

FACTORS SHAPING MANAGEMENT STYLE OF A MANAGER: A CASE STUDY OF KAUNAS DISTRICT NON-GOVERNMENTAL ORGANISATIONS

Lina Marcinkevičiūtė, Jan Žukovskis

Aleksandras Stulginskis University, Lithuania

Lina.Marcinkeviciute@asu.lt; Jan.Zukovskis@asu.lt

Abstract

The scientific literature does not contain any single classification of management style. When dividing management styles into the classic and the new, the changes towards the nature of manager's exposure to employees are taken into account. When analysing the structure of manager's style, it is necessary to take into consideration the key factors: the conditions shaping management style, the opportunities for the manager to change and improve it purposefully. The efficiency of manager's behaviour, together with the choice of management style, result in various objective and subjective factors. *Objective factors include the factors* which cannot (or very little) be affected by the environment. *Subjective factors* depend only on personal qualities which can be developed and improved. This article deals with objective and subjective factors shaping management style of a manager. The results of the empirical study on the structure of management styles of Kaunas district non-governmental organisations (hereinafter referred to as NGOs) have been presented, as well as the most significant advantages and disadvantages of objective and subjective factors shaping management style. Based on the data of the theoretical analysis and empirical study, improvement directions of the problematic factors of NGOs management styles have been identified and substantiated, taking into consideration the elimination of management style drawbacks.

Key words: manager, personal management style, objective and subjective factors.

Introduction

The success or failure of any organisation always has an impact on employees and their management. People management is the most important function of the organisation and guarantees its existence. Improper management in the organisations leads to high staff turnover, low inner motivation, and poor work results. The prevailing opinion is that the manager's behaviour with the staff or his/her management style influences job satisfaction, psychological climate, and work efficiency.

It may be noted that not only management culture but also the conception of the manager's role in the organisations have recently been changing. The modern manager has to analyse and solve problems, be a leader, keep learning and provide learning opportunities for others, be acquainted with politics and administration, be able to develop and implement strategic planning, be able to gather teams together, and involve employees into the change management. The management process in the organisation is mainly determined by *management style of the manager*, i.e. interrelated management methods, standards of conduct, rules that the manager uses at work in order to encourage employees to achieve organisational goals. The real management style is not the one which is used in relationship with employees, but the one which is experienced, noticed and valued by employees.

Non-governmental organisations is a part of Lithuanian civil society. They can provide significant benefits for small funds since NGOs perform on a voluntary basis and attract financial support from various funds. Theoretically, it is difficult to define the role of a manager in the NGO, as the manager

does not command his/her direct and legally defined employees but his/her colleagues-volunteers. There has been an insufficient number of studies and definitive findings which would allow to decide what objective and subjective factors of the management style shape the structure of the management style and what impact they may have on the activity efficiency of NGO members.

The object of the study is objective and subjective factors shaping management style of a manager.

The aim of the study is to determine and substantiate the improvement directions for management styles of Kaunas district NGOs managers.

The tasks of the study:

1. To analyse objective and subjective factors shaping management style of a manager.
2. To determine the advantages and disadvantages of objective and subjective factors shaping management styles of NGOs managers.

Research methods include the analysis of scientific literature, questionnaires, structural interview, methods of summarising and comparison.

Materials and Methods

Theoretical analysis of objective and subjective factors shaping management style.

The scientific literature does not contain any single classification of management style. When dividing management styles into the classic and the new, the changes towards the nature of manager's exposure to employees are taken into account. Classical management styles (autocratic, patriarchal, *et al.*) emphasise the authority of the manager, hierarchy and blind obedience, while new management styles (the

delegation, collegiality, etc.) are more in line with the modern conditions; they focus on employees' involvement in the decision-making process, skills and potential for growth.

Due to the constantly changing and unstable environment, the work of a manager has become complex and difficult. It is worth noticing that management depends on the level of each manager's education, their experience, psychological characteristics, value system, when understanding and interpreting the same management processes, focusing on one or other most important aspects of management. Having carried out the theoretical analysis, it has been identified that Jag (1982) and Bryman (1992) were analysing the characteristics of managers, Hogg (2001) showed her interest in differences of assigned and emergent managers, Kotter (1990) and Rost (1991) examined the differences between management and leadership, Zaccaro, Kemp, and Baderi (2004) were interested in the level of managers' intelligence, Mumford, Harding, and Fleishman (2000) focused on the technical, social and conceptual skills, Bass (1990) dealt with transactional and transformational leadership. Lithuanian scholars started investigating the phenomenon of management only in the last decade of the 20th century. The first studies were prepared by Jucevičienė (1996), Razauskas (1997), Šilingienė (2000), Juozaitienė (2004), Ginevičius (2008), Bakanauskas (2011), *et al.*

In the scientific literature, the management style of the 21st century (Binder Freytag (2013); Eriksson-Zetterquist, Mullern, & Styhre (2011)) is generally regarded to as a complex entirety of the relationships

between the manager and his/her subordinates. The manager carries out the assigned functions following his/her individual style, as his/her personal qualities and staff qualities both are distinctive.

The prevailing opinion (Pakhar, 2011) is that the diversity and complexity of the manager's and his/her subordinates' relationship results in the diversity of individual management styles, although, certain criteria, according to which significant features are grouped and analysed, may be pointed out. There is no single classification of an individual management style. Different authors and different schools classify them in a different way. Different classifications emphasise specific characteristics of an individual management style, according to which they identify and describe certain types of management styles. It can be assumed that management style depends on personal traits and manager's orientation, however, the effectiveness of management is also determined by certain situational factors. These factors include the needs and personal qualities of subordinates, the nature of the task and the requirements. Hence, the manager should be able to change his/her behaviour depending on a specific situation.

Each manager can form a purely personal, individual and unique management style. This results in every human identity, his/her own characteristics, and some factors that either depend on him/her or not. (Eriksson- Zetterquist, Mullern, & Styhre, 2011).

In the scientific literature (Parolini, Patterson, & Winston, 2009; Schneider & George, 2010; Gonos & Gallo, 2013), there is a number of different views on the factors that determine management style. There

Table 1
Objective and subjective factors shaping management style (based on Binder & Freytag (2013); Eriksson- Zetterquist, Mullern, & Styhre (2011); Parolini, Patterson, & Winston, (2009) *et al.*)

Objective factors	Elements of the factor
Specifics of the managed organisation	Activity aims, nature of organisation performance (type of provided services), target market (sex, age, education), funding for the activity, cooperation with other organisations, strategic planning of organisation activity
Specifics of the addressed issues	Motives of members to participate in the communal activity, participation of volunteers in the communal activity
Level of management	Level of manager's responsibility, distribution of work, control of performed tasks, decision-making process
Peculiarities of the managed staff	Competence of organisation members, motivation of organisation members
Career path and school of the manager	Levels of manager's career, direct managers
Subjective factors	Elements of the factor
Manager's personal qualities	Manager's psychological characteristics, level of manager's intelligence, self-confidence
Reason of manger's emergence	Manager's formal duties in the organisation, the level of manager's authority
Education	Professional knowledge, manager's qualification, manager's competence

is no consensus of the opinion about factors that influence management most. When analysing the structure of manager's style, it is necessary to take into consideration the key factors: the conditions shaping management style, the opportunities for the manager to change and improve it purposefully. The efficiency of manager's behaviour, together with the choice of management style, result in various objective and subjective factors. *Objective factors include the factors* which cannot (or very little) be affected by the environment. *Subjective factors* depend only on personal qualities which can be developed and improved. The objective and subjective factors determining the formation of manager's personal style are presented in Table 1.

Specifics of the managed organisation determines the organisational aims and objectives, the nature of its activity. The need for an appropriate management style occurs. Managers should adjust their own style to the nature of the managed organisation activities.

Specifics of the addressed issues is stipulated by the nature of conditions which may occur in the organisation. These conditions are usually temporary and, after some time, they become normal again. Various conditions may occur: difficult, extremely difficult, and extreme. If the situation is ordinary, it is possible to negotiate, consider, or discuss, but a critical situation requires strict, clear, specific and unambiguous management (Šilingienė, 2011).

Level of management also affects management style. It has been observed that the higher the position in the hierarchical structure is occupied by the manager, the more often he/she uses democratic management style. The reason for this is that the addressed issues at the highest level usually have a strategic nature, and such issues are usually discussed collegially. Lower-level managers are more likely to use autocratic management level. Apart from the level of management influence, it is possible to observe the relationship between management style and manager's education. The higher educational level the manager achieves, the more he/she tends to use democratic management, often refusing autocratic management. The same applies to the work experience in management: the wider it is, fewer possibilities that the manager is an autocrat exist. Liberal style is often preferred by the inexperienced managers.

Peculiarities of the managed staff is one of the most important factors influencing the management style. It was noticed by the representatives of situational theories, claiming that the maturity level of subordinates requires appropriate behaviour style of the manager. The lower level of the staff, containing very few initiative members, causes difficulties for the democratic manager when motivating them for effective performance. Using strict methods for such

subordinates, the autocratic manager, on the contrary, may achieve fairly good results. However, if the level of education of subordinates is quite high, they are in demand for the satisfaction of higher level needs. Traditional methods of autocratic management for these employees are not acceptable (Pakhare, 2011).

Career path and school of the manager. Former direct managers have a significant impact on the formation of a personal style in manager's career. Usually at the very beginning of career, the inexperienced manager tries not only to copy his/her teacher's management style, but even imitates his/her speaking style and posture. However, the opposite scenario is possible if manager's personal experience is very negative, taking into account his/her former manager. Thus, there is a chance that being a manager will allow him/her to do exactly the opposite.

Manager's personal qualities. Manager's personal qualities influence management style, but there are a lot of qualities, characteristics, abilities and behavioural traits which are really essential for effective management. The effective manager should have basic personal qualities and skills such as competence, organisational skills, sense of responsibility, dutifulness, and honesty.

Reason of manager's emergence. The reason of manager's emergence may influence management style. If the manager was "shouldered" by influential authorities, one can expect a certain management style. But if he/she become the manager due to his/her abilities, intelligence, experience and expertise, a completely different management style may be expected (Gonos & Gallo, 2013).

Education. It has been noticed that considerable impact is made by education of the manager. The higher qualification the manager has, the greater possibility that he/she will be inclined to democratic and even liberal management style. In contrast, if the manager is unskilled, incompetent, uncommunicative and uncooperative, he/she usually uses violence.

All the factors mentioned above are partly congenital and partly acquired. The subjective factors, precisely, make personal management style very individual and unique. Only purposeful work with oneself, engaging in training, developing self-control, improving individual qualities, enables targeted shaping of their own personal management style.

Results and Discussion

The results of the empiric study of the factors shaping management style of Kaunas district NGOs managers.

The study was carried out in the period of 2014-2015. The study involved 14 NGOs which had registered their activities in Kaunas district (selected at random). For the collection of primary information,

there was a structured interview method used for NGOs managers, while NGOs staff and volunteers had to fill in the questionnaires. In total, the study involved 14 managers, 43 employees and 73 volunteers.

Having systematised the information obtained during the empirical study, the advantages and disadvantages of the objective and subjective factors shaping NGOs managers' management styles have

been presented (Table 2). Due to large amount of information, the table provides only general insights and summarised statements (of both managers and employees).

Having analysed and identified the advantages and disadvantages of the factors determining management structure of NGOs managers, possible improvement directions were distinguished (Table 3).

Table 2

Advantages and disadvantages of *objective* and *subjective* factors forming the management style of Kaunas district NGOs' managers (created by authors)

Elements of the factor	Advantages	Disadvantages
OBJECTIVE FACTORS		
<i>1. Specifics of the managed organisation</i>		
Aims of organisation activities and types of services	Specifically formulated aims bring members of the organisation together for common activities.	A narrow range of social services is influenced by the lack of premises funding and special professional knowledge. Existing financing options allow to specialise only in one service area.
Characteristics of organisation members (sex, age, education)	Young members of the organisation are perspective, show initiative, have new ideas, can achieve better results.	Older members are not active and avoid innovations. Secondary education and vocational education do not provide knowledge, necessary for the development and implementation of local projects.
Funding of organisation activities, cooperation with other organisations	Member's fee is steady income planned in advance, guaranteeing minimum community activities.	Lack of attention of public authorities impedes the implementation of projects and funding opportunities. Limited financial resources restrict organisation activities. Ineffective collaboration with other organisations does not ensure the adaptation of "good practise" examples.
Strategic planning of organisation activities	Strategic planning provides opportunities for applying innovations, it increases productivity and reduces the risk of incorrect decisions.	Segmental attention to the strategic planning does not allow to specify organisation activities and demotivates organisation members.
<i>2. Specifics of the addressed issues</i>		
Motives of the members for participation in community activities	The participation of members in community activities ensures positive changes in the surrounding environment.	Studies on activity motives are not carried out systematically, which leads to the reduction of work efficiency.
Volunteer participation in community activities	Volunteering encourages everyone to unite, helps everyone to feel needed.	Lack of volunteers limits activity results of the organisations.
<i>3. Control level</i>		
Responsibility level of the manager	Responsibility designation for members of the organisation empowers them to take actions, encourages to work better.	Limited liability reduces the initiative of members of the organisation to act.
Work allocation	Work allocation encourages initiative and collaboration of the members.	Inappropriate allocation works reduce work efficiency.
Work control	Effective control system helps to avoid undesirable deviations in the future.	Lack of control functions influences the irrational work distribution for members of the organisation.
Management style	Issues are solved collectively, the initiative of members is encouraged.	Waste of time slows down decision-making process.
Decision-making process	The decisions made collectively improve the psychological atmosphere at work and motivate employees.	The ignorance of members' opinions when making important strategic decisions limits innovative activities of the organisation.

<i>4. Peculiarities of the managed staff</i>		
Competence of organisation members	The efficiency of the organisation is determined by professional members of the organisation, who are constantly searching for new ideas and solutions.	Limited competence and skills of the members impede the implementation of innovation and development.
Motivation of organisation members	The appropriate combination of motivation tools ensures efficient work of the organisation.	Lack of motivation leads to lower operational efficiency.
<i>5. Career path and school of the manager</i>		
Career levels of the manager and direct managers	Personal experience of the manager influences the choice of management style.	The manager without management experience imitates work style of the former managers.
SUBJECTIVE FACTORS		
<i>1. Manager's personal qualities</i>		
Manager's psychological characteristics	The effective activity of the organisation depends on psychological characteristics (initiative, creativity, ability to solve problems) of the manager.	Negative psychological features limit problem solving process, work structuring, communication, development perspectives, high quality of management is inaccessible.
Manager's level of intelligence	Intelligence: cleverness, ability to learn, quickly master new things, solve problems.	Low level of intelligence complicates problem solving processes and implementation new ideas and innovations.
Self-confidence	The manager is self-confident, feels self-assured about knowledge and skills.	Excessive confidence of the manager negatively influences the mastery of organisation members.
<i>2. Reason for the manager's emergence</i>		
Manager's formal duties in the organisation	Formal duties of the manager in the organisation determine the specific contribution of manager to organisation activities.	Excessive formal duties of the manager demotivate members in structuring and sharing organisation tasks.
Manager's influence level	Management by communicating and collaborating. Positive management qualities: verbal activity, awareness, desire to know the opinion of others, presentation of new ideas.	Excessive influence level of the manager in daily (routine) tasks negatively affects independence and self-actualization of the members.
<i>3. Education</i>		
Manager's professional knowledge	Innovative professional knowledge positively influences the internal environment of the organisation.	Lack of professional knowledge complicates managers' efforts of to carry out their duties in community organisations.
Manager's qualification and competence	Appropriate competence and qualification of the manager lead to rational management of the organisation.	Lack of competence and skills does not allow to achieve good performance and efficient performance in the organisation.

Organisation management oriented improvement direction. NGOs strategically planned activities would be oriented towards the long-term perspective of the organisation, they would clearly indicate the main activity directions, reduce the risk of wrong decisions, and unite members of the organisation for a common goal. *The positive effects of this improvement direction:* proper organisation of work, members perform their tasks on time, improve the quality of services, and work efficiency increases.

When members are not involved in the strategic planning, goals of the organisation may not be achieved, the desired result may not be obtained, the resources of the organisation may be expended, effective activities of the organisation may not be

performed. *The positive effects of this improvement direction:* the actions of organisation members are guided, efforts of the members are combined, and the danger of random decisions is avoided.

The control system would help to evaluate the performance of tasks, the difficulties faced by members of the organisation, avoid deviations in the future, which may arise from the lack of planning, organisational problems, management difficulties and motivation mistakes. *The positive effects of this improvement direction:* mutual communication between the manager and members, members of the organisation pay more attention to the tasks assigned to them. The effective control system would allow members of the organisation to evaluate

Table 3

**Improvement directions for NGOs managers' management style
(designed by the authors)**

Name	Components
Organisation management oriented improvement direction	Strategic prevision of the possibilities for community organisations. Activity planning, involvement of members in the strategic planning. Determination of control system for the works in process. Involvement of NGOs members in the decision-making process.
Collaboration oriented improvement direction	Determination of cooperation with other organisations. Prevision of financial resources search opportunities.
Activity organisation oriented improvement direction	Work allocation and responsibility are given for members of the organisation. Identification of activity motives of community members. Determination of possibilities to attract volunteers.
Human resources management oriented improvement direction	Competence establishment of higher education and community members. Systematic promotion of non-formal education for NGOs members. Determination of motivation measures for NGOs members. Finding possibilities to attract young members to the organisation.
Manager's competence oriented improvement direction	Identification of professional knowledge and competence of the manager.

and improve their work, and to increase the work efficiency.

The decision-making process in NGOs is important as it determines activities of the organisation. Appropriate decisions lead to the existence of the organisation and achievement of goals. It is important to involve members of the organisation into decision-making process: ability to make decisions collectively not only strengthens the team, but also makes the work more efficient. *The positive effects of this improvement direction:* members have an opportunity to participate directly in activities of the organisation, collective decision-making encourages the responsibility of members, freedom to decide occurs, the sense of new ideas and collaboration is promoted.

Collaboration oriented improvement direction. The purpose and activities of NGOs determine the need to collaborate with other organisations, local authorities, and greater collaborations with these institutions and inclusion of these subjects in activities of the organisation would have a positive impact on the achievement of community goals. *The positive effects of this improvement direction:* more efficient achievement of goals, better organisation of work, high-quality services, greater satisfaction of needs and priorities, more rational and effective decisions.

The success of NGOs activity and attainment of objectives depend on the financial resources, the partnership with other NGOs, business companies, and local authorities. Local authorities would help organisations to carry out their activities, they would be one of the funding sources. In order to ensure the capacity of NGOs in solving social problems, an important aspect should be the relations with local business organisations, which could ensure financial

and material support sources. *The positive effects of this improvement direction:* more efficient activities of the organisations and attainment of objectives.

Activity organisation oriented improvement direction. Work allocation in NGOs is different from other organisations because their members work as volunteers, and their activities are not regulated. Work allocation should be carried out by collectively allocating tasks or by the manager's request to perform specific tasks. When the manager suggests performing tasks based on personal skills, members of the organisation are encouraged to perform such tasks which they are able to do best. Designation of the responsibility to members of the organisation enable them to act, stimulate to work better. *The positive effects of this improvement direction:* more experience is acquired, members can improve, the responsibility for their actions is given, members can fully participate in the activities of the organisation, members' personal contribution and motivation for efficient performance of the organisation occur.

The activity motives of NGOs members are factors which determine the involvement of members in the community activities. The study revealed that the studies of the activity motives carried out systematically once a year would encourage community members to work better, work results of the organisation members would meet their needs, goals and interests of the organisation. *The positive effects of this improvement direction:* efficiency of activities in the organisation would increase.

Due to active volunteers, NGOs achieve good results of the operational efficiency. Volunteers carry out the most suitable work for the society. They have motivation, tolerance and willingness to

work for others. In this way, the organisation fosters motivated, responsible and qualified members of the organisation. *The positive effects of this improvement direction:* volunteers actualize themselves, spread new ideas, work efficiency increases, and goals of the organisation are achieved faster.

Human resources management oriented improvement direction. The education of NGOs members does not directly affect their salary, as they work on voluntary basis. The study revealed that more than a half (75 percent) of organisation members have secondary and vocational education. Acquisition of higher university education would ensure the acquirement of new information, easier communication with authorities would help to develop and implement local projects. More attention paid to the development of competence would ensure training opportunities and implementation of new technologies. *The positive effects of this improvement direction:* higher qualifications of the members, ability to use new technologies, increased work efficiency and productivity.

Non-formal education of adults would allow members to lifelong learning, satisfy cognitive needs, improve qualification, and obtain additional competencies. *The positive effects of this improvement direction:* community initiative for the preparation of projects would increase, effective performance of the organisation would be ensured.

The creation of the motivational environment in NGOs is one of the most important factors of operational efficiency. The quality of work depends on the qualification and motivation of the members. Motivation is a stimulus enabling members of the organisation to achieve better work results, productivity and improvement. An important motivating factor is an opportunity for members to participate in various qualification courses and trainings. *The positive effects of this improvement direction:* higher work efficiency and motivation.

The study found that NGOs face the problem of age: older members are dominant. Even though they are capable of working, they are not active, avoid innovations which leads to the impediment of the work process and decrease of work efficiency.

Attracting young members to the organisations would have a positive impact on the operational efficiency. Such members are perspective, show initiative, they have new ideas and do not avoid innovations, and, therefore, better work results are achieved. *The positive effects of this improvement direction:* higher work efficiency, ability to use technologies.

Manager's competence oriented improvement direction. The operational efficiency of NGOs depends on manager's professional knowledge and competence. The systematic improvement of the competencies would provide new skills of how to motivate members of the organisation, communicate, organise teamwork, inspire members of the organisation to learn and improve. *The positive effects of this improvement direction:* good performance, operational efficiency of the organisation, successful achievement of goals.

Conclusions

1. NGOs management has visibly become similar to business management. NGOs follow the same management principles as applied to the business sector. NGOs which provide services compete with the service providers in business and budgetary sectors. Professionalism is more noticeable in the employment relationship, work processes have become more formal, standardised, and activities are oriented towards measurable results.
2. Factors influencing personal management style can be divided into two main groups: *objective*, which depend on the surrounding environment factors and cannot be affected, and *subjective*, which purely depend on personal qualities of the manager and can be developed and improved (personal features, personality traits, mental characteristics, level of intelligence, education, competence, etc.)
3. Five improvement directions (oriented towards organisation management, collaboration, organisation of activities, human resources management, manager's competence) for NGOs managers' management style, focusing on the elimination of shortcomings of management, have been identified and substantiated.

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