

THE BEHAVIOR OF ORGANIZATIONAL AND POLITICAL LEADER

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Abstract

This article aims to study the behavior of political and organizational leaders as well as identify common areas and differences between them. Four objectives have been set for this and it is thought that the methodology used will be as effective as possible in achieving the goal and objectives. Organizational leadership has been studied in companies with experience and expertise, with the results of the work of leaders, while political leadership is mainly focused on the behavior of political leaders during their tenure. Organizational and political leaders have been studied not only currently but mainly in the past. This constitutes a difficulty in reaching accurate conclusions, but not an inability to observe leadership behaviors and traits. Various research techniques and methods have been used to gather information, including data processing. At the end of the article are given the conclusions, the conclusions and some recommendations for both types of leaders.

Keywords: *leadership, organizational, politic, characteristics, behaviors, features.*

The objectives of study

- Identifying the nature and behavior of organizational leaders;
- Identifying the nature and behavior of political leaders;
- Determining the average life expectancy of political leadership;
- Comparison of the two common leaders and the differences between them.

Methodology

The study was initially conducted on the basis of the theoretical part which is based on the collection of information from various primary and secondary sources, hard & electronic books, economic journals, materials, reports, etc. Based on the objectives of the study was conducted research, one of the objectives has been assessed in the form of a simple satirical hypothesis. The study aimed to identify the nature of the leader, organizational, political and comparison between them. For this purpose, questionnaires were designed to identify the features of organizational leaders and some surveys and surveys in cases of behavior of political leaders. Their distribution is

mainly based on various electronic tools, forms and channels, using computerized networks.

The study of the behaviors of political and organizational leaders belongs to a long period of time, both from the point of view of the study and the observation of their behaviors. In order to reach the most accurate conclusions, the leaders of successful companies inside and outside the country have been studied, at the same time for political leaders the scope is mainly outside Albania but also the features of Albanian leaders.

In order to achieve a better study of their behavior, various electronic documents (e-library) have been carefully read, videos from YouTube, information from Wikipedia, etc. have been used. The questionnaires were developed with various computer programs to identify the features and behaviors of the leaders of the two categories, common areas and the differences between them. However, the study also has its limitations in terms of time and finances.

The theoretical part

1. Organizational Leader

Leadership is a process by which a person influences others to meet objectives and directions in the organization in order to make it timely and coherent. Leaders carry out this process by applying their leadership attributes such as: beliefs, values, ethics, character, knowledge and skills. Leadership differs from management because it creates the opportunity to achieve higher goals than the objectives set by the organization and management. (Bass, Bernard, 1989).

Unborn and lifelong qualities such as initiative, courage, intelligence, and humor together determine what a person can become a leader or not. With desire, will and perseverance these qualities can develop but the most important thing is to be born a model leader. (John Adair, 1993). The difference between a leader and a manager is an issue that has been raised many times and received different responses. The biggest difference between them is that they motivate the people around them in different ways. But it happens in some cases that some people are managers and behave like leaders. (Bennis and Goldsmith, 2003).

There are four main factors that affect leadership. Leading employees require different leadership styles. The type of leader and his abilities can significantly change the situation. If you leave a task and you would like it to be fulfilled, in this case the way it is communicated, affects its realization or fulfillment. You notice that one situation does not resemble another. Then your leadership style should adapt to these changes. However, we must say that leadership is influenced by many variables, which of course do not have the same weight of importance and impact. (Paul Kearley CS, 2007).

Strengthening leadership would lead to improved service delivery as well as better interaction of actors, including central government, civil society, the private sector, local government, and other supporting and supporting actors in the process. (Kigali, 2005).

In his book *Skills for the Future* (Gino Bonissone, 2005), he points out that future leadership is predicted to face more complex and dynamic new problems with a higher uncertainty than routine, repetitive lines, linearly defined and structured. In these conditions, he recommends that the leadership should be much more prepared and adapted to these types of situations. Situations of change in environments in general and organizations in particular are and are considered the most difficult. What is required here is the

best possible adaptation of leadership to these circumstances.

Adaptation means managerial indicators studied according to the importance of the impact they have on leadership. While in "Leadership Models for the 21st Century" Richard Rarson (2008), treats the future leader or leader who can offer solutions to problems, ideas and not complaints. Leadership needs to be given more attention than ever before, especially when it comes to the development of the organization and society at large. Andrew Kakabadse (1998). It is thought to be more olfactory and intuitive. While according to William C. Taylor in "The Leader of the future" (2009) he says that the leader of the future must be more courageous to face reality.

A successful leader is one who is never satisfied with this status quo but aims to strengthen and advance it. For this, leadership requires the transformation of power which will be achieved through greater influence on others, the development of effective strategies for influencing others, the elimination and minimization of resistance and insults. Drafting various strategies to maintain and increase power is one of the most important weapons of leadership and leadership.

These strategies should be based on a high degree of flexibility in relation to people, tasks and situations. This flexibility of power is expressed in the form of appeal, persuasion, consultation, integration, qualification, legality, pressure and coercion.

There is no exact formula for the form of power of the leader. Successful leaders are those who create or combine their power on the basis of the situations that are created and change it whenever they are not sustainable. (Michelson J. Barton, 2010).

Leadership aims to improve revenue management and their most effective distribution, increase the efficiency of investment and financial resources, connect with groups and individuals within and outside the sector that have the capacity and have the opportunity to significantly improve its work, improve and continuous technology. It is for this purpose that advanced technologies have yielded more results in the advancement of leadership (Kaitzen 1996).

Creativity also means engaging and engaging with new partners and that policies stemming from energy, agriculture, tourism, social protection, etc., can bring more progress. Engagement also

means the completion of changes in the needs for change and the political involvement of the opposition in reforms. The ability of leadership is that from these forums meetings and workshops, etc. of this nature, to benefit from all the systems and solutions that have been left for this sector. (John Marya Kauzya, 2002)

2. Political Leader

All tables should Politicians are people who are politically active, especially in party politics. Positions range from local offices to executive, legislative, and judicial offices of regional and national governments. Politicians are known for their rhetoric, as in speeches or campaign advertisements. They are especially known for using common themes that allow them to develop their political positions in terms familiar to the voters.

Politicians would be defined as power-seekers according to Lasswell (in Kellerman, 1986, p. 70). Lasswell explains that some individuals have an “unusually strong need or striving for power as a means of seeking compensation for damaged or inadequate self-esteem” (in Kellerman, 1986, p. 71). Thus, power would represent the solution to resolve this inadequate self-esteem by securing the satisfaction for personal values (such as rectitude, respect, affection, as described by the author). Alexander George describes reasons explaining the desire of power (in Kellerman, 1986, p. 75): the feeling of being dominated, in contrary, the two others would provide satisfaction by complying with personal needs and/or values. Politicians of necessity become expert users of the media. Politicians in the 19th century made heavy use of newspapers, magazines, and pamphlets, as well as posters. In the 20th century, they branched into radio and television, making television commercials the single most expensive part of an election campaign. In the 21st century, they have become increasingly involved with the social media based on the Internet and smartphones. Rumor has always played a major role in politics, with negative rumors about an opponent typically more effective than positive rumors about one's own side. Once elected, the politician becomes a government official and has to deal with a permanent bureaucracy of non-politicians. Historically, there has been a subtle conflict between the long-term goals of

each side. Civil service reform was initiated to eliminate the corruption of government services that were involved. However, in many less developed countries, the spoils system is in full-scale operation today. The research and findings concluded that five types of political leaders exist, which are as follows.

Surgeon Leaders

They're incredibly decisive and incisive, somewhat Machiavellian, and rule-breaking by nature. They focus on delivering short term impact by quickly identify what's not working. These leaders believe they're mandated to build performance shifts using their trusted blueprints and rulebooks of which people must obey to the latter. In the short-term, this strategy can work well, and performance typically improves significantly, usually within the first two years they're tenured. Observant will claim to have witnessed an incredible transformation. But this is temporary because the entity has become cult-like in operation, meaning it is heavily reliant and dependent upon one person – themselves – the "chosen one." And after the Surgeon leaves, performance crashes back to earth.

Soldier Leaders

These leaders often cut staff and non-essential activities, automate processes, and fixate on operational details, which in turn drives a culture and climate of fear and uncertainty.

Accountant Leaders

They appear more moderate and liked than Surgeons. They're keen to invest and grow, focusing on the top line, unlike Soldiers, because they subscribe to the view that entities fail if they're small and weak. These leaders oppose Austerity Politics and are resourceful leaders who operate systematically, focusing on economic growth. During their tenure, economic performance usually increases and continues to do so after their departure.

Philosopher Leaders

They're passionate debaters and love to discuss the merits of alternative approaches, often guided

by principles driven by dogma. They are adept with words and very inspiring to those who share a prevailing ideology but often jarring and stubborn to those who don't.

Architect Leaders

They're the most long-termism of the five and focus on redesigning and transforming to build long-term sustainable impact. These leaders are often insightful and visionary, subscribing to the view that entities fail because they don't adequately serve. In many ways, they're a combination of the best attributes of the other four leaders. Architect Leaders refuse to make quick wins - long-term sustainability is their singular agenda item. Perversely, this means the work of an Architect Leader is often unappreciated in the moment - for it takes time for the fruits of their labor to blossom, and there is, unfortunate reluctance within society to recognize genius in its own time - *Surgeon Leaders are valued much more.*

Mattozzi and Merlo argue that there are two main career paths which are typically followed by politicians in modern democracies. First, come the career politicians. They are politicians who work in the political sector until retirement. Second, are the "political careerists". These are politicians who gain a reputation for expertise in controlling certain bureaucracies, then leave politics for a well-paid career in the private sector making use of their political contacts.

Numerous scholars have *studied the characteristics of politicians*, comparing those at the local and national levels, and comparing the more liberal or the more conservative ones, and comparing the more successful and less successful in terms of elections. Many politicians have the knack to remember thousands of names and faces and recall personal anecdotes about their constituent.

Many critics attack politicians for being out of touch with the public. Areas of friction include the manner in which politicians speak, which has been described as being overly formal and filled with many euphemistic and metaphorical expressions and commonly perceived as an attempt to "obscure, mislead, and confuse".

In the popular image, politicians are thought of as clueless, selfish, incompetent and corrupt, taking money in exchange for goods or services,

rather than working for the general public good. Politicians in many countries are regarded as the "most hated professionals".

The practical part (The part of study)

1. Organizational Leader

The organizational leader is considered with clear deadlines, generally has a smaller number of supporters, comes naturally that makes it even more original, enjoys pure popularity, has less controversial results, the results benefit more employees up to the whole organization. The organizational leader strives to be as efficient and effective as possible. He is considered more productive (because he has no political interests), but due to his originality he has more moral interests and seeks to improve the life of the organization and not just a certain segment. The most difficult part is considered to be the partial support of employees and the benefits can only be for the supporters. The organizational leader acknowledges that his work and vision may have an indefinite period of time and he may be replaced by another leader with more advanced vision and initiative. Organizational leaders are considered more occasional and not "premeditated" as political ones can be perceived.

Organizational leaders improve many managerial aspects. An important aspect is the influence and improvement of the culture. Leaders increase the authority and power of their employees, or especially those who support them. They can greatly change attitudes toward work-related problems.

The leader creates and improves the norms of the organization, increasing the system of positive values. The leader significantly influences the design and sketching of jobs, but also the products and services that the organization offers in the market. The leader is considered part of the organizational change and development.

Successful leaders can be used effectively in conflicts and negotiations. Through the political behaviors that they can exercise, they can greatly improve the life of the organization, because they mainly think about general (or organizational) interests

rather than personal ones (narrow, individual). The organizational leader either paves the way for cultural change or creates a new culture depending on the time he creates a form of "expert power" in the area in which he operates. Culture is a very important variable for creating a favorable climate for business and organizational performance. The nature of culture according to studies to be created or changed cannot be achieved immediately, it takes time. The organizational leader improves the elements of communication, values, traditions, aims through his vision, the improvement of assets and the environment and in this way he recreates a more advanced and progressive environment. Recreating a new format within the existing context according to the study, brings cultural changes because its basic elements have been improved according to the work and vision of the leader.

Usually organizational leaders are successful in the vision they undertake in their work. They coordinate some action styles to achieve their goals and according to the study rely mainly on employees who capture, accept and understand the vision they have. In the role of organizational leader, they behave as inspiring and motivating to the managerial function of control. For this reason, organizational leaders are considered more flexible than managers. According to the study, successful organizational leaders have displayed these basic traits in their behaviors:

- a) Have good knowledge and are competent in the area they lead;
- b) They rely on the right people who have not only understood and accepted their vision, but know how to really implement it. This is also considered one of the keys to success;
- c) They have used different action plans and strategies, all depending on the identities and situations;
- d) Readiness, high physical and psychological resistance;
- e) When the employees with whom he cooperates to realize the visions are persons with high skills, positive values, favorable culture, motivation, etc.
- f) High individual values such as perseverance, integrity, honesty, tolerance, finesse, simplicity,

attention to suggestions and problems, etc.

- g) They have adapted very well to the various situations they have faced;
- h) Promise and support in a favorable reward system;
- i) Establishment of a reward system based on contributions and meritocracy;
- j) Reinforcement of behaviors based on managerial principles of reinforcement;
- k) Use of different styles of behavior depending on employees and situations;
- l) Efficiency and effectiveness in various sources of the organization such as financial, material, human, time, etc.

2. Political Leader

The study shows that political leaders generally have a cyclical nature. Unlike organizational leaders, they are often "implemented", "predicted" and initially entered the "difficulty phase", is the period when they, as the opposition, reveal their visions of what they could really do if they were in leadership positions, or how would they behave in the same positions if they had legitimate power? This general behavioral nature creates a pattern, which according to the study generally has a similar behavior, time, phase, and action from one political leader to another on how the cycle works. Each leader has his own management strategies and techniques and behaviors, based on these visions, goals, etc. Political and opposition leaders have set deadlines that run according to the study for up to eight years. Rare cases this type of model can deviate in 4 years until the most extreme case over 20 years. In countries with a totalitarian direction, or with a high economic stability, with culture, without much fluctuation and where politics has no impact on changing the lives of individuals, the rule generally does not exist and it is difficult to define a clear model.

In general, the nature of "implemented" or "predicted" political leaders makes them lose the originality of the leader, who in general should be born naturally and born according to skills and meritocracy and not to fulfill the cycle of a beginning of new. Unlike organizational leaders,

political leaders can stay on track even if their vision is over or they do not yet have a clear vision. This is the most difficult period which then turns into an obstacle and creates a situation of dissatisfaction or impatience.

The study notes that leaders who have just gained legitimate power have just emerged from the opposition phase and are beginning to have very favorable behavior, a high desire to fulfill their visions, and for those who are engaged. After the first period of running in the second period, there is persistence in behavior which begins to decline until the sixth year and after that the visions and energies are not the initial ones (fig 1).

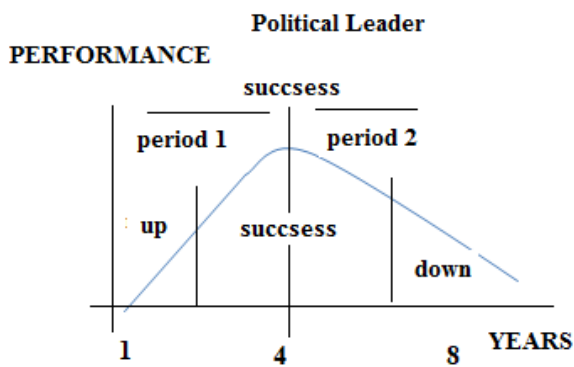


Fig.1. The model of behavior of political Leader during period of his direction (Life cycle).

In some cases, political leaders appear to be leaders of visible or indirect agreements to fulfill their goals and guarantee power. This nature can create a decline in image and popularity, but for political leaders the priority is their goals. Leaders in general and those in particular are considered individuals who influence different changes. The group of changes can include those in culture, technology, reform, social impact, etc. Leader and leadership have influenced the transformations of different cultural, social, business and different sectors of life. This change has come about due to their political strategy, vision and goals during their tenure and work.

Usually, political leaders claim that the purpose of their work is to improve their lives in economic, social, etc. perspectives. Meanwhile, from the opinions and results of the work, significant differences can result.

One of the most important impacts of leadership

and leadership is cultural change. Changes that can occur in the economic, political environment, technological developments, education, etc., create a new cultural environment. Of course, to change the culture, even according to the theoretical literature, is not considered an easy and short-term task. But the leader and leadership during his tenure can modify existing culture or create a new culture.

According to studies, the cultural environment can significantly affect the results of work or life performance. In this context, if new cultures have a positive content, it tends towards social behaviors that have a positive impact on the economy and beyond. If the political leadership has aimed at improving the education system and increasing its quality (both academically and professionally) then various companies and organizations will have the opportunity to employ employees with high knowledge and who successfully meet market demands in general.

If the political leadership, according to its agenda, aims to significantly improve the health system, in all its indicators, then life expectancy is expected to increase, citizens or employees in particular feel safer for their health and family. This would give them more peace of mind in their work and family decision-making.

If political leadership, according to its agenda, has significantly improved the economy through job creation, depending on the various policies pursued at home and abroad, then citizens or employees in particular will feel more secure to take various initiatives both in the family context and beyond.

In general, the success of the work of a leader or his leadership during leadership time is considered, the evaluation of the results implemented with the claimed ones and their effectiveness. Many political leaders claim that reforms have had a positive impact on the economy or society. They even claim that they are very effective and that their effects will often be understood in the distant future. This way of behaving or pretending is also considered as avoiding certain responsibilities, but in general the evaluation of performance should be visible and in the not too distant time, possibly within their political mandate.

To confirm the hypothesis that political leadership has a leadership cycle of about 8 years, they were examined by selective observation of the management history of 40 political leaders elected by different states, considering their political leadership after the 1940s. In this study, countries such as USA, Germany, England, France, Spain, Albania (after 1990), Italy, etc. were included in the elections. The behavior of political leaders varied from one place to another with indefinite and often irregular cycles. More stable in behavior, for the study of the third objective were the USA where political leaders led for a minimum of 4 years and a maximum of up to 8 years.

At the same time, countries like Italy have a trendy leadership trend in the short-run. In opposition to this trend, Germany tended to take a long-term approach, in some cases 15 to 20 years (Helmut Kohl)

The data survey showed that political leaders varied in time from 2 to 20 years. To be convinced about the average time of running a political leadership, we construct two hypotheses. Ho political leaders run for 8 years and Ha political leaders do not follow an 8-year trend.

Ho: $\mu = 8$ years (Zf within Zt area) Ha: $\mu \neq 8$ years (Zf outside Zt area)

Frequencies for each year of management vary as follows:

Number	1	2	3	4	5
6	7	8	9	10	11
12					
Years (xi)	2	3	4	5	6
7	8	9	10	11	12
15					
Frequency (fi)		1	1	4	2
3	2	20	1	2	1
1	1	40			

$$Zf = (\bar{x} - \mu) / (S/\sqrt{n}) = (7.75-8) / (1.78/\sqrt{40}) = (-0.25) / (1.78/6.32) = -0.89 \quad Zf = -0.89$$

$$\bar{x} = (\sum Xi * fi) / (\sum fi) = 310 / 40 = 7.75 = Xmes$$

$$\sigma^2 = \sum_{i=1}^{n=13} (X - \bar{x})^2 * fi/n \quad \sigma^2 = 398.8/40 = 3.16$$

$$s = \sigma = \sqrt{3.16} = 1.78 \text{ with } \alpha = 5\%$$

Zt results from $P = P_{\mu-\alpha}$ in our case since the error lies in two areas we consider $\alpha/2 = P_{\mu-\alpha/2} = 0.5 - 0.05/2 = 0.475$ $Zt = \pm 1.96$, since $Zf = -0.89$ then $Zf = -1.96$, since Zf inside Zt (ose $Zt < Zf$) win the hypothesis Ho (Ho: $\mu = 8$ vite) and fall the hypothesis Ha (Ha: $\mu \neq 8$ vite).

3. Organizational vs. Political Leader

The leader is considered a factor that can significantly affect the life and performance of the organization. Studies show that leaders have increased the frequency of organizational objectives through their vision by "overcoming" the defined managerial area in an even wider area and often times independent and specific.

Leaders use many tools, strategies and people to achieve their visions. Studies show that leaders have different visions and generally all think that their visions are positive, or aim to achieve something positive. In reality, after ascertaining the results of their work, the leaders have not always realized positive visions.

According to one of the aims of the study, the organizational and political leaders are identified, seeing the common and special features between them. It is very important to note that the nature of the political leader differs significantly from the organizational one. Political leaders are more expansive in their visions, have more people, and seek to achieve many goals through the vision and philosophy that guides them. While organizational leaders have a more limited scope (within certain organizational boundaries) both from the point of view of the human resources with which they interact and collaborate, and the range of goals or objectives they want to achieve, guided by vision beyond managerial objectives.

The study shows that organizational and political leaders have common areas and different differences. This approach is understandable and explainable by the nature and area of their action. An organizational leader is considered to have a narrower scope of action, while a political leader

is considered to have a broader scope.

Organizational leaders can present a narrower spectrum of visions, while political leaders extend their visions more according to the area of action. We also notice significant changes in their working time, in energy, promises, etc. in favor of political leaders.

Usually the political leader has more influence on the organizational one than vice versa. Between these two types of leadership we find more differences than common areas. Common areas are considered in terms of the changes they bring, in the areas where they operate and affect culture, economy, society, etc.

4. Conclusions and recommendations

Leadership is considered an important factor in the performance of the organization and life in general. Organizational leaders have a more limited scope than political ones. Many successful organizational leaders (or businesses) can be studied and integrated into politics even though they work in different fields and take different risks. Donald Trump's case is a link between successful business leaders (organizations) and their connection to the political environment. In general, successful business leaders have behavioral characteristics that can achieve similar performance in the political arena. Political leadership has a mandate that according to the study goes on average up to 8 years. From the culture of the country, the type of organization, etc. this rule may not be as accurate as in the case of Italy or Germany.

Organizational leaders must be constantly supported by organizations and companies not only morally but also financially, for all their visions, especially when their work has yielded results.

Political leaders need to be studied more carefully because they are generally implemented differently from organizations where they are born naturally, as is their real function. In this context, the countries that have studied the leader and the leadership have given higher results. Studying the leader and implementing it is not an easy task, but it is worth undertaking because the leader can

interfere in many aspects of a country's life with its nature, personality, features and functions.

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