

THE IMPACT OF MULTIGENERATIONAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCES

Denisa ABRUDAN

West University of Timisoara, Romania
denisa.abrudan@e-uvt.ro

Abstract

The leadership has a big influence on organizational performances, emphasizing on an efficient leadership but also emphasizing on discovering other leadership styles that are being understood by every generation.

This paper highlights the way leaders are seeing the generational differences and the approach in which every generation are looking up to their leaders. The paper focuses on analyzing the multigenerational leadership inside of a company that is in the field of bank finance. Following the results, we can say that the leaders are being made with motivation, encouragement, and freedom of action, they encourage and motivate the employees as far as job tasks are concerned, improving performances and decision making.

Key words: *leadership, leader, organizational performance*

JEL Classification: *M14, M51, M12*

I. INTRODUCTION

Globalization and digitalization, the social changes which are profound that are seriously marking the personality of an individual, the system crisis of traditional values, reclaiming the approach of leadership as a fundamental aspect of a good functioning of organizational systems. The emphasis, in the current context, falls on discovering the leadership styles that are efficient and effective which are suitable for the new digital society.

The generational diversity has become a standardization in most of the organizations, no matter the activity profile. In the last 60 years, there have been 3 generations, the “Baby Boomers”, were the ones that were born between 1946-1964, which was a period that had a high birth rate, which the name also originated from, the generation X (1965-1979), was a generation which had quick access for information and media, and the generation Y, that is known in the present as millennials and is also known as the generation who have witnessed the major impact that the development of internet had on the world.

According as the labor market embedded all the 3 generations in the work field, the organizational behavior changed too. But, from behind, comes the Z Gen which is also seen as the future generation, or as the work force of the future. By many, they are considered as beginners in the labor market, they are the ones that are having the most developed abilities and the most competent in the digital field.

The impact of the internet and the impact of technology on the Z generation, is striving for a “hyper cognitive” generation, which assumes a very rich and developed ability in terms of collecting, analyzing and putting head to head a series of information that were taken over from several sources so that they can integrate virtual experiences with the ones that are offline (Francis et al, 2018). The managers are confronting at the given time with a generation which has a unique ethic of work, while comparing them with the other colleagues that are much more experienced. That’s why it embodies in the need of researchers and also in the needs of managers to address and analyze the problems that can occur as far as the difference of generations is concerned, in order for the organizations to face the impact that these differences are having in the success and in the leadership of a company (Salahuddin, 2010, p.6).

So, that’s why it becomes necessary, for us to understand as many things as possible about every generation, about the level of commitment that they’re having within the company etc.

II. THE CHARACTERISTICS OF GENERATIONS AND THE IMPACT THAT THEY HAVE ON THE STYLE OF WORK

The management of a multi-generational work force, which includes almost eight decades of history of generations, with different perceptions and objectives and a cultural diversity that is so important, it becomes a challenge in the organizations of the 21st century (Shrivastava et al, 2017, p 257).

Every generation has unique characteristics and talents that can be exploited and can be performed in the base of diversification and the values of the work force through the help of abilities and powers of all the employees. The manager’s responsibility is to understand every generation so that he can create a work field that is productive and healthy so that it can inspire and motivate the employees keeping the base values of the company (Savino, 2017, p. 193 & Cushing, 2019).

The work labor can include up to 5 unique generations and every one of them has an original system of values, beliefs and attitudes. (Cushing, 2019, p.1)

1. The silent generation, born between 1922-1945, can be characterized by having disciplinary qualities and loyalty.
2. The Baby Boomers, born between 1945-1964, is a generation which commonly characterized by being very optimistic and by having a true wish of work and involvement
3. The X generation, born between 1965-1981, is often characterized by having their trust in themselves and also they are being oriented towards tasks
4. The Y generation or the Millennials, born between 1982-2000, are considered to be very anxious
5. The Z generation, the most recent one, is often characterized by being very creative and flexible. Here we can find the people that are having digital abilities, they are capable of organizing by themselves or by learning through a non-conventional method of learning, and having a really big attention to details (Hall, 2018, p.48)

The Silent generation is oldest one, when it comes to the work force. This generation features individuals who are very dedicated, who are making sacrifices, who are patient and they respect the authority of their superior. They work very hard and they are having a team spirit that is very developed. More than that, they are very known for being loyal to only one employer through their lifetime. These individuals want that their jobs to have a personal meaning, that can bring them personal challenges and they are oriented to evolve and to perform in their careers. It is interesting though, that this generation are looking up to the younger generation, as they're not having the same energy as they did, they are not as work heavy and they're also not very interested on a career that is being based on a personal matter. (Cushing, 2019, p.1)

The Baby Boomers were having a prosperity in economics, which gave them a feel of good financial life. They lived by searching for the American dream. The Baby Boomers are often reacting when the information are being transmitted to them, and is also very clear, on a regular basis, which involves a very good assistance, and also a very good relationship with their families, with their colleagues from work and with their friends. (Cushing, 2019, p.1).

One of the most experienced generations when it comes to technology is the X generation, because they're focusing on a balanced life between family, life and work. So that they can maintain that balance, they don't take very seriously their life work, and they're more interested in the activities that are happening outside of their work life, and they're likely to work on a lower wage, while they're having a more free time, because that free time can make them grow their quality of life. While they were growing up watching their parents working hard, but at the same time watching people getting fired on a regular basis, they are focusing more on the action and not on the words. (Mecca, 2010, p.2)

The X generation are the ones looking for work bounties, positive feedback, and recognition while they are focusing more and more to a manager position. They are very adaptable, independent, and creative, and they are not letting their guard down when it comes to being intimidated by their authority, they are also no sceptic but they are kind of anxious. (Barber, 2014, pp. 11-25)

The Y generation is the most driven toward technology and they're the most educated between all of the generations. Because of the fact that they were born in a digital era that is also based around the internet, this generation is very resistant who learned from their parents the will of work and to never stop until their comfort of life is being met. The Y generation appreciates tenacity, optimism and technic expertise. They need being watched and having a superior always by their side, but with all of this being said, they are not afraid to switch jobs if their needs are not met.

III. THE IMPACT OF MULTIGENERATIONAL LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCES – CASE OF STUDY

The banking institution at which the research was performed, was established in 1990. As a identification element in this article, we'll use instead of the true name of the institution, the IBX company. Today, IBX, is one of the most important financial group in Romania. Inside of the IBX policies it is very important for the employees to be perfected and fully developed, at the same time, there are being organized workshops, courses and more than half of the employees are taking place in these courses and workshops. Annually, thousands of employees of the bank, are taking part to this kind of meetings which, besides the fact that they're developing their professional work flow, it also improves the cohesion between the different categories of the personal that are working in the bank. On average, the employees have benefited of a 5 to 6 days of training (in the course room, but also in a e-learning format). The focus is on the implementation of specials programs that are involving the development of technical activities, the optimal way of creating relationship on a daily basis with the clients, the final goal being to establish a good client-bank relationship. Through the e-learning programs the

employees are being trained on essential aspects, like- fighting money laundering, the security of information, financial sanctions, transparency, and protection of the consumers, healthy and security in work, etc.

In IBX it is granted a big importance on adapting the organization to the client's needs and to the changes in their behavior, and this is a sign of a healthy and sustainable organizational culture.

The research methodology

The goal of this research is studying the multigenerational leadership in IBX. The case study has as objectives:

O1: Determination of the degree of appreciation from the leader for the performances obtained by the employees

O2: Identification of the degree in which the employees are considering that they represent a value for the company they are working for.

O3: The establishment in which the leader is involved in resolving the employee's tasks.

I have chosen for quantitative research because this way, it represents the psyche and the events can be analyzed in a neutral and objective way. Another criteria of validation, is the number of cases, the dimension of the group on which the study is being realized on, because as the number of cases for analyzing is getting bigger, the certainty of the results is growing too.

The obtained results following the application of the polls, will be processed and synthesized in a data base with the help of the Microsoft Excel soft.

The sample that was used, it was the personnel of the IBX subsidiaries, from the west part of Romania, zone 7, group 8, which involved 32 respondents from the whole 8 group of 36 employees, which represents a percentage of 89. The obtained information after the application of the sample, let us to see the satisfaction of the respondents of taking part at this questionnaire, and the fact that they've offered complex information and detailed ones, it proves their good intention and also the accuracy of the results. The questionnaires were applied on the Google Forms platform during the month of May 2020. The method of the research was the investigation based on the questionnaire, and the instrument that was used, was the questionnaire. There has been 2 questionnaires applied, both different. One for the people that had leading positions (10 managers) and one for the personnel of execution (22 subordinates). After analyzing the data, the results were obtained, and they are presented in this paper.

Data analyse and results

The subordinates

The participants (the subordinates) at the survey, were asked if they are feeling integrated in the organization culture of the IBX company and if they agree or not with the principles, values and vision of the company. According to the answers registered, the majority of the employees who took this questionnaire (18 persons of 22, 81,8%) expressed their fully agreement when it comes to this conception. Another 2 persons (9,1%) they agreed only partially. At the same time, there have been another 2 persons which had a total disagreement on this matter. We can tell that none of the persons that took this questionnaire answered with a partial disagreement.

Half of the participants (11 subordinates) are totally in agreement that for the management of the company is very important the performances that the employees are getting. We can see that 8 persons (36,4 %) agreed partially. We can also see that the difference between these 2 categories is 13,6%. The partial disagreement was chosen by only one employee, and the totally disagreement by 2 employees.

The question referring at the values of the human resources for the company, completes the previous one. So, in the previous one, we found out that 86,4% are in agreement when it comes to the opinion of the employees' performances. The 3rd question has generated a total agreement in proportion of 95,5% (21 of out 22 subordinates), just only one expressing their partial agreement. In other words, the answers to those 2 questions suggests the fact that the IBX employees are in agreement that they represent a value for the company that they work for.

The realization in good conditions of the tasks at work, and also obtaining the best performances and constant ones, it implies that the employees are guided by their superiors in understanding and implementing the work tasks. From this point of view, the majority of the respondents: 95,4% are considering that they're benefiting of the constant help from their superiors. Only one person believes that this aspect is not met.

The question if the respondents are considering that in the IBX company, their potential is fully exploited, the majority responded positively, 59%, that means 17 people. Other 2 persons considered that they don't know how to respond to this question, and only one person was in partial disagreement. We can see that the number of those who answered in agreement (19 subordinates) is much higher than those who were in the disagreement (only one person).

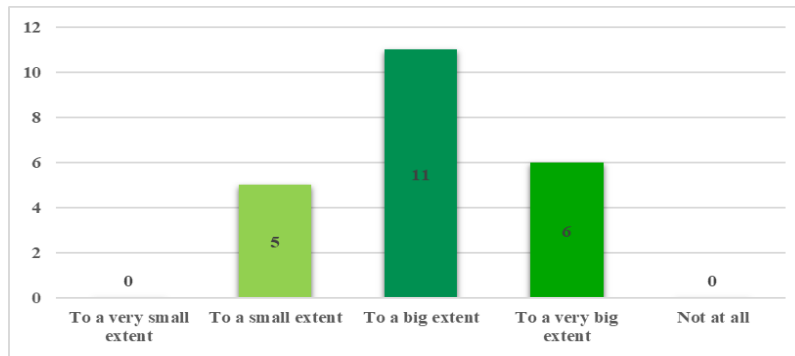


Fig. 3.1. Question: *Do you dispose of the needed authority and responsibility for carrying out the tasks in an efficient way, without consulting with your manager?*

The respondents considered that they claim to have the necessary authority and responsibility for carrying out the tasks in an efficient way without consulting with their manager, so: half of them are sharing the same opinion: 11 people in a big way, and 27,3% in a very big way.

5 employees from the total considered that their authority and responsibility needed for fulfilling the tasks are seen in a small way. But no one responded that they don't dispose of these at all. The given information tells us that the majority are happy with this aspect (fig.3.1.).

The referring question at the attention and the respect that everyone feels from their group manager is combined with the one referring at the honesty of the valuation. We can see that the respondents believe that they get the attention and respect from their own leader to a large extent (13 persons, 59,1%) and in a big fashioned way (7 employees, 31,8%). A number of 2 participants at this research said that this aspect is not fully met. We can say that the majority are appreciating the leader's attitude towards being critique, attention and respect.

Analyzing the personnel scheme of execution, we can see that from the total of the respondents, 77% are females, and the rest of 23% are males. In other words, the females are representative in this sample, 3 times more than men.

Another aspect that highlights the characteristics of this sample is the one regarding the age of the respondents. There have been established 4 groups:

- Between 18 & 30 – 13 participants, which means 59,1%
- Between 31 & 40 – 5 participants, which means 22,7%
- Between 41 & 50 – only 3 participants, which means 13,6%
- Between 51 & 60 – only one, which means 4,5%

The given information tells us the fact that the most part of the group, has fit in the category of age between 18-30 years, and the fewest was only one, which age was between 51-60 years. Also, very poorly represented was the persons in the category of age between 41-50 years. On the other hand, while the good represented was the much younger group between 31-40 years. We can see that the youngest are the most predominant in this group.

Another important aspect which has a positive impact is represented by the fact that more than half of the respondents have a higher education level. (fig 3.2.)

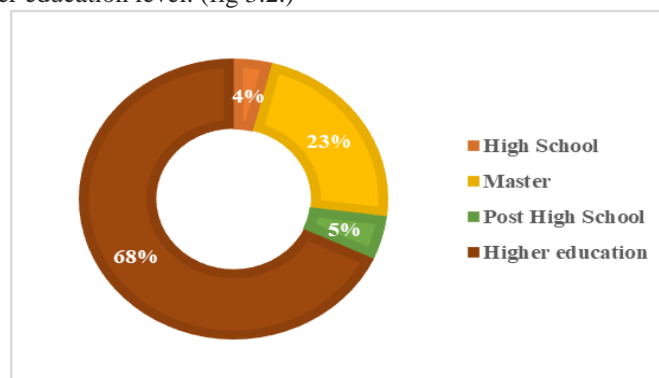


Fig. 3.2. Question: *Last form of education graduated*

An element that helps the characteristics of the sample is represented by the environment of origin of the respondents. At the base of the answers we can see that 68,2% are coming from an urban origin (15 persons), and rest of 31,8% from a rural origin (7 persons).

The managers

After the employees were asked to take part of this questionnaire, we investigated the managers of the company, by applying the 2nd questionnaire, and the answers are as it follows:

Asked if a leader of success is leading a successful organization, the participants argued in proportion of 70% (7 out of 10 people) that they agree with this phrase. Only one person expressed their partial agreement, and another two showed total disagreement. As such, we can confirm that the majority of the IBX managers, are considering that a successful leader is leading a successful organization.

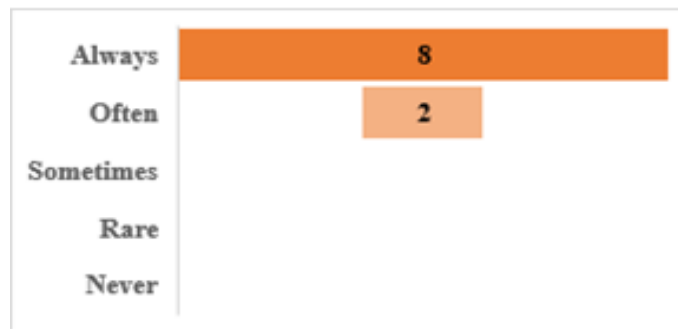


Fig.3.3. Question: *Do you usually appreciate your subordinates for their achievements?*

The managers’s answers from the figure 3.3. can be compared with the answers at the question that was addressed to the personnel scheme of execution regarding the way in which they perceive the appreciation or the lack of it coming from their superiors regarding their own achievements. We see that the leaders who were questioned (80% which means 8 out of 10 persons) confirm that they always appreciate the performances and achievements of their subordinates. Other 2 persons have sustained that they often admit the achievements of their subordinates. The answer option that they never appreciate the achievements of their subordinates, was not chosen by any manager. So, all of the managers that were questioned, are sustaining that they appreciate the achievements and the performances that their subordinates making. We can see the differences between the answers in which the subordinates answered, and how the managers did. From the subordinates point of view, it shows us that only 86% of them are agreeing on the fact that the management of the company appreciates the performances achieved by them, and on the other hand, the managers are agreeing 100% that they are appreciating the performances achieved by their subordinates.

At the question referring if the managers are helping the subordinates in their work flow, all of the leaders that were asked, 7 of them (meaning 70%) are fully agreeing, and 3 of them (30%) are agreeing in a big way.

Regarding the link between the chosen leadership style, the satisfaction of the employees and their achieved performances, we can see that all of the leaders that were questioned, are appreciating that this thing is true (fig.3.4.)

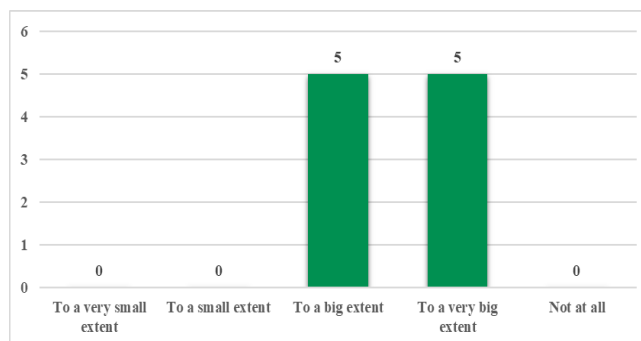


Fig. 3.4. Question: *Do you believe that there is a difference between the style of leadership chosen by you, the satisfaction of the employees and the performances achieved by them?*

Asked about the link between the organizational values and the personal ones, a percentage of 70% of the ones questioned, are sustaining that there is a link between the organization values and the personal values, and only 20% are agreeing largely. Just 10% (1 person) from the leaders, are considering that the link between personal and organization values is manifesting to a small extent

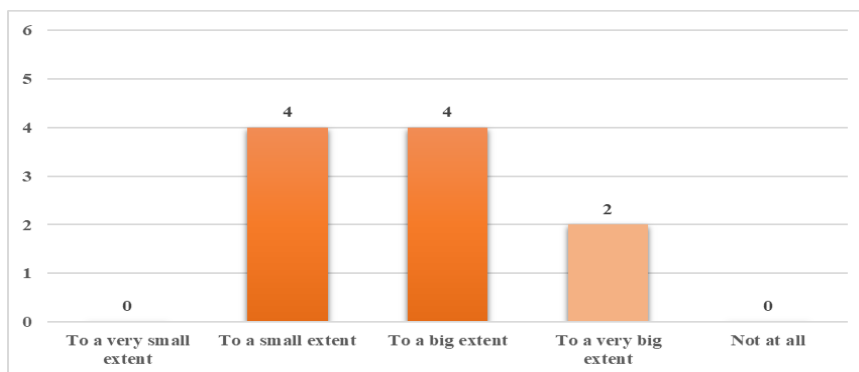


Fig.3.5. Question: *Do you let the freedom and authority to the employees, regarding decision making concerning their specific task of their position?*

The same interesting answers were given when the 10 leaders were asked if they have sufficient trust in their subordinates so that they can to the subordinates the freedom and authority regarding meeting their own tasks that are specific to their position (fig.3.5.)

Here, the expressed opinions were different. So, 40% of the responded were claiming that the freedom in which the managers are giving them regarding their decision making in their tasks, is to a small extent. At the opposite pole, there have been another 40% from the total of leaders which were saying that this thing is also happening to a small extent. Besides them, there is a 20% considering that the subordinates are having the freedom and authority to a large extent.

The answers represented in the figure 3.5. can be corelated with the ones in the figure 3.1. regarding the way in which the subordinates are perceiving the authority in which they dispose for resolving the tasks of their job.

We can see that 50% of the respondents that were asked in this category, own the authority and the responsibility needed in order to efficiently achieve their tasks of work, without the need to consult with their superior, largely 27,3% were agreeing in very largely on this matter. Only 22.7% from the total of the persons who were asked to take part of this questionnaire are saying that the authority and the responsibility that are needed for achieving their tasks, are recognized by their superiors to a small extent.

The difference in percentage between the two groups, are showing a state of normality from the leadership point of view, in the 8th group that was investigated.

IV. CONCLUSIONS AND LIMITS OF THE RESEARCH

The participants that took place in this research were mainly females, coming from an urban background, but also coming from a rural one. (majority coming from an urban origin), providing a different level of education, which is diverse. (predominantly – higher education).

The research has touched all main three objectives:

O1. Determination of the appreciation grade from the leaders for the performances achieved by the employees. The achieved results show us that the appreciation of the professional performances lies at the heart of every personal decision making. The leaders in the IBX group, are usually appreciating the subordinates for the achieved performances. So, the leaders that were questioned (80% - 8 out of 10 persons) are saying that they always appreciate the performances of their subordinates. No respondent said that they do not consider appreciating their subordinates' efforts. So, all the leaders that were questioned are sustaining that they appreciate the professional achievements made by their subordinates. From the appreciation point of view, 86% of the subordinates that were questioned are agreeing with the fact that for the management of the company is important that the employees are achieving great performances.

O2. The identification of the grade in which the employees are considering that they represent a great value for the company that they're working for. Following the centralization of the results, we can see that there is a high grade of those who are in agreement for the following idea – the employees are representing a great value for the company they're working for. Total agreement in proportion of 95,5% (21 out of 22 persons), only one person expressed their partial agreement.

O3. Establishing the level of involvement of the leader in realization of the employees' tasks

The realization of the tasks in good conditions and obtaining good performances, means that the employees to be driven on the right path by their superiors. From this point of view, most of the respondents are considering that they're benefiting the help from their superiors, only one person expressing the opinion that realization is made to a small extent. We can confirm that the level of involvement of the leaders is very high.

In conclusion, the successful companies are distinguished by the ones who are possessing good leaders, and who are transmitting the values of the companies, encouraging the employees at the same time, to show their capacity by facing their work tasks, and by have a good decision making regarding their professional performances.

Safety, credibility, and the capacity of being trusted are elements necessary to generate a good team spirit. These elements are available for both category of employees: the subordinates and the managers. The obtained results are showing us the way in which the relationship between the employees and the leaders is like in this banking institution. Leaders were being asked if they have the sufficient trust in their subordinates, so that they can offer them the freedom and authority that is needed in completing the job tasks.

The majority said that this freedom and authority is being met very largely. Also, the questioned managers (in proportion of 90%) are saying that the experience, the received feedback, or the mentoring is very important for the professional development of every employee.

In the end, the leadership style that is being practiced in the IBX company, group 8, is making that all of these to be driven towards the professional development of every employee.

This research also has its limits.

First one being represented by the degree of the objectivity of the respondents, and the second one is referring to the fact that this research only applies to one of the many groups of the IBX company, therefore the results cannot be applied to the rest of the company.

As a conclusion, in our opinion, the results of group 8 in the IBX company, includes relevant aspects which deserves to be known as good practices for the management of the whole company.

V. REFERENCES

1. Ahmed Al-Asfour, Larry Lettau (2014), *Strategies for Leadership styles for multi-generational workforce*, Journal of Leadership, accountability and ethics, vol 11 (2), p. 58, National American University, https://www.researchgate.net/publication/330502458_Strategies_for_Leadership_Styles_for_Multi-Generational_Workforce, [Accessed on 22.05.2020]
2. Anthony Cristiano, Ahmet Atay (2020), *Millennials and media ecology- Culture, Pedagogy and politics*, Routledge Research in Cultural and Media Studies, Taylor & Francis Group
3. Barber Afton (2014), *Exploring generational differences between generation Y and Baby Boomers in work-life balance*, Human Resource Development Theses and Dissertations, pp. 11-25, https://scholarworks.uttyler.edu/cgi/viewcontent.cgi?article=1001&context=hrd_grad, [Accessed on 22.05.2020]
4. Bodhananda S., Agerwala T., Sangeetha M (2020), *Inclusive leadership-perspectives from Tradition and modernity*, Routledge, London and New York, p. 9, available at the address: <https://www.routledge.com/Inclusive-Leadership-Perspectives-from-Tradition-and-Modernity/Bodhananda-Agerwala-Menon/p/book/9781138716551>, [Accessed on 22.05.2020]
5. Bortini P., Paci A., Rise A., Rojnik I. (2016), *Inclusive Leadership-the new attitude towards the reinforcement and the development of the members of disadvantaged groups*, <https://inclusiveleadership.eu/the-inclusive-leadership-handbook-theoretical-framework/>, [Accessed on 22.05.2020]
6. Bourke J., Espedido A. (2019), *Why inclusive leaders are good for organizations, and how to become one*, Harvard Business Review, <https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one>, [Accessed on 22.05.2020]
7. Charanjit Rihal (2017), *The importance of Leadership to Organizational succes*, <https://catalyst.nejm.org/doi/full/10.1056/CAT.17.0301>, [Accessed on 22.05.2020]
8. Colquitt, Lepine A., Wesson M. (2011), *Organizational Behaviour: Improving performance and Commitment in the Workplace*, New York, McGraw-Hill/Irwin, p. 392
9. Cushing, Gail (2019), *Multi-generational workforce strategies for 21st century managers*, Doctor of Education, Southeastern University, p. 1, <https://firescholars.seu.edu/coe/45>, [Accessed on 22.05.2020]
10. Dalota Marius Dan (2010), *Management-Elemente fundamentale*, editia a III-a revizuita si adaugita, Editura Orizonturi Universitare, Timisoara, p. 10
11. Dicu Manuel (2016), *Barometru de leadership-profil de leader al secolului XXI*, Universitatea Babes-Bolyai Cluj Napoca, Ecostudent- revista de cercetare stiintifica a studentilor economisti, nr. 7, Editura Academica Brancuși, Targu Jiu, p. 58, http://www.utgjiu.ro/ecostudent/ecostudent/pdf/2016-07/10_Dicu%20Manuel.pdf, [Accessed on 22.05.2020]
12. Gagne M. (2018), *From Strategy to action: transforming organizational goals into organizational behaviours*, International Journal of Management Reviews, <https://onlinelibrary.wiley.com/doi/abs/10.1111/ijmr.12159>, [Accessed on 22.05.2020]
13. Hall, M. (2018), *Finding our future workforce: Recruiting from generation Z is going to require a change in our collective mindset*, Plumbing and Mechanical, p.48
14. Francis T., Hoefel F. (2018), *True Gen: Generation Z and its implications for companies*, <https://www.mckinsey.com/industries/consumer-packagedgoods/our-insights/true-gen-generation-z-and-its-implications-for-companies>, [Accessed on 22.05.2020]
15. Kaifi B., Nafei W., Khanfar N. (2012), *A multi-generational workforce: managing and understanding millennials*, <http://www.ccsenet.org/journal/index.php/ijbm/article/view/20503>, [Accessed on 22.05.2020]
16. Mecca Salahuddin (2010), *Generational Differences impact on leadership style and organizational succes*, Journal of Diversity Management, Vol 5, Nr 2, University of the Incarnate Word, SUA, p. 2, <https://doi.org/10.19030/jdm.v5i2.805>, [Accessed on 22.05.2020]

17. Nicolae Cătălina (2019), *Așteptările generației Z de la piața muncii*, Revista de sociologie aplicată, p.2, <http://sociologieaplicata.ro/wp-content/uploads/2019/09/NICOLAE-RSA-2019-31.pdf>, [Accessed on 22.05.2020]
18. Salahuddin M. (2010), *Generational differences impact on leadership style and organizational success*, Journal of Diversity Management, p. 6
19. Savino E. (2017), *Quick! How do I deal with a multigenerational workforce?* Strategic HR Review, p. 193
20. Shrivastava P., Ikonen M., Savolainen T. (2017), *Trust, leadership style and generational differences at work- a qualitative study of a three-generation workforce from two countries*, Nordic Journal of Business, p. 257, https://www.researchgate.net/publication/323476466_Trust_Leadership_Style_and_Generational_Differences_at_Work_-_A_Qualitative_Study_of_a_Three-Generation_Workforce_from_Two_Countries, [Accessed on 22.05.2020]
21. Tang Keow Ngang (2019), *Leadership and Change management*, Springer, p.1, <https://doi.org/10.1007/978-981-13-8902-3>, [Accessed on 22.05.2020]
22. True Sheb, Morales A. (2019), *Distorsiunea de confirmare manifestată pe noile canale media și implicațiile acesteia pentru manageri*, Quality Acces to Succes, Vol 20, S3, p. 95, https://www.srac.ro/calitatea/arhiva/supliment/2019/Q-asContents_Vol.20_S3_October-2019.pdf, [Accessed on 22.05.2020]
23. Zamaru Victor (2017), *Influence of intellectual capital on company management in the XXI century*, Revista/Journal Economica, Nr 3, p. 72, <http://oaji.net/articles/2017/1425-1511182777.pdf>, [Accessed on 22.05.2020]
24. Zohar Ilana (2016), *Imaginea leadershipului și a liderului în epoca globalizării*, Universitatea Babeș-Bolyai Cluj Napoca, p.4, <http://193.231.20.119/doctortat/teza/fisier/3602>, [Accessed on 22.05.2020]