The leadership questionnaire is a tool created based on the Hersey-Blanchard leadership model - leadership styles against the maturity of employees. The second questionnaire used was Ticu Constantin's organisational climate questionnaire through which the organisational climate intensity within the entity was measured. We would like to think that the outcome of the study is a supportive indicator when it comes to assess the results and performance in the studied organisation.

Keywords: *human resource management, Hersey-Blanchard leadership model, organizational climate, Romania.*

Leadership role models

There is no recipe for success when it comes to running an organization. Similarly, when speaking of the management styles, it can be indicated none which has been successful in all situations and in every type of organization. The leadership style represents the manner in which a leader exercises his role within an organization.

Gary Yuki (2010) captures the importance of research on leaders and leadership processes: *"Most definitions of leadership reflect the assumption that it involves a process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organization. The numerous definitions of leadership appear to have little else in common. They differ in many respects, including who exalts influence, the intended purpose of the influence, the manner in which influence is exerted, and the outcome of the influence attempt. The differences are not just a case of scholarly nit-picking; they reflect deep disagreement about identification of leaders and leadership processes. Researchers who differ in their conception of leadership select different phenomena to investigate and interpret the results in different ways. Researchers who have a very narrow definition of leadership are less likely to discover things that are unrelated to or inconsistent with their initial assumptions about effective leadership"* (Yuki, 2010, p.21).

Although management and leadership do not define the same thing, the terms are often used interchangeably. Moreover, there is a tendency to consider all managers and leaders to be appointed. In theory, leadership is considered to be a function of management, and this may be one of the explanations for which not every manager has leadership quality. In contrast, there are leaders which are not holding a management function, informal leaders. Reality has shown that managers should be interested in becoming leaders, relying less

on the formal appointment in a management position. Managers which are not leaders are exposed to failure, as suggested Leonard Sayles (1999). Peter Drucker (cited in Bennis & Burt, 2003, p.20) also supports this hypothesis: „any manager who is able to lead, not lecture, who knows how to talk and relate to people, has a duty to try the leadership role”. According to John P. Kotter (1990, p.91) organizations are endangered if their leadership and management are not operational. In his view, managers must know how to lead and inspire.

A comprehensive definition of the management style underlines aspects regarding the behaviour, attitudes, motivation and given situation. Organization's specific environmental conditions shall decide the management style, and in this the determinant factors shall be the personal traits of the leader, the characteristics of those coming after, the organizational culture and structure, vision and strategy. E.H. Schein (2004) shows such correlation between organizational culture and leadership style: *”When we examine culture and leadership closely, we see that they are two sides of the same coin; neither can really be understood by itself. On the one hand, cultural norms define how a given nation or organizations will define leadership - who will get promoted, who will get the attention of followers. On the other hand, it can be argued that the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional”* (Schein, 2004, p.11).

Style is an important characteristic of the leadership, and a solid leadership can play its role in different styles, as M. Zlate (2004, pp.31-75, 94-147) clearly concludes in his analysis that we fully agree upon.

As a manager expected qualities vary on a case by case basis, depending on the organization, its level and so on, her/his management style also needs to be appropriate to the situation s/he finds her/himself in (Pînzaru, 2013). And so, with the differentiation between decisions taken by leaders in different situations, situational theories arose. This development led to the multiplication and diversification of leadership styles, and quite controversy around them. Despite these, most experts consider the leadership situational approach as an effective method of management (Northouse, 2013).

Situational leadership had many adepts and a number of specialists who have outlined models to be followed. Among the most popular models are those of J. Tannenbaum and L.A. Schmidt (1958) and the model of P. Hersey and K. Blanchard (1999). The situational theories manage to move the centre of grav-

ity of the traits of the leader on the way s/he knows to exercise them in relation to the employees in different situations. More specifically, the situational leadership has three coordinates: the behaviour against task by the information supplied, the behaviour towards relationships by emotional support given and the degree of task acceptance of the subordinates.

Therefore, situational approach focuses on various combinations of behaviours, depending on the task and the specific relationship of a situation. Theoretically, when a decision is required, a good leader is not limited to enrolling her/his decision into a particular model, but looking for the best solution. However, in practice, things are not so simple. Among the factors that affect the situational decisions include the motivation and the skills of the subordinates, and also the relationship between them and their leader. Stress, the general mood of the team, a series of decisions of superiors or regulations may also influence the situational behaviour of leadership.

Everyone heard or spoke, at least once, the word leader, and that is because it has a clear meaning, retrievable in any area: to lead, to be on the top. Leadership study revealed the deeper aspects of the concept and leadership theorists and professionals have formulated definitions and perceptions about it. "Leadership is the ability to convert vision into reality", says B. Warren (2003, p.102) and he goes on to explain that besides having visionary capabilities, a leader must also be a good social architect that is a person able to understand the organization and shape its mode of operation. The leader's architect side enables her/him to convert into reality what was just an image, an unclear projection of the organization's future.

There is no recipe for the perfect leader, but „*authentic leaders do not copy the behaviour of other leaders. They have to find the right balance between authenticity and adaptability, i.e. to use their own resources in the behalf of the context hosting them*”, in other words, to become „*authentic chameleons*” said R. Goffee and G. Jones (2010). At the end of the twentieth century B.J. Avolio and B.M. Bass (1999, pp.441-462) conducted a review of transformational and transactional leadership identifying seven leading factors.

Organizational climate

The study of the organizational climate preceded the one on the organizational culture because the organizational climate items are easily identifiable and

their evolution is of major interest as long as it is associated directly with the organization's success. Culture of an organization reflects the image of society in which it operates (Jose, Jabbour & Almada Santos, 2008, pp.51-58). Thus E.H. Schein (2004, p.8) defines organizational culture as: „*Culture as a concept has had a long and checkered history. It has been used by the layman as a word to indicate sophistication, as when we say that someone is very “cultured.” It has been used by anthropologists to refer to the customs and rituals that societies develop over the course of their history. In the last several decades it has been used by some organizational researchers and managers to refer to the climate and practices that organizations develop around their handling of people, or to the espoused values and credo of an organization*”.

As demonstrated by T. Constantin (2008, pp.171-190) the organizational climate analysis allows to obtain relevant data sets for the organization, the reality of immediate practical application data that can help to optimize the efficiency, but also to obtain better employee satisfaction. Furthermore, the organizational climate analysis can be easily translated into useful tools for diagnosis and organizational change.

Speaking about the evolution of the climate concept, we mention Lewin, Lippi and White (1939) as those who introduced the term climate in the social psychology vocabulary. In the framework on the leadership research and on the social area, they use the terms of social climate/environment and social atmosphere to describe the attitudes and social processes of members of a group. This idea also comes off clearly the leader's influence on the organizational climate through the leadership style approach. As the individual employee's perception of a collective concept (in this case, the organization) is subjective, Hellriegel and Slocum (1974) solved the problem providing an acceptable result for most researchers. They proposed to use the term psychological climate when it comes to the concept of climate measured individually and organizational climate term when the climate is measured at the organizational level beyond the sum of individual perceptions, assessed separately. Taking on this conceptual split on climate, Neal, West and Patterson (2004) also make the distinction between *psychological climate* and *organizational climate*, associating the first with individual perceptions of organizational attributes, such as policies, procedures and practices, and the second to the common perception of a number of members of the same organization.

According to S. Chelcea, M. Zlate and C. Zamfir (1978), the socio-professional climate is represented by the totality of social and human characteristics of the organization as a complex system: the decision-making practices throughout the

hierarchy, the operation of the collective leadership, achieving social functions of the company, the general atmosphere of stimulating job performance and participation in management, cooperation between work groups, between departments, services, workshops, offices. E. Păun (1999, p.115) sees the organizational climate as the „*intellectual and moral atmosphere that reigns in a group, the whole collective perceptions and emotional states existing within the organization ... it expresses the states of mind emerged from the confrontation between the employees' expectations and the work and life conditions offered by the organization, ... is a state of collective psychology, a group phenomenon, a state of collective spreading that is objectified in what we might call the organization's internal human climate*”.

An optimal organizational climate emerges when employees' expectations of what should be an organization climate joins almost perfectly with what it makes available. Creating and optimizing the organizational climate is the work of the human factor, and not the organization, which is responsible for influencing climate only when major changes in economic and social organization require modifying the route.

More important, perhaps, than a description of the organization climate, it is the opportunity to analyse it. T. Constantin (2004, p.213) says that an objective analysis of socio-professional climate could be achieved by implementing specific procedures consisting of collecting and systematization of information from the organization's employees, in order to draft a description of a situation and to identify ways to solve or improve it. The organizational climate can be described through emotional components (experiences, fears, positive or negative feelings of the employees), cognitive (opinions, beliefs, expectations, rumours etc.) and behavioural (involvement, slow pace, absences, protests etc.) of a team.

A conclusion might be that organizational climate description has to take into account the organization degree of concentration on some defining items such as: ethics, flexibility, recognition, motivation, communication, information, care for the employees and the quality of the relationships, the involvement degree and delegation, the working conditions, internal rules and regulations and, ultimately, management and leadership.

Relationship between style of leadership and organizational climate

The way in which an organization operates, adopts decisions and develops certain relationships with its members is based on the organizational culture.

How the organization's values are understood, determines its members to have certain behaviours and to express the different perceptions and opinions related to the existing climate at a given moment in the organization. Somewhere between the two dimensions, the style of the leadership will make the difference between success and failure of that organization. Leader's ability to implement the most appropriate leadership model will conduct to reconciliation of the organization's values with the personal ones, of each individual. Therefore, a climate favourable to the organization's specific activities is, more often, in direct relationship to the leadership style applied. In other words, within an organization there may be as many types of climate as many styles of leadership are.

A closer analysis seeking to expose a cause – effect link between leadership and climate, may reveal that the style of leadership can be both cause and effect of the organizational climate. Playing the role of *cause*, well chosen and properly applied leadership style creates a favourable climate for organization activity. Otherwise, when the leadership style is inappropriate, the first element affected will be the climate, by the general discontent among people. On the other hand, the leadership style is to be an *effect* of the climate in the organization, a natural consequence of it. So far as a leader is able to adapt his leadership style to the existing climate and the organization interests to those of the employees, the basis for success is largely provided. Therefore, climate and leadership styles are in a close interdependence relationship (Bass & Riggio, 2006).

In this paper we investigate *three main assumptions*, issued based on the relationship between climate and leadership style and *two assumptions of correlation* between their determining factors.

Organization under analysis

As stated by A. Casey (2005, pp.131-147), organizational study can be understood as a process of acquiring, interpreting and distributing information that forms the organizational memory. P.M. Senge (cited in Jose, Jabbour & Santos, 2008, pp.51-58) advances the idea that companies continually enhance their ability to perform this process (organizational study) and become continuing learning organizations. The public entity operates on a pyramidal structure, starting from the central office, whose leader is the minister, continuing with subordinated structures and finishing with agencies, the authorities and entities belonging hereto.

The two units where the study has been carried out belong to the central office, and have as their main activity accessing and managing of European funds obtained for the specific sector the ministry is coordinating, implementation of the European policies, compliance the commitments took on during the process of accession of Romania to European Union, transposition and implementation of the Acquis in the field of competence of the coordinated units, achieving the goals undertaken by strategic documents for the European and Euro-Atlantic integration, developing cooperation between the ministry and the international structures and similar structures in other countries.

With a total of 46 employees, each of the two units has a head of unit who works under the direct coordination of the department's manager. Unit 1 consists of 26 employees, out of which six men and twenty women. The average age is around 30 years old, the youngest worker being 24, and the oldest 50. Unit 2 consists of 20 employees, out of which eight men and twelve women. The average age is above 30 years, the age limits being 26 and 52. Of all 46 employees, only two do not have higher education degrees, the rest having graduated university, master and even doctoral studies. More than 30 of the employees from the two units have worked in the central office or its subordinated structures, managing to adapt to all changes of the rulers and regulations. Memberships and longevity in the organization is explained by the fact that over 40 persons worked only for this specific organization, in the domain they studied and have been employed here immediately after graduation. The other percentage of employees, around 14, is qualified staff from external source, with experience in other public sector organizations or private companies. Both units will be regarded as a sole batch, considering the close collaboration between them, the common system and the object of working.

The studied sample: The survey was conducted on a total of 40 subjects, employees in the organization within two different units, nevertheless working in a similar way and having close working relationships. Although the two units sum a total of 46 or more employees, at the time of the survey, four were on maternity leave, and two of them were abroad in secondment.

Research method

Study's objectives:

- Identifying the specific elements of leadership style/styles of the unit concerned;
- Identifying organizational climate characteristic elements of the unit concerned;

- Correlating and establishing the relationships between the identified style/leadership styles and organizational climate.

Assumptions

Main assumptions:

- If the leadership style used in the studied units is of selling type, then the selling factor will record the highest score of all the questionnaire's factors.
- If existing climate is reasonable purpose type, it will have a low intensity (3.9 - 4.6), and the task factor will be strongly represented (5.4 - 6.2), and relationships factor poorly represented (4.2 - 4.8). I have stated this assumption, knowing that a climate of this type corresponds to the 1-st assumption leadership, the selling style respectively.
- If the leadership style used in the unit is of selling type, then, the climate is going to be one of rational purpose.

Assumptions of relationship:

- More the organizational climate is directed to support more the employees' motivation will record a higher level.
- More the selling factor will emerge stronger than the telling factor, more so signs of participation factor will appear.

Used tools: In order to achieve, as accurate as possible, the objectives of the study, we have used two questionnaires, each of which is being representative for one of the two dimensions of the paper: the organizational climate and leadership styles.

The study on the *organizational climate* in place at the time in question, and in the unit concerned, has been carried out based on the *organizational climate questionnaire* prepared by T. Constantin (2004, pp.273-275). Identifying the *leadership styles* encountered in the unit concerned has been possible based on the *questionnaire styles of leadership in relation to employees' maturity*, built on the models described by T. Constantin (2004, pp.65-106) and the indications of S. Chelcea (2001, pp.155-164, 171-259).

Research tools

Questionnaires description

Organizational climate questionnaire: This tool has 40 items and it is standardized for analysing the organizational climate. Statements have default set op-

tions, on a scale from 1-7. Factors of the questionnaire, the sizes underlying its application are the following: *Task, Structure, Relationships, Motivation, Support, Leadership, Change and Performance*.

Scoring has been obtained for each factor, and the total score results was obtained by adding the resulting points for each of the five statements and dividing it by 5 (T. Constantin, 2004, p.273). Verification of the scores was carried out by comparing the standard score with a general one, drawn up by T. Constantin, in its theory model. Answers have been recorded by means of a bipolar scale, with 7 values (type Likert) to reflect the current agreement or disagreement on a specific topic statement.

Questionnaire styles of leadership in relation to employees' maturity: The questionnaire was built based on a pre-existing theoretical model, respectively, the Hersey-Blanchard model of leadership (1999). *The model Hersey-Blanchard* is representative for the situational theory and demonstrates that a good leader is choosing the style depending on the professional and psychological maturity of his subordinates, and that's because anything undertaken by a leader, the effectiveness of its actions will be dependent on his subordinates' actions. When drafting the questionnaire's assumptions we've used the characteristics of the four styles of leadership highlighted in the model in question, namely: the telling style, selling style, participating style and style of delegation. As the model sets the relationship between the delegating style and the subordinates' maturity, we have also taken into account the two components of the latter. First refers to psychological maturity, confidence in themselves, the people's ability to assume responsibilities and manage independent tasks incumbent upon them. The second component affects professional maturity, the level of knowledge, the ability to set high goals and to fulfil them.

Taking into account the two variables encountered in each of the leadership styles (relationship oriented and task oriented), 50 statements have resulted from the initial construction. Application of an intermediate questionnaire on a batch of 20 of subjects and subsequent analysis thereof, have led in the final version to only a number of 20 statement with default options, on a scale from 1 to 7. Scoring of the Questionnaire styles of leadership in relation to employees' maturity (Table 1) has been done for each of the four dimensions of the Hersey-Blanchard model.

Table 1. Scoring questionnaire leaderships styles related to employees maturity

(S1) Telling Style – (M1)	1	7	12	13	18
(S2) Selling Style – (M2)	2	5	10	15	19
(S3) Participating Style – (M3)	3	6	9	14	17
(S4) Delegating style – (M4)	4	8	11	16	20

For the answers we have used a bipolar scale, based on 7 values (Likert type) for recording the intensity of the agreement or disagreement on a particular topic on a assertions, the same as for organizational climate questionnaire.

Validation of the questionnaires

In order to validate the accuracy of the applied questionnaires, we highlight that the questionnaires' items are interrelated and have a high degree of internal consistency. The analysis was done using SPSS program, by calculating averages, standard deviation and the Alpha Cronbach coefficient.

Organizational climate questionnaire: The average calculation reveals values for each of the 40 questionnaire items. The average results were analyzed by comparison with the average theoretical scale used. I have created intervals around theoretical value, and each average has been highlighted in the range to which it belongs. Thus, a number of 22 results are very close to the theoretical average. A number of 14 results are close to theoretical average, and 4 results are away from the theoretical one. Comparing the average of all averages with the theoretical one we are concluding a similar result that they are close in value. The entire batch analyzed, responses were equally distributed, in the evaluation of the assertions, both in terms of acceptance and rejection. By means of SPSS software I have also obtained values of standard deviation for each of the 40 results. When analysing each result compared with the theoretical standard deviation no significant differences were recorded. For more detailed analysis of the obtained standard deviations, I have used intervals having as main value the average of averages. In the first interval, focused around the main value and calculated as $m-0.DS$; $m+0.DS$, where m is the average and SD standard deviation of the sample, I've found a number of 34 results, very close to the main value, and insignificant deviation. The next interval, calculated as $m-DS$; $m+DS$ revealed a number of 6 results. These results are also focused around the main value, but not as much as in the first interval. Deviation of these results from the average is detectable, but not significant.

The third interval, calculated as $m-1.5DS$; $m+1.5DS$, does not contain any results. It is clear that all the answers are focused in the middle of scale, no significant deviation being recorded. Placing responses thus indicates that respondents have similar opinions to the proposed statements, these being clear and well-structured.

Questionnaire leaderships styles related to employees maturity: Average calculation shows values for each of the 20 items in the questionnaire. Averages of the results were analyzed compared to the theoretical average for the used scale. Intervals around the theoretical value have been created, and each average has been highlighted within the interval it belongs. Thus, a number of 11 results are very close to the theoretical average. 8 results are close to the theoretical average, and one result representing the percentage of 5% is far away from the theoretical average. Comparing the average of all averages to the theoretical one we can conclude a similar result, that they are close in value. When analysing the entire batch, answers have been evenly distributed, in assessing a statement, both for the purposes of acceptance, as well as for the purposes dismissal.

We have also obtained values for the standard deviation on each of the 20 results. When analysing each result compared to the standard theoretical deviation we have not noticed any significant differences. In order to a more detailed assessment of the obtained standard deviations, we have used intervals having as main value the average of averages. In the first interval, focused around the main value and calculated as $m-0.DS$; $m+0.DS$, where m is the average and SD standard deviation of the sample, We have found a number of 10 results considered to be particularly close to the main value, and insignificant deviation. The next interval, calculated as $m-DS$; $m+DS$ has revealed a number of 9 results, respectively. These results are also focused around the main value, but not as much as in the first interval. Deviation of these results from the average is detectable, but not significant. The third interval, calculated as $m-1.5DS$; $m+1.5DS$, brings out a single result, which is the furthest away from the main value, with the largest and the most significant deviation. It is clear that 38 answers are focused in the middle of scale, toward the main value. Placing responses in this way indicates that subjects have similar opinions on proposed assertions; few of them deviating from the mainstream opinion. In order to correlate different climate variables or those of specific leadership styles, as they are presented in the used questionnaires, we have applied the Pearson correlation coefficient, whose r value is between $(-1,+1)$. The closest is the value of the coefficient to $+1$ or -1 , more powerful the correlation will be

and as long as the value of the coefficient will be closer to 0, the relationship between variables will be more independent. Considering that each factor assessed consists of 5 assumptions/items, and not any less, it is relevant to assess the Alpha Cronbach coefficient.

Organizational climate questionnaire: The results obtained from the analysis of Alpha Cronbach consistency coefficient are to be found in the Table 2, together with the individual interpretation of the internal consistency. As a result of the application of Cronbach Alpha coefficient on the results of the questionnaire on organizational climate, it is clear that we have a stable, accurate questionnaire with factors of good or very good internal consistency; therefore, the results are relevant for the characterization of climate organizational units concerned.

Table 2. Results and interpretation of Alpha Cronbach factor

	Factors	SPSS Analysis of Alpha Cronbach factor	Interpreting factors internal consistency
1	Task	0.850	very good
2	Structure	0.818	very good
3	Relationships	0.736	good
4	Motivation	0.829	very good
5	Support	0.855	very good
6	Leadership	0.737	good
7	Change	0.750	good
8	Performance	0.759	good

Questionnaire leaderships styles related to employees maturity: The results obtained from the analysis of Alpha Cronbach consistency coefficient are to be found in the Table 3, together with the individual interpretation of the internal consistency.

Table 3. Results and interpretation of Alpha Cronbach factor

	Factors	SPSS Analysis of Alpha Cronbach factor	Interpreting factors internal consistency
1	Telling	0.759	good
2	Selling	0.932	excellent
3	Participating	0.821	very good
4	Delegating	0.716	good

As a result of the application of Alpha Cronbach coefficient on the results of the questionnaire leadership styles in relation to employees' maturity, it

is clear that we have a stable, accurate questionnaire with factors of good or very good or excellent internal in one of the cases. Therefore, the results are relevant for the characterization of leadership style, existing at the analysis time in the concerned units.

Interpreting the results of the questionnaires

Organizational climate questionnaire: The results obtained for each statement, have been clustered and calculated following each factor. The results on the factors, as well as their occurrence rate are shown below (Table 4 and Figure 1).

Table 4. Organizational climate questionnaire results of factors

	Factors	Factors' results (total answers/ number of answers)	Factors occurrence rate
1	Task	5.06	average
2	Structure	4.60	average
3	Relationships	5.06	average
4	Motivation	4.34	average
5	Support	4.85	average
6	Leadership	4.82	average
7	Change	4.47	weak
8	Performance	4.71	weak
	Level of overall attitude (total of factors' results / number of factors)	4.74	Average

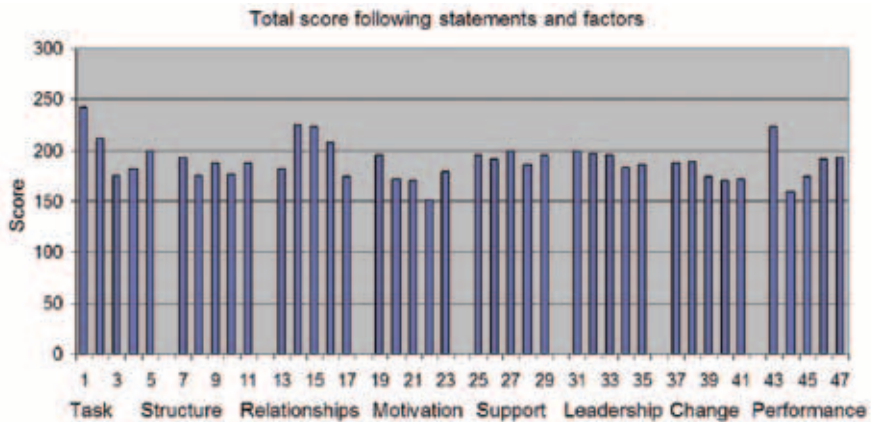


Figure 1. Total score on each assumption and each climate factor questionnaire

We further exam each factor to shed light on the climate characteristics of the organization concerned. *Task factor* has an average level of occurrence, with a total score of 5.06. Out of the 40 subjects, 32 say that they understand and know the objectives of their activity, although only half of them assess that objectives and purposes are clearly defined. Only 15 subjects consider the role well-defined, within the area of the activity for which they are responsible for. The fact that not everyone knows his role can also have been caused by permanent change of the tasks to be performed and the repeated changes of the past few years. As regards the motivation, only 9 subjects consider themselves always motivated and 9 subjects often feel motivated. Most of the subjects, over 22, supply answers that oscillate between hardly and seldom ever motivated.

The factor structure has an average score of 4.60 points. Linked to the work organization, 12 subjects assess that work is well and very well organized, 7 subjects feel that the work is not well organized, and 11 subjects as very wrong or just trying to improve the way work. Opinions are equally divided when it comes to evaluating the flexibility and the organizational structure positions of the decision-making power. On average, 12 subjects consider that never, rarely or only sometimes these positions are flexible organized and well placed, and another 12 subjects are satisfied with the structure of management positions. How to share the tasks and their clarity satisfy 18 of the subjects, while 5 subjects are rarely satisfied with this aspect.

Relationships factor has an average level of a total score of 5.06 points. To be noted is that the assertion describing manager's openness to new ideas, I have no answer "never" or "rarely", which means that, depending on the situation, they are opened to ideas, employees and their proposals. Furthermore, 7 subjects were convinced by their openness to innovation. This level increases in the case of professional relationship between colleagues. A majority well represented, respectively 28 subjects that are often or always satisfied with the relationship with colleagues. Even if there is cooperation at a level close to the maximum among colleagues, collaboration effectiveness is judged to be good or very good by only 19 between subjects. This could be explained by the fact that there are people in the team and a few people who delays job completion because of their lack of motivation or interest.

Motivation factor is expressed on average level of a total score of 4.34 points. Only 16 subjects feel encouraged to develop their skills, while 7 feel totally out of motivation. Only 11 subjects are encouraged by the possibility of promo-

tion, while 12 subjects consider that this opportunity is very rare. The salary is appreciated as good or very good only by 10 of the 40 subjects. This includes also the older people who have reached a satisfactory level due to their seniority and, by default, of the rights gained. Among those not at all satisfied with the salary, on average 10 subjects, there are young people, ambitious, motivated by development and not money, as well as two newcomers.

Support factor score summarizes a total number of 4.85 (average rate). It should be noted that evaluating cooperation between departments/units is well represented. More than 25 subjects are satisfied or very satisfied with the way in which they cooperate with other services. The head of unit is again well represented, meaning that 24 of subjects say that the latter has useful ideas always or almost always. More than half of the subjects say that they have the necessary information and resources for available qualitative activities, and 28 of the subjects consider that they work based on a realistic planning. This means that people have technical skills, ability to understand the tasks and the desire to develop them with the existing means.

Leadership factor has a total score of 4.82 (average). Only 10 subjects are satisfied or very satisfied with the way the management of the institution and consider that the reason for achieving maximum efficiency in the work. Concerning the direct manager delegating characteristics, circumstances change, meaning that 25 of subjects are satisfied with his guidance activity. This result is also linked to the direct supervisor involvement and support, aspect considered as good or very good by 27 subjects.

The *factor change* has a total score of 4.47 and low representation. Only 15 subjects consider that the entity is coping with the changes betrays people' disbelief in its ability to deal with any new changes, in addition to the amount of those which have already taken place. Actually, the entity has witnessed many changes imposed in the last years by to the crisis. The costs of this change had modified, however, people's mentality which, although they could be ready for further changes, were amended as they did not want any more. Changes on the level of activities where people are engaged, for the introduction of new procedures and continuous adaptation to new working methods are also weakly represented. As regards encouraging the initiative and creativity, 18 subjects claim that they feel they are encouraged to do so, 11 subjects are not at all or almost all encouraged, and 11 are apathetic and hesitant concerning this subject.

The *factor performance* has a total score of 4.71 (poor). Undeniably, the objectives are achieved in this institution, 36 of the subjects say, this score being the highest obtained by one of assertions questionnaire. As regard the effectiveness of the work, 23 of subjects say they strive to work effectively, but only 18 of them say that entity's resources are used as it should be, in day by day work. In our opinion, between performance and ordinary results, a stronger motivation could make all the difference. Therefore, this is the link that lacks, no matter the point of view for analyzing the climate.

As characterised by the results of its factors analysis, the organizational climate found in the institution concerned is well shaped, where over 32 subjects know their institution objectives. Factor analysis reveals that the organization structure mode is not very well established, and leadership positions do not have enough flexibility. On the other hand, the relationships factor provides a number of 32 subjects that were always satisfied with their relationship with colleagues. The manager is open to news and to people's proposals, nevertheless not to the same extent. The motivation factor strengthens the results of the task factor in the analysis, namely that only a small percentage of subjects, number of 10, feel salary motivated and only 16 feel encouraged towards developing professionally. Support factor is well represented, 25 of subjects being satisfied or very satisfied on the way they cooperate with other services. The manager is also highly rated, meaning that 24 of the subjects argue that almost always the manager has useful ideas. 28 of subjects consider they work based on a realistic planning and 20 of them argue that they have the available information and resources necessary carry out quality activities. Concerning the leadership factor, only 10 of the subjects are pleased with the management, while confidence in the direct manager is much higher - 25 of the subjects grants enough credit from the manager. This is also linked to the direct supervisor involvement and support, aspect being assessed as good or very good by 27 of the subjects. Change is a delicate issue for this entity, as proof, only 15 subjects assess that the entity copes well with changes. Repeated changes during the last few years have undermined employees' spirit, so only 18 can still tell you that they are encouraged to be creative and imaginative, although the climate is displaying a continuous dynamics. Concerning the performance, it is gratifying that 36 subjects consider that the entity is able to achieve its objectives. However, as regard the effectiveness of the work, only 23 subjects say they strive to work effectively, and only 18 say that the resources at their disposal are used as it should be. Thus, as a result, I conclude that the high trust in the manager, achieving the objectives, good cooperation between employees, accepting new ideas, low degree of resistance to change (as proved

to be) and vocational experience are the pillars to support a *climate of type development*, and with traits towards *group type climate*.

Questionnaire leaderships styles related to employees maturity: The results obtained from the responses, for each assertion, were clustered and calculated for each factor, separately. The results are displayed in Table 5.

Table 5. Leadership questionnaire results of factors

	Factors	Results of factors (total of factors' results / number of factors)
1	Telling	4.08
2	Selling	4.85
3	Participating	3.83
4	Delegating	3.53
	Level of overall attitude (total of factors' results / number of factors)	4.07

Analysing each factor in the questionnaire (Figure 2), depending on the responses obtained for each assertion, I will try to identify the leadership style prevailing in the entity concerned.

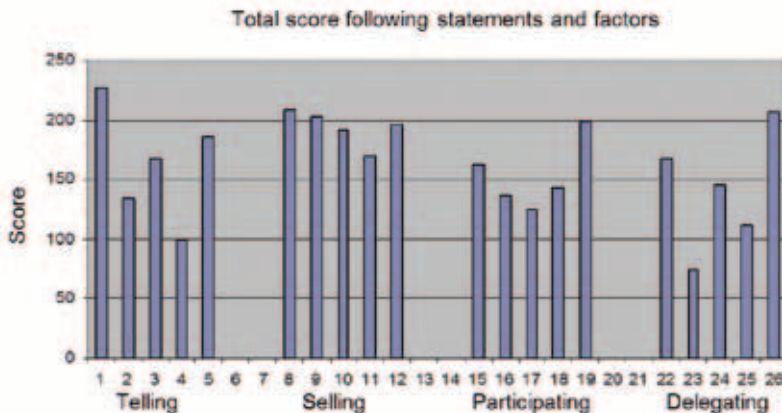


Figure 2. Total score on each assumption and factor within the leadership questionnaire

The *telling factor*, in my opinion, assesses how much influence the telling style has. This factor shows that the manager is the one who shares the tasks, in 35 of the 40 cases studied. The orientation towards task apparently comes also from the fact that 24 of the subjects claim that the manager wants the tasks

to be solved even before the deadline. Only 13 subjects assess the manager as the one that personally deals with the training of a new colleague, while 22 said that this happens rarely or never. This may lead us to the conclusion that the training of the newcomers is the responsibility of a colleague or older colleague or that the newcomer gets used to the job gradually, with a very little support. Increasing professional and psychological maturity of the employees emerges from the denying the assertion according to which the manager deals with employees as novices; 33 subjects expressed vehemently against this assertion.

The *selling factor* describes the tutorial style attributes, coaching. Relevant to this style is that the manager is the one who continuously monitors the employee's activity, and in agreement with this assertion are 27 subjects. More than 25 subjects consider that they can rely on the manager's guidance and direction, in order to solve tasks, whenever necessary. Although manager may make their presence felt all the time in the employee's shadows, thus saying 22 of subjects, from their excellent experience is felt in the way they address their tasks and the relationship with their superior. But disparity comes from the fact that the manager attempts to "sell" the solutions to people who don't need them, because they both know how and want to do the work.

The *participating factor* probes the subjects' opinion for the purposes of assessing this specific style attributes. That 19 of subjects say that they receive praise, in one form or another, from the supervisor, when they solve a problem, leads me to conclude that this style starts to be direct toward relationship, not only toward task. My assumption is not fully confirmed because 20 of the employees clearly state that the supervisor is more oriented towards dealing with them than is about solving tasks. Moreover, 25 subjects say the manager puts pressure on them even if a task has a unrealistic deadline. Even if the task exceeds the grasp of interest in relation to subordinates, 27 of the respondents claim that dialogue and communication with the manager keep the team together (the type of communication is strictly linked to the task, in this case).

The *delegating factor* underlines the delegating attributes of a style. Clearly from this factor assertion, although the manager has confidence in the ability of his team to carry out the tasks assigned to it, this confidence occurs only theoretically, as even based on delegation, the supervisor is not indifferent on how the delegated person acts, but he is rather involved. Furthermore, 22 subjects believe that they appear to have confidence in the team capabilities; the manager is reluctant to delegate. In the case of tasks that could be delegated,

the first instinct of the manager is not to delegate and not to involve in the task development, but on the contrary, 31 subjects say. Although employees' professional maturity and their work experience in teamwork would allow them to accomplish the delegated tasks, and 32 subjects agree on that, the manager does not look willing to delegate.

The possibility for this applied style of leadership within the entity to be one of enforceability is contradicted by the replies obtained from the telling factor. Although there is a strong task orientation tendency, the professional experience of the employees renders the telling style incompatible with the increased technical and psychological maturity of the employees, this being the result of the same factor. The factor describing the selling style is quite well known, when it comes to a matter of supervisor's guidance and supporting attitude, i.e. the orientation task respectively. Due to insufficient relationships with employees, the employed style cannot be considered participating, and the delegation factor is not fully confirmed, in all its dimensions, in order to consider that the delegating style is manifested. Moreover, a casual style of management, such as the delegating one, may not be characteristic for a central government, central public administration institution, even if this style attributes can be occurring sporadically or spontaneously. In other words, although employees would correspond to maturity level of leadership or even the delegating styles, the leader's attitude is one featuring *the telling style*, with little influence from participating, in some cases. This conclusion clearly underlines the lack of alignment of the leader's leadership style to the experience and expectations of those being led.

Verifying the assumptions

Main assumptions:

1. *If the leadership style used in the studied units is of selling type, then the selling factor will record the highest score of all the questionnaire's factors.*

Hypothesis is confirmed. Judging by the scores obtained by each factor in the questionnaire (telling - 4.08, selling - 4.85, participation - 3.83 and delegating - 3.53) and taking into account that each factor describes a leadership style, then we consider that the style of leadership manifested is the selling one (4.85).

2. *If existing climate is reasonable purpose type, it will have a low intensity (3.9 - 4.6), and the task factor will be strongly represented (5.4 - 6.2), and*

relationships factor poorly represented (4.2 - 4.8). We have stated this assumption, knowing that a climate of this type corresponds to the 1-st assumption leadership, the selling style respectively.

Hypothesis is rejected. The questionnaire's analysis shows that the type of climate prevailing is an average one (4.74), and not low. Furthermore, the task factor is not so high as required by a rational climate, but average (5.06), and relationships factor level is higher than the one with low intensity (5.06). Therefore the type of climate is not a rational one, but rather, an average climate, such as development. We conclude the same thing after analysing the organizational climate questionnaire factors.

- 3. If the leadership style used in the unit is of selling type, then, the climate is going to be one of rational purpose.*

Hypothesis is rejected. The verification of the two previous assumptions clearly underlines the idea that, although the leadership style prevailing in the entity concerned is a selling one, the organizational climate is at the level of the development climate. As a result, the leadership style is not properly adjusted by the leader to the climate in which the latter operates.

Relationship assumptions:

- 1. The more the organizational climate is directed to support, the more the employees' motivation will record a higher level.*

By correlating the support and motivation variables, the coefficient Pearson has recorded a value of 0.74 ($r = 0.74$), which shows a good to very good correlation. Although the motivation factor intensity manifested is of a medium level, a total score of 4.34 and a support factor of average values, means that their correlation leads to a score almost very good.

- 2. The more the selling factor will emerge stronger than the telling factor, the more such signs of participation factor will appear.*

By correlating the selling and the participation factors, the coefficient Pearson has recorded a value of 0.59 ($r = 0.59$), which shows an acceptable correlation between the two variables. As supported by the scores, the selling factor occurs more often (4.85) than the other three factors, and implicitly than the telling factor (4.08). Thus it is confirmed what we have also emphasized in the conclusion of the questionnaire interpretation: the fact that the leader applies

mainly the selling style, with clear participating influences, even if, in some cases, we may find reminiscences of the telling factor.

Conclusions

As we have assumed, within the concerned organization there are inconsistencies in the leadership style and how it is relating to the existing climate factors. The mainly task orientation tendency, either one imposed or deliberate, makes the leader to lose sight of the true pillars of resistance of the institution: people. The insufficient relationships with the subordinates lower their self esteem, and also their desire for development and affirmation. Although these deficiencies are visible, leadership positions have not sufficient flexibility to take into account the development of a dedicated process to remedy them. The mentality that staff's issues are self solving is no longer applicable. The employees may also rely on support from supervisor in performing the task, but less so in solving the relationships problems. In this case, the leader should be an active listener towards the issues faced by employees, and also the person offering solutions.

In other words, the cooperation between the institution services and structures is more than satisfying. Employees are satisfied with the support of their colleagues, of their relationships, and that definitely joins the team and helps it to overcome the monetary motivation lack. A good balance between skill and motivation of employees would improve the work climate, increase the efficiency and confidence in the institution's values. Although the climate is dynamic, employees are reticent about changes. Too many changes implemented without preliminary preparation of the climate and employees have influenced the employees' vision regarding the workplace. Very few people now feel encouraged to develop or be creative.

Coming back to this paper's title, we state that although the leadership style is still very tasks oriented with influences of permanent monitoring and control, without a consistent openness towards relationships, the climate has developed naturally, in the same way as the professional maturity of the employees. We consider that the credit for the proper functioning of the activity goes to the employees who have not lost confidence in the direct supervisor or their persistency in fulfilling their tasks and still consider that they may achieve performance in the institution which they represent.

Recommendations

Switching from a telling style to the participating on. The existing leadership style in the institution, i.e. selling, has its limitations, in the sense that it does not allow the performance to take the first place. The role of a good leader should be increased also towards detecting and promoting the values. Therefore, the professional maturity requires employees to adjust the leadership style, for the purposes of decreasing the task orientation, and increasing relationships orientation. Certainly, the previous results of employees, the manner in which they take their tasks to completion, would constitute a good enough reason for the supervisor to grant them with more credit and allow them more freedom in the labour process.

Increasing the monetary motivation in order to award employee's professional maturity and their results. For the monetary reasons, it is desirable to reconsider the salary grid scale and to re-establish the bonuses grid, in order to get better results. The system new employees will not feel as motivated as those who are already part of it, for a number of years, even if their experience with is as significant or higher comparative to other employees in the system, much better remunerated. Suspension of bonuses further lowered the degree of involvement and interest in how to resolve the tasks and the resource utilization. The motivation through bonuses would restore the balance between those seeking to demonstrate their professional capacity, employed in a grid of low salaries, and those who though better paid, fail to bring to the institution sufficient benefits.

Encouraging the openness of the organization towards a group type climate, with democratic-consultative traits. The existing climate has limits which can interfere with achieving of the institution's goals. A more flexible climate, based on a high level of confidence and moral, would remove frustrations induced by the lack of certainty related to the situation of having a job and lead to personal merits recognition. Thereby, employees would be motivated to focus not only on carrying out a task, but also to the best way to do it. Furthermore, a group type climate, with democratic traits that would strengthen consultative relationships with the leaders, would shed light on common values, shared with them.

Finally, such a climate would make organizational changes, that will certainly start this year, to be more easily overcome, due to bilateral communication and employee involvement at certain level of decision making. Through the

conclusions, this paper can provide a blueprint for the organization analyzed and the implementation of the related recommendations can lead to increased efficiency in the organization, to increased confidence and to improve its image. Scientifically, the paper can be considered as generating new information in the field, by deepening the relationship between organizational climate and leadership style.

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