

## ANALYSIS AND DEVELOPMENT OF LEADERSHIP ABILITIES IN THE AVICOLA-TYPE INTEGRATED UNITS OF VASLUI COUNTY

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### Abstract

In this case study we conducted an analysis of leadership abilities and the development of this concept in an integrated avicola-type unit in Vaslui County, with emphasis on its implications for the chick processing unit. The main purpose of the paper is to identify leadership skills from the heads of departments and employees, as well as recommend ways for the persons under study to develop their leadership skills. Based on the data from the organization that is under study, we identified the main departments within the analyzed company, drafted and distributed a series of questionnaires, through which we identified the leadership style that the department heads practice, presenting some methods and programs through which heads of departments can develop and refine their leadership skills.

**Key words:** skills, leadership, poultry company

### MATERIAL AND METHOD

The information on the object of activity, the organizational structure and the registered economic results were obtained from the specialized departments of the avicola-type company from Vaslui County. The main methods by which the leadership style practiced in an enterprise can be identified are the investigation, questionnaire, observation, interview and multiple comparison method.

The research method used to identify the leadership style practiced within the integrated unit was the survey and the main tool for collecting information was the questionnaire.

In order to have a clearer and more objective view on the leadership style practiced in the firm, we drew two questionnaires: one for the leader and the other for the employees.

### RESULTS AND DISCUSSIONS

Developing the leadership skills is a must for an organization's leader to create motivation and vision among employees, skills that under present conditions can be the key to success. The origin of the word "leadership" is found in the Anglo-Saxon verb "to lead", which means to guide, determine. The most representative definitions of leadership presented by Andrew I. Dubrin (1995) refer to: interpersonal influence focused on direct, sincere communication, to achieve the objectives,

influencing people through persuasion and personal example, the ability to inspire trust and support among people, necessary actions to achieve the objectives.

Among many other definitions of the leadership concept, it can be remembered that leadership is *a dynamic process of group work that determines other members of the group to engage in accomplishing tasks or goals*. Therefore, in our opinion, leadership is not limited to a person, but is distributed differently among group members according to context. Any member of the organization may have some influence, so every person can be included in a leadership process.

Within the integrated unit S.C. VANBET SRL Vaslui we have a total of 16 farms, a slaughterhouse, an incubator station, two FNCs, two collection-sorting-packing-storage centers, a goat milk processing plant and a total of 13 shops. All farms are equipped with current equipment for watering, feeding, microclimate, computer-controlled sensors in the halls, all technologies complying with the sanitary-veterinary rules in force. Over the years, the company has expanded its activity on many categories of fowls, currently reaching working points in the counties of Vaslui and Galati.

The slaughterhouse of the company, which has been used since 2014 as the main organizational component of the case study, is located in Strâmtura-Mitoc is the consequence of the need to integrate the production of broilers, of

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the 8 farms, thus obtaining a variety of chicken assortments. The poultry slaughterhouse has a slaughter capacity of 4,000 heads / hour and is equipped with Stork equipment. The chicken products are offered in the following forms: bulk, tray and bag. The company also owns two collecting - sorting - packing - warehousing - delivery centres of certified eggs, one located in Bucești, Ivești commune, Galati County and another one in Muntenii de Jos, Vaslui County. The integrated company has two FNCs (combined fodder factories) in Bucești (Ivești commune), Galati County and Muntenii de Jos, Vaslui County. The products are marketed in 13 own shops, located in Vaslui, Barlad and Iasi, and distributed throughout the country.

As regards the leadership activity, the management of the avicola-type integrated unit in Vaslui County has been very much analyzed by the specialized literature in recent years, but it does not make it possible to identify "the best way to lead", because each context or each situation has its own peculiarities.

In order to identify the leadership skills in the integrated unit that is under study, we have written and distributed a number of questionnaires addressing this issue, both among the heads of departments whose abilities we sought to identify, as well as among the subordinates, who through these answers helped us to confirm or not the following assumptions: the level of leadership skills below the average and the practice of an authentic leadership within SC VANBET S.R.L. Vaslui.

In order to validate one of these hypotheses, we compiled a questionnaire of 14 questions addressed to heads of departments. The analysis of their responses led to one of the already mentioned hypotheses. In order to analyze the leadership abilities from the perspective of the heads of departments within the SC. VANBET SRL, we drew up and distributed a total of 17

questionnaires, dealing both with interpersonal, communication, delegation, and professional skills. The distributed questionnaire comprises 14 statements regarding the behavior of employees, which the heads of the departments will appreciate them by choosing one of the variants they consider appropriate for the following questions: 1) *appraisal of relations between employees*; 2) *the power of persuasion*; 3) *use of dialogue in communication*; 4) *degree of involvement of heads of departments*; 5) *participation of subordinates in the decision-making process*; 6) *degree of achievement of objectives*; 7) *degree of activity monitoring*; 8) *encouraging subordinates to creativity*; 9) *preoccupation to maintain good relationships with employees*; 10) *efficient time organization*; 11) *burden sharing*; 12) *Concern for group cohesion*; 13) *preoccupation to increase employee performance*; 14) *documentation and application of new information in the field*.

In the following, we highlight the main abilities of the heads of departments, the results obtained by interpreting the answers provided both from the perspective of the decision-makers of the analyzed company and from the perspective of the employees.

The questionnaires for the first category of employees (heads of departments) aimed at identifying professional, interpersonal skills, as well as a series of personal qualities considered necessary in practicing an effective leadership.

Following the centralization and interpretation of the data presented in table 1 - the grid of the answers given by the heads of departments, we noticed that the people under consideration often get involved in situations where they consider the level of performance to be low, have very good communication skills and are people Which is often documented about the latest developments in the field.

Table 1

The grid of answers provided by department heads at SC VANBET SRL

No of statement	Chosen variant				
	a	b	c	d	e
1	0	0	2	5	10
2	0	0	3	5	8
3	0	0	4	7	6
4	0	1	5	4	7
5	0	2	5	6	4
6	0	0	0	6	11
7	0	0	3	5	9
8	0	0	3	8	6
9	0	0	0	2	15
10	0	0	4	5	8
11	0	2	4	6	5
12	0	0	2	5	10
13	0	0	5	12	0
14	0	0	2	4	11

According to the answers given by the first group, the heads of departments within the S.C. VANBET SRL often use **decentralization of power** in the management process, which highlights the fact that the heads of department give trust to its subordinates and are concerned both with the cohesion of the group as well as with the stimulation of the creativity of its team. In

connection with this statement, seven of the total number of those involved, representing 41%, is always involved in such situations, while five people, accounting for 29% of the total decision-makers, rarely get involved in situations where the performance of those responsible is weak, one person not generally taking part in such situations, as illustrated in the following figure:

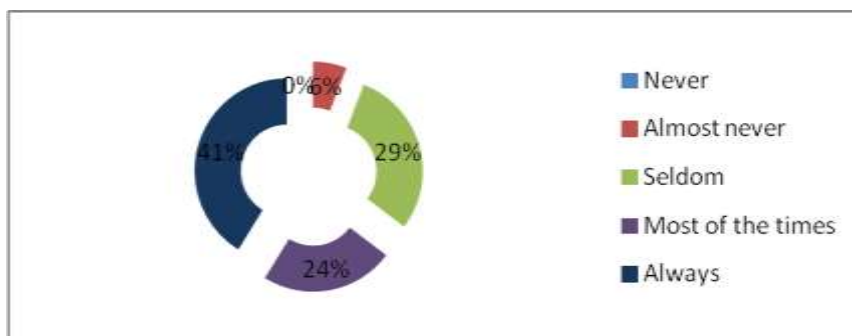


Figure 1 Involvement of heads of departments

Another very important aspect is the **degree of activity monitoring**, as an efficient leader will always pursue all the processes to ensure that the tasks are carried out correctly. Regarding the monitoring of the activities, it seems that in an almost identical percentage, both categories of employees argue that this stage is always present in the management process. The leader has, among other things, the role of monitoring the evolution of the project. He does not dictate, does not do the boss, but he is aware of the status of the project at any time.

Regarding the degree of monitoring of the activities, as a result of the responses received, as represented in figure 2, it follows that the majority of respondents, 53%, always closely monitor the tasks and the activities to ensure that the deadlines are met, a percentage of 29% shows that five of the total number of respondents monitor the activities most of the time, and a number of three people, representing 18% of the total sample, rarely monitor the performance of the activities, denoting either too much confidence in the subordinates, or a lack of interest regarding the activities.

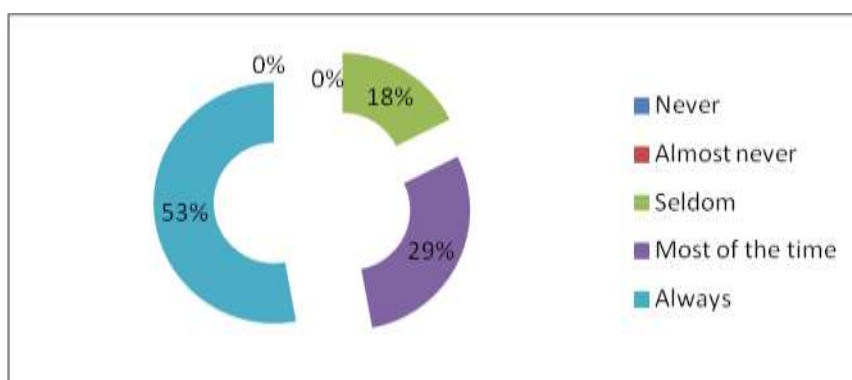


Figure 2 Degree of monitoring the activities

Also, people in leadership positions are people who are trustworthy, **have vision, behave in accordance with the values they promote**, and are concerned with maintaining good relationships, which is confirmed by subordinate employees.

Since we believe that a true leader offers his subordinates an environment in which they can become better with every step, in the eighth

statement we sought to identify if the respondents in this questionnaire encourage their subordinates to be as creative as possible. Analyzing the results obtained, according to the data in Figure 3, we noticed that 82% of the respondents encourage the subordinates to be creative in most cases, and not to fulfil their tasks in a certain way, when the nature of the activity allows them.

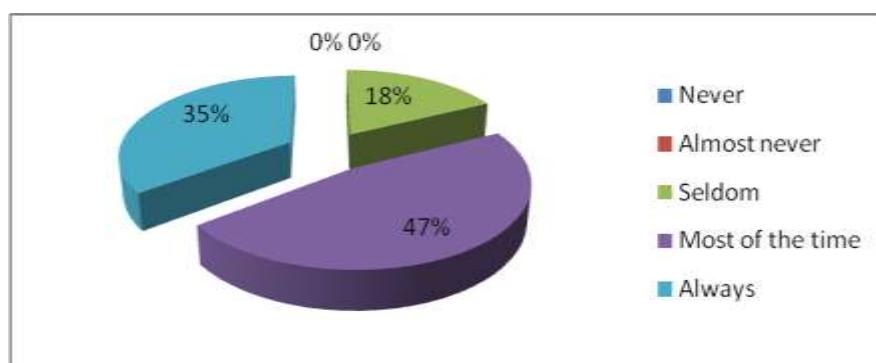


Figure 3 Encouraging subordinates to creativity

The last aspect we had in view within the analysis of the leadership skills from the perspective of the heads of Departments refers to the need for permanent documentation in the field in which they work and the application of acquired information.

Therefore, the answers provided are centralized in Figure 4 and reveals that most department heads document and apply news in the field most of the time, while 12% of the respondents claim that they rarely document themselves in connection with the field news.

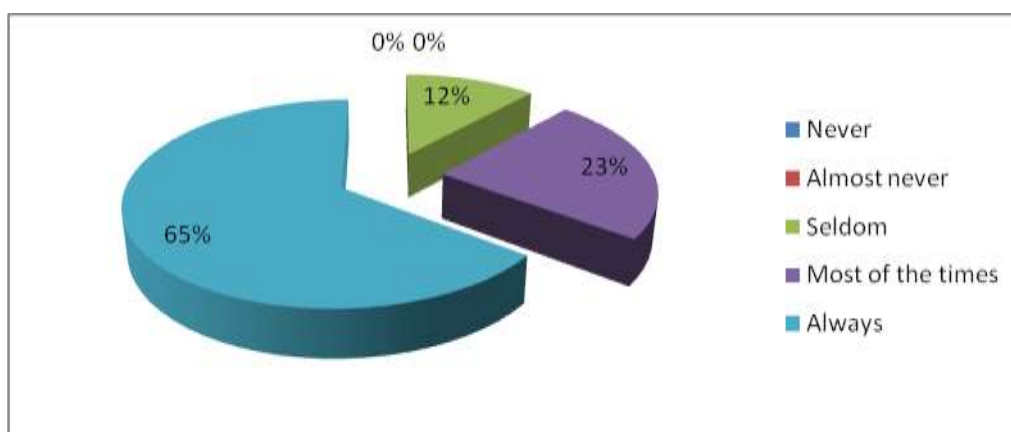


Figure 4 Documenting and applying new industry information

On the whole, we appreciate the leadership skills of the employees with leading positions within the SC. VANBET S.R.L, Vaslui County, as being characteristic of an authentic leadership style, oriented towards the subordinates, a conclusion that leads to the validation of the first hypothesis.

In order to be able to identify the leadership skills of department heads, we also need to take into account the views of subordinate employees. So we have written and distributed a total of 50 questionnaires to the subordinates. The distributed questionnaire includes 11 statements about management behaviour that subordinates will appreciate by choosing one of the options they consider appropriate such as: 1) *the ability to create vision*; 2) *clarity, competence and professionalism*; 3) *consistency between behaviour and the values promoted*; 4) *the degree of confidence that the decision-makers present*; 5) *the degree of confidence that the decision-makers present*; 6) *degree of delegation of tasks*; 7) *Clear transmission of messages*; 8) *degree of availability*; 9) *degree of involvement of each*

*member*; 10) *degree of activity monitoring*; 11) *degree of appreciation of the working atmosphere*.

At the same time, we sought to identify the main shortcomings in the relations with the heads of departments and also wanted to highlight the main issues that make the relations between the two sides more difficult if necessary.

Following the centralization and interpretation of the data presented in Table 2 of the answers given by the subordinates, we noticed the need to have a behaviour in full compliance with the values a leader promotes and expects from his subordinates.

In order to be an effective leader, it is imperative that the head of the department always lead his team through the power of the example. So there is a need to behave in full accordance with the values a leader promotes and awaits from his subordinates.

We can see from Figure 5 that within the analyzed society, the subordinates claim 100% that the persons analyzed have behaved according to the values promoted.

Table 2

## Answer grid given by the subordinates

No of statement	Chosen variant			
	a	b	c	d
1	3	7	10	30
2	3	7	7	0
3	0	0	7	43
4	0	4	8	38
5	0	5	16	29
6	0	11	19	20
7	0	7	18	25
8	0	2	18	30
9	2	5	5	0
10	0	0	7	43
11	0	3	35	12

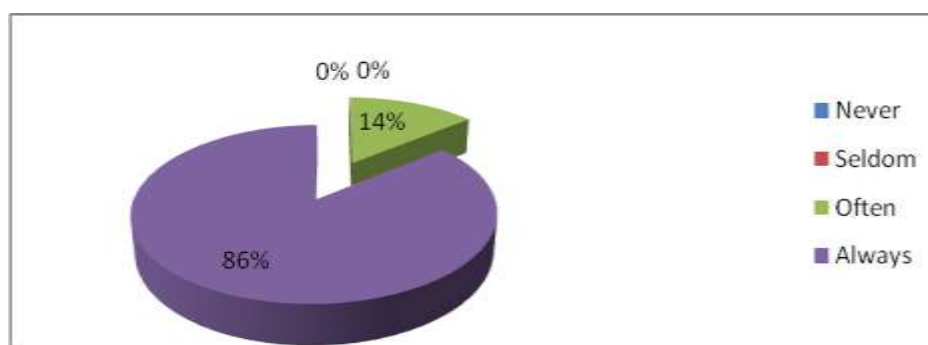


Figure 5 Consistency between behaviour and values promoted

Leadership also implies the ability to determine employees' respect and the ability to gain confidence. Therefore, the fourth statement seeks to highlight the extent to which the heads of departments manage to inspire trust in subordinate employees.

Following the centralization of the responses as shown in figure 6, we note that a total of 39

employees, representing 78% of the total sample considered, appreciate that always or often the heads of departments are transmitting the messages in the clearest possible way. And 11 people, representing 22% of all surveyed people, consider that their bosses seldom transmitted the messages as clearly as possible.

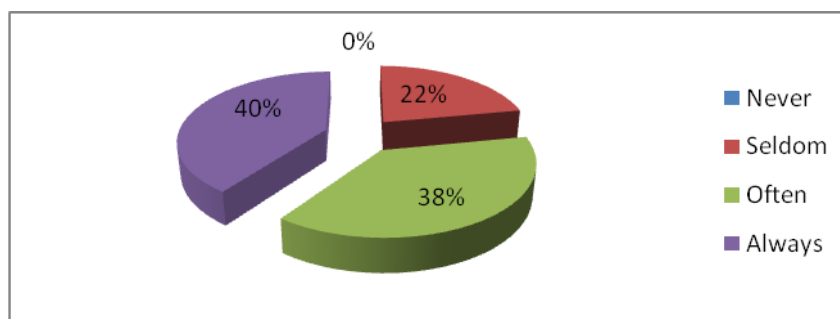


Figure 6 Clear transmission of messages

The latter statement seeks to identify the degree of appreciation of the working atmosphere.

The results shown in Figure 7 highlight that a total of 47 people, representing 94% of the total sample, claim that there is often a pleasant atmosphere, both on the relationship with the head

of department and on the relations between the members of the group, and a number of three employees, accounting for 6% of the total of the sample, states that rarely the workplace atmosphere is a pleasant one.

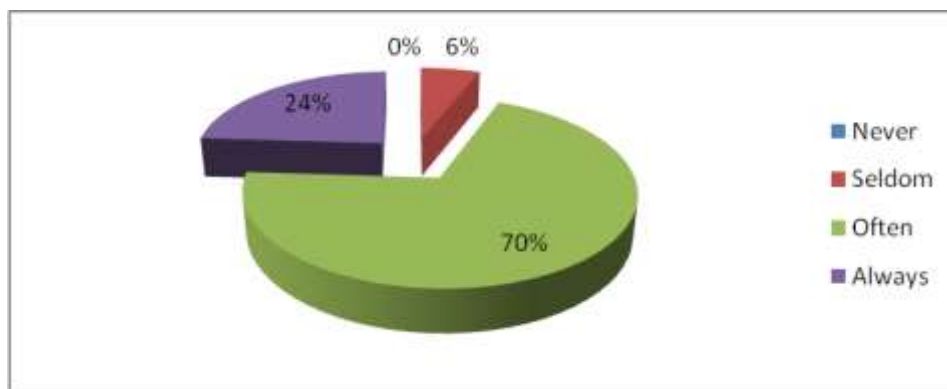


Figure 7 Degree of appreciation of the working atmosphere

## CONCLUSIONS

The case study was conducted on the basis of two questionnaires distributed among heads of departments and their subordinate employees, and from the data obtained after the centralization of the results it can be deduced that in the SC. VANBET SRL, Vaslui County, there predominates the preoccupations for the achievement of the objectives, without neglecting the relations with the subordinates, the persons in leadership positions are directed to the subordinates, they follow a mutual modeling of the behavior within the team and adopt a malleable attitude, stimulating the communication both horizontally and vertically, and according to the answers provided, we note a style of leadership very close to the democratic or participatory one.

In order to develop and improve leadership skills, we recommend that the staff of the company under review should use coaching. Coaching has evolved as a personal development method, currently representing a highly advised industry with very good results. Coaching is related to conscious evolution and the overcoming of limits as well as achieving performance in a given context. In coaching, the focus is on developing strategies to achieve the goals proposed by

identifying and using internal resources that each individual holds.

Another effective way to develop leadership abilities is mentorship. Mentorship is a relationship where a more experienced or better informed person helps to guide a less experienced or less well-informed person. The mentor may be older or younger than the mentor, but the person concerned must have a certain area of expertise. It is therefore a learning and development partnership between someone with extensive experience and someone who wants to learn. Also, the company's staff can take part in a variety of programs and trainings designed to develop the leadership skills of the people concerned.

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