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культура, която да определя начина на поведение на служителите в една организация, се счита за много ефективен начин за контрол. „Културният“ контрол се определя като неформален контрол върху поведението на служителите за постигане на ефективност при осъществяване на организационните цели и води до развитие на организацията.

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A MODEL DETERMINING LEADERSHIP IN THE BUSINESS ORGANIZATIONS UNDER THE CONDITIONS OF THE FOURTH INDUSTRIAL REVOLUTION

Under the conditions of the Fourth Industrial Revolution, leadership in the business originsations faces multiple challenges and requirements. There is an evident need for the leaders to be “smart”. This calls for searching a new model, which should cover thoroughly and comprehensively the leadership behaviour and styles. The integration in a model of the six focuses determining the efficiency of the leader (orientations towards achieving results, the human factor, the organizational culture, the requirements by the external and internal environment and the identification of the leader with the organization) provides a solid theoretical and research basis, which could become the driving force of an efficient leadership behaviour in the conditions of the already started latest industrial revolution.

Keywords: leadership, a six-dimensional model, Fourth Industrial Revolution, business organizations

Inequality and poverty, which prove to be major trends, occurring as a result of the already started Fourth Industrial Revolution, require a substantially new paradigm concerning the nature, the main characteristics and manifestations of leadership in business organizations’ internal environment. Over the next three or four years, the overcompetition not only for resources, but also for consumers, markets, and innovative, high-technological and unique qualities of the products will determine which business organizations will be successful in surviving on the market, and which of them will go bankrupt, dismiss employees and become a negative example for mismanagement with an apparent deficit of leaders – visionaries. The challenges, which the economic entities will be facing over the next few years, are related to the need of identifying some substantial competitive advantages ensuring their leadership in the respective market, product or regional niche. This, however, requires some skills for transforming the specialized knowledge as well as a capacity for combining the scarce organizational, production, financial, material and non-material resources and capabilities in an efficient and competitive business strategy, providing higher added value for the business organizations, their employees, partners and the society. Thus, leadership in the business organizations under the conditions of the Fourth Industrial Revolution will be related not only to the ability to generate efficient visions, but also to leader’s capacity to generate strategies, which at the same time meet the requirements of organization’s external and internal environment, as well as of the human resources thereof, of their value based organizational culture, their strategic goals and the identification not only of the leader, but also of the employees, consumers, investors and the society with the values and products of a particular economic entity.

The development of leadership conceptual paradigm over time has gone through various stages, and during certain time periods there have been different theories underlying the study, research and evaluation of leader’s behaviour. This specific evolution has resulted primarily from the changed conditions in the economic, social and religious living. The review of leadership paradigm development requires taking into account the following major leadership concepts:
✓ The great man concept [1, 2, 3], laid out in 1840 by Thomas Carlyle, researcher of leader’s biographies. It is considered the first leadership theory based on studying the talents, habits and physical characteristics of people, who have become leaders. Thomas Carlyle comes to the conclusion that leaders are born and not made. Furthermore, in his view, the great leaders emerge when that becomes necessary.

✓ The concept of leader’s qualities, published in 1936 by the psychologist Gordon Allport [4]. In his view, among all the personality qualities of a person, some of them that are dominating. According to the personality qualities theory, leaders have a certain set of fundamental qualities, which are not changing over time, that distinguish them from the rest of the people.

✓ The concept of leader’s participation of 1939 by Kurt Lewin, Ronald Lippitt and Ralph White [5]. This concept is based on the relationship between the leadership style and the productivity resulting from that. There are three types of leadership determined, which define and form different behavior in the employees: autocracy (decision making without asking anyone else), democracy (leader’s participation in decisions made by everyone) and non-interference (a liberal management style with minimum participation by the leader in the decision making process). The autocratic leader relies on legal authority and power, based on duress and sanctions. The team works well only if under the monitoring of the leader. There is an atmosphere of hostility prevailing in the team and the leader is perceived negatively. With a democratic leader, there are rules of interaction existing between the subordinates. He or she delegates authority and relies on referential power. The leaders, who adhere to the liberal approach, rely on expert power. According to Lewin, Lippitt and White, this type of leadership creates the most positive and efficient relations in teams.

✓ The charismatic leadership concept defined in 1947 by Max Weber, according to which leadership is based on charisma – a form of influence on the others through personal attractiveness invoking support by the others and their recognition for the leading role of the holder of the charisma, which provides the latter with power over his/her followers [6]. The source of loyalty to the charismatic leader is not tradition or recognition of his/her formal right, neither competency, nor the profession-based traditional concept of privilege, but most of all the emotional belief in his/her charisma and the commitment to that charisma.

✓ The leader’s behavior concept based on the “managerial grid” elaborated in 1957 by Robert Blake and Jane Mouton, which defines 5 different leadership styles, based on the care for the people and the achievement of the goals [7]. Along the vertical axis of their “managerial grid”, the scholars place “the care for the people”, which can be evaluated with grades from 1 to 9. Along the horizontal axis is placed “the care for production”, again with grades from 1 to 9. The management style is determined pursuant to the grades under the abovementioned two criteria. Blake and Mouton describe 5 positions of the grid: position 1,1 – the manager does not devote sufficient time to the people, or to the production targets; position 1,9 – managers focused on the positive human relations within the team, however, not paying enough attention on the fulfillment of the targets; position 9,1 – management with a focus on the fulfillment of the targets, while ignoring the meaning and importance of the human relations in the organization; position 5,5 – management is based on conservatism and moderate ambition to achieve results and good interpersonal relations; position 9,9 – owing to their attention both to the people and to the efficient fulfillment of the targets, such managers are successful in involving their subordinates in the organization goals. This guarantees a high level of integrity and efficiency.

✓ The situational leadership concept generated in 1967 by Fred Fiedler [8], relates leader’s efficiency to the level of his/her target orientation, as well as to the level of his/her control of the group and influence over it. The most important factor determining the success in management is flexibility – the capability for analyzing and adapting to the changing circumstances, and not looking for a mythical optimal way to reach the goal.
✓ The transaction leadership concept [9, 10], formulated by F. Dansereau, G. Greene, G. Keshmen in 1972 and widely accepted from the mid 1980s until ca. 2000. It is based on studying the styles and behaviour of the leaders and their interaction with the behaviour and performance of the subordinates. The leader establishes unique relationship with every subordinate. Those relationships may be good (with mutual trust and support, high level of work efficiency and satisfaction by the subordinates), average or bad (reduced only to fulfilling the professional duties). In general, however, with the transaction leadership style the manager motivates the followers appealing to their personal interest. Some experts refer this concept to management and believe that it has no relation to leadership.

✓ The transformational leadership concept by James Burns from 1978, according to which the transformational leadership is based on leader’s influence on the subordinates, where the influence effect enables them to take part in the process of transformation of the organization. The main components of this theory are the manager’s ability to lead people, the individual approach, the intellectual incentives, the “inspiring” motivation, the involvement of the people into an interaction, where the leader and the members of the group mutually support their social growth and enhance the level of their motivation [11].

✓ The attributive leadership concept based on the attribution theory, which explains the cause and effect relation between what has happened and what people believe is the cause for what happened. Pursuant to that concept, leaders monitor the work of their employees and receive information about the way it is done. On this basis, they draw some conclusions about the behaviour of every employee and choose their own adequate style of behaviour.

✓ The concept for leadership 4.0 is focused on the capability of corporations’ management to adapt the leadership styles, the organizational culture and the management methodology in view of introducing innovations and implementing new business models [12]. Under the conditions of the Forth Industrial Revolution, the corporations are forced to look for a way to cope with the new market realities resulting from the innovative technologies and the highly turbulent conditions for doing business. In such an environment, the leaders should be proponents of “social intelligence”, which has its expression in the ability to understand the context and relationships in any situation, to generate an appropriate response to such a situation, to demonstrate a flexible variability concerning the behaviour of the organization as a reaction to the changing conditions. In its report “Labour Skills of the Future 2020”, the Institute for the Future defines social intelligence as number two in the list of the ten most important labour skills for the future workforce. The result of the social intelligence, which the leader has, is a committed team, which is proud of its work, with high levels of trust and an environment where innovations flourish.

✓ The GRID leadership style concept [13], which is based on the “managerial grid” of Robert Blake and Jane Mouton, however, upgrading it with two new styles – patriarchal and opportunistic, which are placed outside of it. The GRID-concept defines the “care for the people” as a “people orientation”, and the “care for production” as a “result orientation”. Typical for the patriarchal leadership style is the combination of the characteristic features of styles 1,9 and 9,1, described by Robert Blake and Jane Mouton, while for the opportunistic leadership style – it is the integration into the leader’s behaviour of features from all the leadership styles in view of procuring personal profit.

✓ The Synercube concept [14], which perceives leadership as being 3-dimensional and measures it not only in respect to the focus on people and result, but also in respect to the corporate culture. On this basis, that concept takes into consideration 10 leadership styles: 7,1- authoritarian, 7,1+, patriarchal, 7,1-, a style characterized with concessions and consent, 1,7+, defined as “soft hearted enthusiast”, 4,4-, conservative, 4,4+, described as stubborn and proud, 1,1- defined as a “cynic without individuality”, 1,1+, defined as “waiting and hoping”, 7,7-, opportunistic and 7,7+, the one assumed to be the ideal and optimal leadership style, which creates and implements visions.
Under the conditions of the Fourth Industrial Revolution, leadership in the organizations will be increasingly related to the orientation of the formal leader – manager towards strategic variables, which determine organization’s place on the market within the global macro-environment. On this basis, of fundamental importance for the positioning of the business organizations in a particular market niche, segment or region is coordinating their strategic orientation points with the changes imposed by the external and internal environment. These are specific economic, marketing, production, technical, social and financial activities and analyses, which provide a genuine picture about the condition of the environment, and the trends and requirements defining it. The alignment between the strategic organizational orientation points and the dynamic changes of the external and internal environment fosters the positive development of the business organizations, critical or which, however, is the role of their leader.

The leader should combine in his/her management style both the behaviour and orientation requiring the coordination of the strategic orientation points of the business organizations with the changes in the external environment, and the orientation requiring the adequate reflection of internal environment’s dynamics in the organizational mission, vision, goals and strategy. The integration of these two focal points into leader’s behavioral model would lead to the identification of the leader with the development of the organization, as well as to involving his/her personality with the achievement of synergy, optimality, maximization, euphoria, motivation, or with the achievement of failure, bankruptcy, frustrations, disappointment. Thus, the role of the leader as a person epitomizing the progress or decline of the organization under the conditions of the pending inequality and poverty as a result of the Fourth Industrial Revolution is particularly important and strategically determining. The leader should be aware of this role from the perspective of the responsibility, which s/he bears for the business organization and its human resources.

The strong identification of the leader with the organizational strategic orientation points requires from him/her a type of behaviour, whereby coordinating the steps undertaken by the organization with the challenges coming from the external and internal environment. This calls for the searching of competitive advantages through innovation and high technologies not only concerning the managerial toolset, but also in the actual production and operational activities of the business organizations. The leader’s focus on the identification with the business organization, which s/he manages, prompts the human resources therein to recognize their personal values, visions and goals within the organizational strategic orientation points.

All that creates comprehensiveness, interrelation and mutual dependence between the leader in the business organizations, his/her ability to be identified with them, the human resources therein, the relevance of the strategic organizational orientation points in respect to the requirements of the external and internal environment and the performance of the business units. Therefore, alongside the already familiar two focuses from the “managerial grid” of Robert Blake and Jane Mouton, and from the GRID concept – on the result and on the human resources, and the third one, defined in the Synercube concept – on values, there are another two socio-economically determined orientations – towards the changes in the external environment and the alterations in the internal one, and a personality and behaviour determined orientation – towards the identification of the leader with the organization in general.

Those interactions, mutual interrelations and determinations provide grounds to generate a six-dimensional model, which defines leadership in the business organizations. On this basis, leadership can be measured through six mutually related focuses:

- result orientation;
- people orientation;
- organizational culture orientation;
- orientation towards the variables of the external environment;
- orientation towards the variables of the internal environment;
- orientation towards the identification of the leader with the organization.

Based on these six focuses, the leadership style in business organizations’ management can be determined as a result of studying 15 interactions:
✓ people orientation versus result orientation;
✓ people orientation versus organizational culture orientation;
✓ result orientation versus organizational culture orientation;
✓ orientation towards the variables of the external environment versus orientation towards the variables of the internal environment;
✓ orientation towards the variables of the external environment versus leader’s orientation towards identification with the organization;
✓ orientation towards the variables of the internal environment versus leader’s orientation towards identification with the organization;
✓ people orientation versus orientation towards the variables of the external environment;
✓ people orientation versus orientation towards the variables of the internal environment;
✓ people orientation versus leader’s orientation towards identification with the organization;
✓ result orientation versus orientation towards the variables of the external environment;
✓ result orientation versus orientation towards the variables of the internal environment;
✓ result orientation versus leader’s orientation towards identification with the organization;
✓ organizational culture orientation versus orientation towards the variables of the external environment;
✓ organizational culture orientation versus orientation towards the variables of the internal environment;
✓ organizational culture orientation versus leader’s orientation towards identification with the organization;

The six-dimensional model defining leadership in the business organizations under the conditions of the Fourth Industrial Revolution provides a more comprehensive understanding of the focuses, which determine the efficient leader’s behaviour and styles. It enables defining leadership as “smart”, since within the model it is studied as a multi-aspect phenomenon, which gives a boost to the organizations to overcome any instability and position themselves as leaders.

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