

LEADERSHIP SKILLS IN ORDER TO INCREASE EMPLOYEE EFFICIENCY

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Abstract

The role of leadership as a core management function becomes extremely important in the case of rapid changes occurring in the market, and then within an organization that must adapt to new changes. Therefore, management becomes a central topic of study within the field of management. Terms of managers and leaders are not equal, and have not same meaning. The manager may be the person who operates in a stable business environment; a leader is needed in terms of uncertainty that identifies new opportunities for the company in a dynamic business environment. Therefore, leadership, charisma and inspiring employees, and the use of power, are becoming the key to the success of the enterprise market, and among its competitors. There is no dilemma that is leadership crucial for its success or not, the importance of leadership is unquestioned. Therefore the study of this area management as a management tool is importance for the success of the business. A leadership skill derives satisfaction of employees work activity. The company, which have no leader will result , with bad results, not motivated and disgruntled employees, while the opposite, organization that are based on knowledge and expertise in the field of management will be successful in their own business domain. Because of its importance in achieving the goals set out by managers and organizations, purpose of this paper is to examine the effects of a valid, leadership on the effectiveness of employees in the enterprises. The results show that a leadership skill affects the efficiency of enterprises and employee motivation. Leadership skills becoming a key success factor in business and in achieving the organization's objectives.

Keywords: Management, enterprises, leadership, efficiency

Introduction

Nowadays companies operating in conditions of rapid change, and are forced to change their established ways of doing business on the new, innovative and creative way. The reason for this is the desire to achieve the objectives of which are in most business plans more than ambitious. Managers has to set a high goal to achieve, and it will not be possible without motivated and satisfied employees who will be willing to provide more in terms of engaging the business tasks of what is actually needed. It is not uncommon, that only those employees who are motivated will have such a desirable behavior.

If employees want to "survive" the dynamics of the environment and if they want to achieve the set goals of the organization, they have to change its behavior. Signals changes in employee behavior primarily come from the management. Therefore, we need leaders who will adapt the organization and staff to new changes that occur. Provide such conditions in the business where are everyone involved in the process of creating a product or service, have to be satisfied and motivated, is a big challenge for a leader and a pretty complex job.

But precisely the role of such a leader has a key significance of which will depend efficiency of the entire organization.

The difference between managers and leaders

The fact is that the most successful managers are good leaders too, but this fact does not equate these two terms. Leaders are persons that are able to influence others and who possess managerial authority (Robbins, Decenzo 2004). Leadership is not a position in the organization; it has the ability to influence others. The difference between managers and leaders is described in the following figure 1. (Marusic, 2006):

Figure 1. Differences between manager and leaders in relation to personal and situational variables

PERSONAL AND SITUATIONAL VARIABLES	MANAGER	LEADER
Source of power	Embed director	Elected leader
Source od authority	Delegated below	Accepted above
Basis of aithority	Law and regulations	Personal skills
The justification for authority	Institutionalized values	Distinctive contribution to the group
Relationship manager-subordinate	Dominance	Personal effects
Responsible to:	Senior manager	Superiors and subordinates
Behavior model:	Authoritative	Democratic

Source: Marušić, Upravljanje ljudskim potencijalima, 2006., p. 90.

Figure 1. show personal and situational variables and different situations when considering managerial positions in relation to the position of leader. Observed significant differences between these two positions, and thus managerial positions determined by their superiors as opposed to leaders who actually chosen most often stems from the group, and was accepted by his superiors. The style and manner of managing managers and leaders is actually very different. The ideal situation is when a manager has the skills and characteristics of leaders, and when the leader has the managerial skills and knowledge, which in practice is not always the case.

The most important factor of leadership is the leader himself and his ability to influence others. According to (Judge, 2002) there is a model of personality that is composed of five factors which are related to the most important characteristics of the personality. Five factors include: neuroticism, extraversion, openness, agreeableness and conscientiousness.

Figure 2. Desirable characteristics of leaders



Source: authors

Leadership (Crossan, 2013) does not focus on power and position rather than on an individual's ability to use all the best of them to support and enable others to thrive and achieve results in the businesses in which they work and thus contribute to society.

However, the characteristics of good leaders come to the fore when an individual can express and implement. If an employee has the characteristics of a good leader, but not at a higher hierarchical level within the company, its good features and charisma does not contribute to the organization. Therefore, it is advisable to set the manager has the required characteristics of a leader. Without the existence of the desired characteristics, the manager can become counterproductive, and its impact on the environment becomes demotivating and does not achieve the desired results of the company

Keeping up with the changes and new way of thinking about the role of leadership

When considering the importance of leadership in terms of relationships within the group, the role of leaders is crucial in addressing and achieving business goals. Within the group there may be situations when leaders and followers are in a formal relationship to each other (eg, CEO of leading employees of the organization, Team leader leads the team members, etc.) and there may be one group of employees who may "not in play" because of the small the importance of leadership and therefore sometimes understood only as a nuisance (Hogg, Knippenberg & Rast 2012). It is necessary to integrate these employees into the organization, but it will be only with the help of an experienced leader who will actually motivate you to "run" ahead.

Every employee of the organization or team should be equal to each other in terms of avoiding any kind of discrimination (such as gender, religion, habits) by the leaders. Actually only one employee who feels welcome and valuable in the organization will be motivated and will also contribute to achieving the goals of the organization, and thus will affect the greater efficiency of the leaders.

In today's fast, chaotic changes in society, leadership nabuts in the sphere of spirituality and therefore asking questions that have always been the topic of discussion of spiritual traditions and philosophical systems, such as how to live in uncertainty, without any knowledge of the future, which makes sense of life, etc. (Wheatley, 2013). The same author state: "Life does not stop to teach us to change. If you find yourself in the role of leader, we strive to subtle, carefully and skillfully - as excellent coach - lead people to support them in the process of discovering the wisdom of life".

This meaning shows that it is necessary to think about the meaning and purpose of work and their own role, and encourage and employees so that they realize that they actually work their influence changes that are positive and that they should feel spiritually fulfilled. In the absence of pleasure in performing everyday tasks then we can ask the question what is the purpose of work and what actually needs to be done in such a situation, and whether the role of the leader and his positive attitude to contribute to the changing such a business environment.

Mewton (2009:12) states that the leadership, both, now and in the future in the business world, require integration another significant and important steps that will demonstrate the resonance of emotional intelligence subsystem. It is necessary to consider:

Self-awareness. Know yourself, your strengths, and your emotional blind spots. Be open to others without judgment.

Active listening. Listen to understand. Focused listening brings the reward of relating more fully. *Compassion and empathy.* Support other people's emotional reality to create trust and genuine connections.

Integrity. Communicate with others through your personal core values, demonstrating commitment to your beliefs.

Emotional intelligence becomes the first factor is the backbone of good leadership. A leader who has more empathy towards employees will certainly be more appreciated by the employees than the one that it does not sufficiently developed. Therefore, it is necessary to continuously improve leadership skills and emotional intelligence in order to increase employee satisfaction and efficiency in a business environment.

Research approach

The purpose of the study was to explore creation of an instrument to measure employees' perception of leadership using questions, as shown Figure 3.

Employee research was conducted using a questionnaire that was sent to the e-mail employees in selected Croatian company¹⁴. The questionnaire consisted questions that asked the respondents to answer the questions and answer, "agree", "disagree" or "neither agree nor disagree." Answers to these questions are aggregated and presented in absolute and relative numbers.

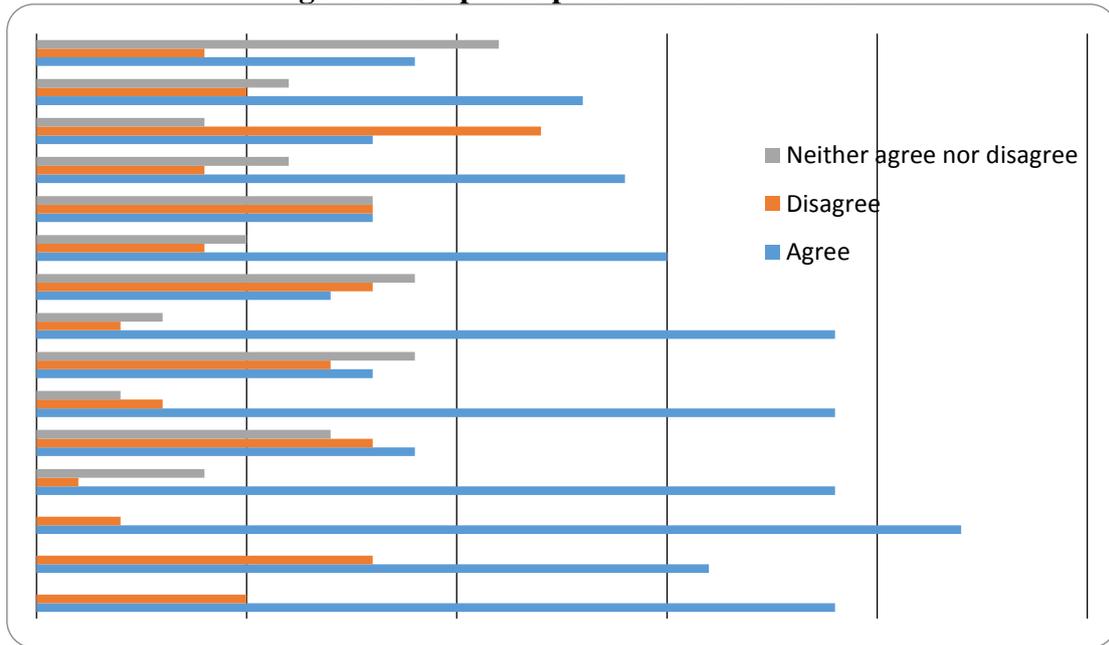
Figure 3: Attitudes of employees about their boss

Questions	Respondends (n=24)	Agree	(%)	Disagree	(%)	Neither agree nor disagree	(%)
1. Do you consider your work environment positively		19	79%	5	21%	0	0%
2. Does your boss behavior can motivate you		16	67%	8	33%	0	0%
3. It is your pleasure to work in a team		22	92%	2	8%	0	0%
4. My relationship with the boss is correct / satisfactory		19	79%	1	4%	4	17%
5. I feel free to suggest innovations in business processes		9	38%	8	33%	7	29%
6. I'm ready to do more than what is expected of me		19	79%	3	13%	2	8%
7. When I have a problem in business without fear presents it		8	33%	7	29%	9	38%
8. Feel free / or always ask for advice		19	79%	2	8%	3	13%
9. I accept changes in work because I know that won't happen anything wrong		7	29%	8	33%	9	38%
10. I always receive feedback		15	63%	4	17%	5	21%
11. Do you think that someone on the team is treated differently from other		8	33%	8	33%	8	33%
12. Do you trust your boss and he inspires you		14	58%	4	17%	6	25%
13. Boss always proposes the best solutions and a vision		8	33%	12	50%	4	17%
14. Boss is always available to talk		13	54%	5	21%	6	25%
15. Boss will admit a mistake and take responsibility		9	38%	4	17%	11	46%

Source: Authors

¹⁴ X – indicates the selected company because it is not permitted to getting the names in this paper

Figure 4: Graphical presentation of results



Source: Authors

Individuals were all working adults, who indicates that they were all exposed to work environments and had all experienced the effects skilled leadership.

The results showed that the boss actually has features and characteristics of a good leader, and 79% of respondents' rate their relationship with the boss is very fair and satisfactory. Furthermore, nearly 79% of respondents rated their work environment as positive and ready to do more than what is needed. Teamwork in this survey has surpassed individual and as much as 92 % of respondents feel the pleasure of working in a team. Asked whether your boss can motivate as many as 33 % of respondents believe that it cannot, then the same percentage show that they do not feel free to propose innovative solutions and they are not really sure what might happen if they accept the changes.

This area is actually a signal that the boss should work on yourself and his skills, because number of respondents should be minimized. There is interesting to note that as many as 46% of respondents were not sure that boss will head to take responsibility in the event of any errors made. This area also need further work on the acceptance of responsibility by the boss.

Analyzing the results, it can be concluded that the observed company has superior qualities of leaders, but it is necessary to work on those skills that are rated with a high percentage of disagreement (Figure 3).

Conclusion and recommendations for organizations

Positive work environment actually creates and maintains a good manager who is also the leader of incentive employees, and affects their motivation. When employees recognize the characteristics of good leaders they are ready to give their best in achieving its treasury goals in their careers as well as company goals. Continuous testing of employees about their relationship with a boss will provide valuable information that will identify areas where improvements are needed. Efforts to improve the skills of leaders will affect the efficiency of all employees and company as a whole, and this would create a positive organizational climate as is found in the examination of the attitudes of employees.

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