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PRESCRIPTIVE APPROACH MODEL FOR LEADERSHIP IN HIGHER-LEVEL MANAGEMENT CASE STUDY: OIL AND GAS COMPANIES OF THE ISLAMIC REPUBLIC OF IRAN

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ABSTRACT

The survival and success of organizations in today's competitive environment, where there is regular transformation, complexity, and uncertainty, needs efficient leadership. Therefore, due to the lack of comprehensive leadership models that can be applied in all organizations and respond to human resources problems, this research has been done which presents an effective model in leadership studies in the form of "presenting a model of corporate-level leadership in Oil and Gas companies", and it is trying to appear helpful by presenting an indigenous leadership model for such companies for selecting mostly technical managers. With the mentioned model, one can lead the necessary trainings in order to create the identification tool and select the managers before their appointment.

The achievements of the research indicate that, from the experts' point of views, among the above-mentioned 22- dimensioned models, accountability, perceptual skills and integration are respectively preferred at top management levels, human skills, problem solving skills, and management are respectively prior at middle management levels, and the priority is respectively given to technical skills, production, and integrity at operational management levels. Staff believe that the dominant role in three levels of management has been considered as follows: **according to Adizes Management Styles**, management, according to Robert L. Katz Management Styles, human skills and according to Hay Evaluation Model, technical knowledge of work and in Tasks Management Model, planning management. However, in the Model of Aptness, the dominant dimension in top and middle management levels is considered as the "support and cooperation", and "interaction and presentation of the content" at the operational level. However, from the perspective of the experts at the top management levels, the dominance is with the components of production and integration, action and conduct, perceptual skills, accountability and organization. Also, the dominant dimension of middle management is based on the components of management, interaction and presentation of materials, human skills, problem solving skills, and organization. Ultimately, the dominant dimension of operational management level is based on the components of production, action and conduct, leading, technical skills, technical knowledge of work and leading as well. As you can see, there are many differences between experts' and employees' viewpoints. Eventually, for implementing the most effective components of the five-level models at triple management levels of the organization, appropriate measures and strategies were presented.

Keywords: *Leadership Styles, Adizes PAEI styles, Managerial Levels, Management Models, Leadership-Proportionate Model*

INTRODUCTION

Managers in all organizational levels similarly perform organizational tasks, but the importance of some management tasks at different levels is somewhat different. High-level managers spend more time on planning and organizing tasks than mid-level and operational managers. Middle level managers spend more time leading and controlling tasks compared to high-level management. Operational managers also spend most of their time leading staff (Yugandhara, 2011).

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On the other hand, the survival and success of organizations in today's competitive environment, whose main features are transformation, complexity, and uncertainty, requires the adoption and implementation of effective strategies and continuous improvement of performance. One of the consequences of neglecting leadership is that managers, instead of focusing on creativity and innovation, rely only on one of the management tasks, namely control. That managers implement which strategy to admire and lead any person's creativity and intelligence in the organization has recently emerged.

2. Literature study

Various studies have been conducted in relation to leadership under the title of personality traits (Davek, 1999), the skills and capabilities of leaders (Grossberg *et al.*, 2006), Leaders Knowledge (Hogan & Keizer, 2005). According to numerous studies, leadership has been defined based on a group effort to solve a problem (Van Woet *et al.*, 2008). In this approach, the influence of leadership style from the perspective of the leader's roles and the extent of efforts has been studied to help with the realization of performance.

Albert (2003) examines the theory of transformational leadership in the workplaces in Jamaica. Based on the results of this study, there was a correlation between the dimension of individual consideration and the outcome of satisfaction.

Nicholena (2003) examined the appropriateness of the transformational leadership style in educational-scientific institutions and environments. The results of this study showed that the transformational leadership style has a positive correlation with the effectiveness outcome.

Web (2003) examined the degree of university heads' leadership behaviors and the followers' job satisfaction and the motivation to try more than the expectations and effectiveness of leadership in colleges and universities. The findings of this study showed that the combination of transformational and communicative behaviors is a better predictor for job satisfaction and leadership effectiveness compared to transformational behaviors alone. Boomer and Baldwin (2004) found that leaders whose homogeneous leaders group had more transformational leadership behavior show more tendency to transformative leadership behavior.

Ichak Adizes (2004) explores how to define and describe management styles in reality in a research entitled Management and Mismanagement Styles. He claims that any permutation of the combination of these roles creates a kind of style. A good manager is the one who can fulfill the task's threshold requirements of all these roles even if he is not the best in all roles. A managerial style can be a Producer (PaeI), an Administrator (pAei), an Entrepreneur (PaEi), or an Integrator (paeI), etc. If that style is ineffective in implementing one or more of its roles, it is a mismanagement style. If each role meets the minimum threshold requirements, it is a managerial style. Finally, if the role of integrity (I), in addition to at least one other role, is played well, and none of the roles is incomplete, it is a leadership style. However, in order to change a good manager into a leader, meeting the threshold requirements for each role is insufficient. For leadership, one must have at least two roles, one of which is role (I). And even afterwards, whether the combination of these two roles will create a task related leadership style will depend on the manager's this specific task or on what stage of his life cycle he will be.

Adizes also states that in this work, the code (PAEI) can be used beyond the coding of behavior or style. (PAEI) roles are created in a predictable sequence of each organization's life cycle. Over time, some roles are more specific and other roles are less clear. This creates a pattern of problems that can be predicted and prevented. In other words, once you understand this template, you will have the means to identify what is normal and what is unusual at any stage of the life cycle. It's almost like keeping a crystal ball in your hands: in the light of the problems you have today, you can predict the next generation of your problems. Whether the organization requires the (PaeI), (PaeI), or (paeI) leadership depends on is the life cycle stage the organization is having. As the organization grows and its age rises, the appropriate leadership style should also change, just like the parent's style depends on the age of the child.

Adizes also states that over the years of experiencing PAEI's style in more than 100 different organizations, communication has become easier, spirits are rising and productivity is increasing in those

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organizations. People's attitudes toward the positive side are changing, and co-operation and empathy are easily achieved. People really try to help each other (Adizes, 1998).

In general, when looking at the PAEI perspective, we will see a pyramidal organization with a multi-layered structure. In its bottom, almost all P could be found. Then there is an A layer and there is an E layer at its highest level. Layer I does not exist. In the hierarchic organizations, it is expected that everyone will act on the basis of the chain of command and will not break the official channels. If there is a responsibility to integrate, it often relates to the organizational development that is tied to the corners or the middle level of the organization (I).

In 2010, Jefferson conducted a research entitled "Applied Performance Evaluation for Leadership". In this research, although the assessment of leadership performance in organizational success is more important than employees, more research is done on employee performance and how it is evaluated.

Huang *et al.*, (2010), did a research entitled "Does collaborative leadership promote task related performance through empowerment or trust?" (Surveys in managerial and non-managerial subcategories). The outcomes of this study are the results of a survey among 527 Forten employees. They found that there is a relationship between participatory leadership and functional performance as well as organizational citizenship behaviour (OCB) through the empowerment of low-level managers. While there exists a collaborative leadership role on task performance for non-top managers including first-level supervisors and staff members and OCB has a mediator role through trust management.

Garcia Morales *et al.*, (2012) in their study examined the impact of transformational leadership on organizational performance through the dynamic capabilities of organizational learning and organizational innovation that was not explored in previous studies. Their study confirms these effects experimentally, based on a sample analysis of 168 Spanish companies. Their research results show that: (1) transformational leadership positively affects organizational performance through organizational learning and innovation; (2) organizational learning is positive both directly and indirectly through Organizational innovation affects organizational performance; (3) Organizational innovation positively affects organizational performance.

Eucoquo *et al.*, (2012) in his research entitled "The Impact of Leadership Style on Organizational Performance: Case Study of Nigerian Banks" by using purposeful sampling technique to select a sample of 60 respondents and collecting data- By using the standard questionnaire and analyzing the data using inferential statistics and Pearson's correlation, they found that there was a positive and negative correlation between the dimensions of leadership style and organizational performance and that the dimensions of leadership style were jointly preceded by Organizational performance is responsible for 23% of the performance variance. Similarly, the results showed that, in order to achieve a competitive advantage, bank management should adopt a transformational and democratic leadership style.

In 2013, Carter conducted a research entitled Strategic Leadership: Values, Styles and Organizational Performance. Generally speaking, leadership can be defined as the use of skills and expertise to guide and help people in terms of performance improvement. Leadership consists of receiving feedback from people, reinforcing them and turning them into constructive and practical suggestions for improvement. This requires that everyone can improve and improve, and can be helped to help them out.

Iris *et al.*, (2013) investigated the phenomenon of innovation in the organizational life cycle in a research entitled Innovation Strategy and Innovation. They examined diverse life cycle models. The results of the studies show that the work of Greener and others on the growth of the company since the 1970s has helped expand the growth process models, both in practice and in theory. Another prominent work was done by Hanks, Watson, Jansen and Chandler (1993), which reviewed the research literature on growth and compared the ten life cycle modeling models. While some models have very few steps (Smith, Michelle, and Samer, 1985, identified three steps), some models have more stages, most studies on the models show that some of them adapt with Adizes' life cycle and the quadruple roles (Adizes, 1989, identifies 10 steps).

Endonwick *et al.*, (2014) presented an integrated model for distributing functional roles within work teams based on the Adizes model. The study of this mixed approach, which uses the combination of PAEI

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model and the role of the job analysis approach, suggests that this integrated model can be a predictable behavioral model, and from the approach The traditional experience can largely be ignored. In practice, this model can be regarded as more and more important than the acceptable level of interviewing job descriptions, as well as job appraisal conditions. Because, in the new approach people are required to have skills and training based on the amount and role of the role and task involved in working teams. Other achievements of this research are to examine the results of the integrated model with the PAEI Adizes model.

Poor *et al.*, (2014) reviewed the researchers who focused on the various stages of the company's development for many years on issues related to financial management, sales and marketing. In contrast, Lavouee and Calbert (1978) and Adizes (1988) were among the first to draw attention to the fact that the solution used in human resource management as well as employee behavior patterns, along with developments in the life cycle The organization has undergone changes. The organizational cycle that Adizes has, properly portrayed the dominant role of the executives in its various stages.

In 2014, a study by Wermen *et al.*, On the impact of supervisory leadership style on the deployment of HR functions was reviewed. The analysis of data from a comprehensive international survey was conducted on 6,253 employees of the Dacs company located in the Netherlands. They tested their assumptions using structural equations modeling. The results of the research indicate that the motivational leadership style dimension has a positive effect on the level of human resource performance.

Gao and Banerjee (2015) assessed the growth and development of small and medium-sized enterprises. Models were used to formulate the leadership role of companies and middle-sized enterprises. The results show that step-by-step models, such as the Five-Step Greening Framework (1972) and the Adizes Model for the Organizational Life Cycle (2004), are the most popular models used by researchers, policymakers, and administrators - Owners to describe the SME growth process and play an effective leadership role in organizations. In the meantime, the existence of a flat and hierarchical organization system, personal management style, flexibility within the framework of working teams, and also intuition-based strategies were selected as the main characteristics of the management of small and medium organizations. On the other hand, features such as financial constraints and human resources were selected as operational features of these organizations. Based on these characteristics, the competitive environment for small and medium enterprises is divided into three layers of industrial environments (first layer), national environments (second layer), and global environments (third layer) Were categorized. Accordingly, the classification of factors influencing the leadership of small and medium enterprises includes entrepreneurial characteristics, resource management and financial management, and innovation and technology management, business conduct, customer orientation and marketing, environments External. These are the characteristics of the leadership of small and medium sized organizations for the country with the fastest economic growth in the world. Given the above, the conceptual framework of leadership in the above organizations is described in Figures 2-6.

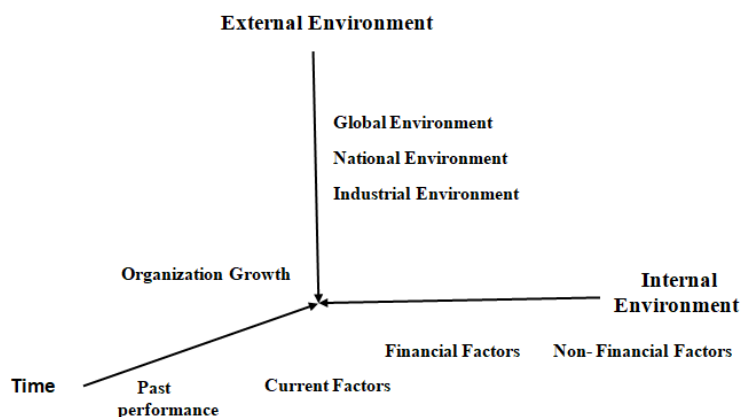


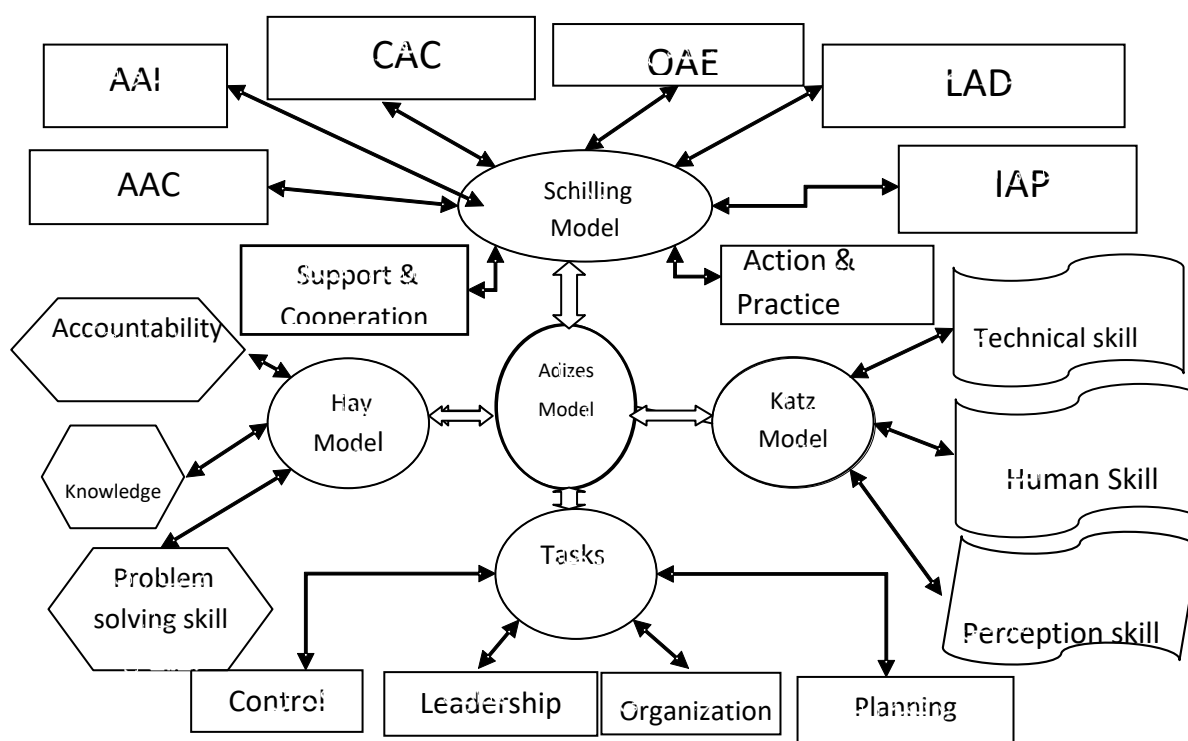
Figure 1: The Framework for Leadership Roles in Organizational Growth of SME Organizations

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Larson et al.,(2015) in a research entitled 'Industrial Engineering Leadership' examined the styles of project leaders on project performance. In this research, the main focus was on emerging and modern styles. The results and achievements have shown that over the last 50 years five schools have emerged in leadership literature, some of which suggest that different leadership styles are appropriate in different competitive situations. According to Turner and Muller (2005), these leadership styles have been extracted from general management texts based on leadership considerations in organizations, and have created distinct effects.

Conceptual model of research

After several studies, the research model was developed as follows. Regarding the key variables and key concepts of the above research, based on theoretical literature based on the available papers and final theses and the Adie's approach, the standard research model based on the studies of the Katz dynamics, management duties, competency modeling; Hey model has been made. In Adizes' and Katz' management styles, since they have been used by various researchers, they have relative weights, while Hay and Aptness models don't have relative weights such as models mentioned above.



RESULTS

In order to determine the type of tests used, whether parametric or nonparametric, in this section, according to the central limit theorem, we examine the assumption of the normality of the main components of the research.

Designing assumption H_0

There is no significant difference between observed and expected frequencies. (Normal distribution)

Designing assumption H_1

There is a significant difference between observed and expected frequencies. (Normal distribution)

To test the hypothesis, Kolmogorov-Smirnov test was used. Regarding the output of SPSS, at the significance level of 5%, all the main variables of the dimensions of leadership styles model; octagonal competencies; evaluation system; management duties; as well as the triple Katz and Khan skills; have a

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normal distribution Therefore, inferential tests are performed using nonparametric statistics. However, due to the high sample size (more than 300 people), we can use parametric statistics based on the central limit theorem. Both approaches have been used in this research. The results are found in Table 1.

Table 1: Normality Test of the Variables in this study

Dimensions	Variables	Average	Standard Deviation	KS Test Statistics	Meaningfulness level	Normality assumption
Adizes' Leadership Styles	production	3/31	0/374	2/01	0/001	Failed
	Management	3/61	0/590	2/18	0/000	Failed
	entrepreneurship	3/47	0/615	1/94	0/001	Failed
	Integrity	3/46	0/613	2/03	0/001	Failed
Octet Aptnesses	Leadership & Decision-MAKING	3/25	0/488	2/26	0/000	Failed
	Support & Cooperation	3/58	0/663	2/37	0/000	Failed
	Interaction & Presenting Subject Matters	3/54	0/624	2/46	0/000	Failed
	Analysis & Interpretations	3/35	0/475	2/36	0/000	Failed
	Creation & Conceptualization	3/43	0/662	2/57	0/000	Failed
	Organization & Implementation	3/49	0/542	2/58	0/000	Failed
	Adaptability	3/37	0/638	2/26	0/000	Failed
	Action & Operation	2/99	0/534	1/89	0/000	Failed
Hay Evaluation	Work Technical Knowledge	3/75	0/888	3/45	0/000	Failed
	Problem Solving skill	3/59	0/821	3/51	0/000	Failed
	Accountability	3/63	0/788	2/05	0/000	Failed
Manager's Tasks	Planning	3/76	0/578	2/02	0/001	Failed
	Organization	3/53	0/727	2/96	0/000	Failed
	Control	3/56	0/617	1/99	0/001	Failed
	Leadership	3/01	0/366	2/37	0/000	Failed
Katz & Kahn Skills	Perceptual Skill	3/44	0/524	1/91	0/001	Failed
	Human Skill	3/42	0/465	1/86	0/004	Failed
	Technical Skill	3/19	0/413	1/94	0/003	Failed

Before examining the research hypotheses and answering the research questions, in this section, based on the views of the experts who are standardized, from their point of view, they deserve the competencies required by the company in terms of expected competencies or standard merit standards The second table

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can be seen. What is clearly visible is the separation of all dimensions of the five-dimensional models into organizational triple-level management levels. Since the modeling of five models is considered without considering the priority of the models with the opinion of the experts, however, the effective role of each dimension in these circumstances is also meaningful.

Table 2: Resulted proportional Criteria from the Experts' Viewpoints for quintuple Models Dimensions

<i>Model</i>	<i>Model Dimension</i>	<i>Top Management</i>	<i>middle management</i>	<i>operational management</i>
Aptness	Action & Operation	4.77	3.96	4.82
	Adaptability	4.54	3.83	4.37
	Organization & Implementation	4.54	3.77	4.51
	Creation & Conceptualization	4.51	3.83	4.50
	Leadership & Decision-Making	4.37	3.50	3.84
	Analysis & Interpretations	3.36	4.24	3.36
	Support & Cooperation	3.33	2.83	3.28
	Interaction & Presenting Subject Matters	2.64	5.57	2.69
Manager's Tasks	Organization	4.32	4.46	5.15
	Control	3.96	4.19	4.14
	Leadership	4.12	4.15	3.81
	Planning	3.9	3.48	3.22
Hay Model Dimensions	Problem Solving skill	4.28	6.53	5.85
	Accountability	8.034	5.29	4.85
	Work Technical Knowledge	4.69	5.17	6.31
Katz & Kahn	Human Skill	5.1	8.33	4.08
	Perceptual Skill	6.87	3.35	3
	Technical Skill	2.7	3.70	7.62
Adizes	Management	4.52	6.12	3.23
	Entrepreneurship	4.52	6.12	3.23
	Production	5.65	4.04	6.94
	Integrity	5.65	4.04	6.94

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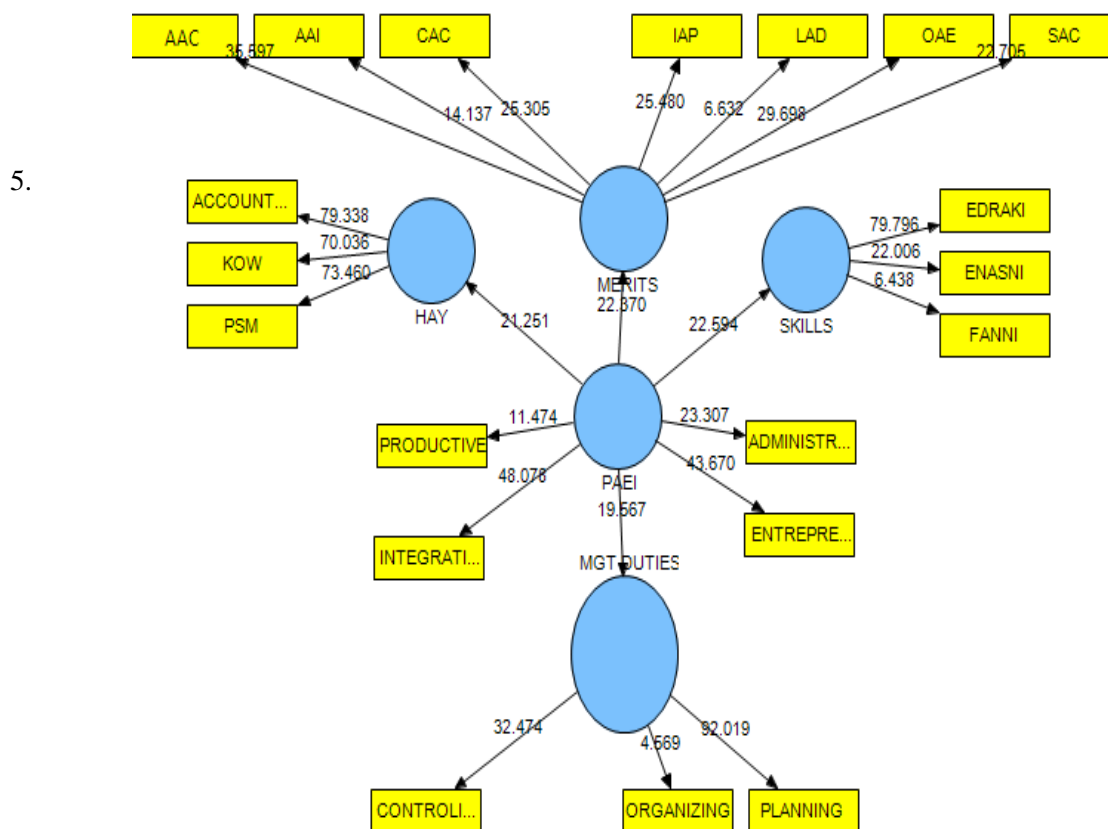
<div> <div>Factors</div> <div>Variables</div> </div>		Hay	Management Tasks	Management Aptness	Adizes' Styles	Manager's Skills
Adaptability	AAC			35/59		
Analysis & Interpretations	AAI			14/14		
Accountability	ACCOUNTABILITY	79/34				
Management Styles	ADMINISTRATIVE				23/31	
Creation & Conceptualization	CAC			25/31		
Control	CONTROLLING		32/47			
Perceptual Skill	EDRAKI					79/79
Human Skill	ENSANI					22
Technical Skill	FANNI					6/45
Entrepreneurship Style	ENTERPRENEURSHIP				43/67	
Interaction & Presenting Subject Matters	IAP			25/48		
Integrity Style	INTEGRATING				48/08	
Work Technical Knowledge	KOW	70/04				
Leadership & Decision-Making	LAD			6/63		
Organization & Implementation	OAE			29/69		
Organization	ORGANIZING		4/67			
Planning	PLANNING		92/02			
Production Style	PRODUCTIVE				11/47	
Problem Solving skill	PSM	73/46				
Support & Cooperation	SAC			22/71		

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The observations of the above table and the diagram below indicate that all variables are significant because of factor loadings greater than 1.96.

In the modified model, all variables are meaningful and the factor loads are meaningful. For this reason, the proposed standard model of oil and gas companies can be interpreted using correlation coefficients. It is obvious that in Figure 4-10, the factors of the system of evaluation of Hey with a correlation coefficient of 0.756 compared with other factors have a high correlation with the Adizes model styles, the other models considered the system of competency Management with a correlation coefficient of 748. The model of management skills with a correlation coefficient of 0/739, and 0 are the closest factors to the system. Also, the quadruple management tasks with the coefficient of correlation of 0.711 are in the final rank. Other achievements indicate that among the components and variables of the evaluation system, the response components are 0/914, the problem solving skill is 911/0, and the technical knowledge of the work is 895/0. Among the components of the system of competency, the first to third priorities, the components of adaptation and compatibility of 806/0, the creation and conception of 786/0, and the organization and implementation of 781/0, can be mentioned. Also, the components of support and cooperation are 0.760, the interaction and presentation of the 745/0, the analysis and interpretation of 0.65, and the leadership and decision of 444/0 in the next rank of merit system. Investigating the managerial skills factor shows that the 0.907 human skill is 0.886 and the technical 47.22 is ranked first to third priority. Also, the study of the role of management tasks also shows that the task of planning with a correlation coefficient of 0.895 compared to control of 0.845 and organization of 0.596 is more high priority. Thus, and considering the correlation coefficients of the corrective model, the research-related model is described as mentioned above.

Figure 1 Operating Factors



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SUMMARY AND CONCLUSION

Since the formation of the theory of organization and management, leadership and leadership styles have attracted researchers' attention. A massive review of management's, itself, is a proof to the fact that leadership and leadership styles are as old as organizational theory and management. Many researchers have tried to study the activities of managers in their research. In this way, they have tried to do this with a variety of methods. In this regard, the dominant section of research related to leadership styles has examined the traits of leaders. The evolution of leadership style studies led to models adapted to the organization's day-to-day circumstances. Nevertheless, in the present era, the phenomenon of leadership styles has become increasingly apparent in bureaucratic organizations of the public sector, and a study of this concept is found in organizational layers and sectors. Obviously, the characteristics of the leaders and managers of the management layers of the organization are not similar, and each of the people who manage the organizational posts recognizes that the need for management effectiveness and management depends on having a series of leadership attributes. In the meantime, Adizes' management styles as one of a plethora of leadership models have addressed managerial features at organizational levels. This research, with the approach of presenting the model of leadership fit in the levels of organizational management layers, seeks to examine the characteristics of each management level in real terms with the standard.

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