THE FUNDAMENTAL ROLE OF A LEADER'S CHARACTER IN MOTIVATING HIS TEAM TO ACHIEVE THE GROUP GOALS

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Abstract: Starting from the premise of the complexity of the management process, it is essential to approach the fulfillment of the organization's objectives in terms of the leader's personality, taking into account the influence of his character on those he shepherds and who contribute earnestly to the success of the organization. Without being a coincidence, the specialists were interested in what motivates people to follow leaders and especially what traits of leaders make them to be appreciated and exert their influence casually, in order to achieve organizational efficiency. Onto exercising true leadership, beyond rigorous knowledge of principles, rules, modern leadership methods and styles, require a formidable, beautiful character, meant to achieve the cohesion of the community and its influence in achieving the purpose for which the organization was established. The character traits of the leader must be persuasive for the disciples, especially when we talk about an organizational climate prone to personal and professional development of each of the team members, and implicitly of the organization.

Keywords: leadership, motivation, team

*"The true science of leadership always starts with personality.
People feel the depth of your character" [1].*

1. Introduction related to leadership in organizations

In a world in constant motion, which evolves from year to year, organizations retain their importance in the life of any person. These are the place of all accomplishments, in them people are born, live and die, in them they feel happy but also unhappy, they feel good, satisfied, but also sad, dissatisfied. In organizations, man builds or loses his self-identity, his interiority is affected or he shapes it according to his own will.

A number of personality dimensions cannot influence the leader's behavior (temperament, psychosocial skills,

character, etc). The concept that style is variable and personality is stable is a structure that cannot be easily changed, has generated a number of contradictions, because it has not been understood that to change style, it is not necessary to change personality as a whole, but only a rebalancing the dimensions of the personality, of the weight that these dimensions have in the behavior plan, the positive effects being accentuated, and the negative ones restrained.

The character of the leader will always be a key factor in influencing people, both in the direction of their development and in terms of demotivation, capping and superficiality

with which they perform their work tasks. By character, you can gain the trust of those you lead and, of course, you can strengthen your leadership position at the organizational level, thus creating the framework necessary to achieve your goals more easily.

2. Best practices concerning leadership processes

The objectives within the organization can be achieved as follows:

1. Assuming that the satisfaction of performing an easy task is minimal, then it is preferable to aim high;
2. Instill in the people you lead the enthusiasm and confidence they need to perform important tasks, but do not turn them into incapable ones;
3. Set easy and measurable goals so that, by fulfilling them, people can gain confidence in their own strengths. Small and consecutive successes will strengthen both the cohesion of the team and the self-esteem of each one;
4. Be enthusiastic, minimize the pressure on people to perform tasks and share them with your vision;
5. Choose to carry out activities that give you the feeling of fulfillment.

When the leadership talent is not developed and through specialized knowledge in the field in which you carry out your activity, you end up relegating in terms of influence, losing the benefits of the position you initially won or stagnating, without being offered the opportunity for promotion, being categorized by others as capped, incompetent or disinterested.

Self-confidence remains an important trait of a risk-taking leader. He must be responsible for his own decisions and the consequences thereof.

Intuitive sensitivity, to guess the mentality of others, also remains an essential feature of an effective leader, especially when combined with a systemic analysis of decisions.

Man's character will always be the core of his competence. Only together, the character and competence of the leader will give value to his work and will contribute to the development of interpersonal relationships and team cohesion. Referring to leadership, General Cătălin Zisu expresses his belief as follows: *"Interpersonal relations are the keystone in leadership, respectively in the art of leadership"* [2].

The collective or team spirit is obtained after completing the following stages:

- building trust between the members of the group / organization;
- acquiring the adherence of the members to the mission and the pursued objectives;
- practicing participatory decision-making processes;
- deep motivation, individual and collective, for achieving the assumed objectives.

Good leaders will always need character and competence.

The character consists of four components:

- probity;
- liability;
- humility;
- boldness.

Competence also consists of four components:

- appropriation;
- transformation;
- insight;
- conception.

This combination of character and competence will result in four types of leaders:

1. Outstanding leaders (formidable character and high level of competence);
2. Incompetent leaders (good character and low level of competence);
3. Unrealized leaders (doubtful character and low level of competence);
4. Petty leaders (filthy character and high level of competence).

The leader who generates the right emotional and motivational framework at work in order to achieve success, without using coercive means against employees, is

a realistic practitioner of human relationships, who understands that people make things move.

„People are social animals. We influence each other in a continuous process, uninterrupted and mutual. You can't suddenly say: I don't want to influence anyone today.

If you interact with people, you influence them, and they influence you. Even your absence can influence them” [3].

A true leader can influence through persuasion, even after his death, since the special charisma he proved and his deeds offer him a great credibility and respect from his successors.

“The fact that Alexander the Great, before his death in 323 B.C., could influence to such an extent, that he established of a multiethnic kingdom that provides a fascinating example of persuasion.

Perhaps Alexander's greatest success was his ability to demonstrate, for posterity, that a persuasive leader must believe, wholeheartedly, in his own ideas, if given the opportunity to influence people” [4].

We can't talk about leadership without team spirit. Only a leader of character can promote team leadership, having the vision of organizational success. A leader who evolves on a hierarchy scale, even reaching at the very top of an institution, through promoting team spirit at the organizational level, contributes to the achievement of a work climate beneficial to institutional development and encourages the enthusiastic involvement of all members in solving the tasks regardless of their position. For example, general Ghiță Bârsan, as head of the Land Forces Academy „Nicolae Bălcescu” from Sibiu, highlighted the importance of the contribution of the team in achieving the objectives.

“Everything that has been done in the Land Forces Academy is the result of the efforts of one team, who was developed in time, who understood the projects, discussed at length. If I was a teacher today, tomorrow I will

become a manager, I am a commander, and these things live in a symbiosis which, in a military institution of higher education, is becoming more and more provocative” [5].

Authentic leaders are also able to train leaders because:

- are in their assent;
- have the same aspirations;
- creates an enabling environment that attracts potential leaders;
- they are not afraid of people with potential who could successfully replace them.

If leaders had only disciples in their entourage, they would reach a point where they had exhausted all resources and would feel exhausted and stressed. In order to avoid such a situation, the support of other subordinate leaders is needed, but who, by their character, should be loyal to the organization they employ and to the leader they follow.

Abraham Lincoln said, “Character resembles a tree”

Abraham Lincoln said, “*Character resembles a tree, and reputation resembles its shadow. The shadow is what we think of it, but the tree is the real thing*” [6].

When we refer to the character of the leader, we highlight his way of behaving in organizational life, as well as the way he treats those around him. In order to cause a change of mentality and style of work for his disciples, one does not just need competence, but also character. Only in this way will the leader gain the trust of the people and will determine them to follow him in putting the vision into practice.

“By nature, leadership means change. As a leader, you ask people to change their energy, the points to which they pay attention and sometimes even the direction in life, for the sake of the team and the implementation of the vision. How do you get people to trust yourself and start so many changes? The foundation of trust must be built from some healthy relationships, and healthy relationships start with the right connections” [7].

Leadership can also be approached as a function of personality through the behavior of the leader. Of course, it can be explained as the role of leaders to achieve organizational efficiency through disciples, employees, subordinates.

"When domination is exercised by a single individual, the great mass let themselves be led. In connection with this, Simmel writes: The ruled element enters into a reciprocal relationship only with a small part of each personality composing it, while the sovereign manifests his whole personality. (quoted by R. Nisbet [8], p.211)" [9].

A leader with character will develop a plan of positive measures designed to remarkably stimulate the emotional level of his disciples, as follows:

- evaluates the level of unsuccessful activities;
- takes into account people's emotions and feelings;
- communicates the vision in a simple manner, understandable to all and, of course, sincere;
- is consistent in everything he undertakes;
- keeps its word;
- appreciates each person for the effort made within the team.

Character is very important in exerting the influence of the leader on the disciples because he, through his prestige, which he has gained over time, determines them to perform different tasks, no matter what they say or communicate. They do it because the leader told them so in the light of his strong personality, without paying attention to his words.

People pay more attention to the person who speaks to them for their respect for him and not for his selfishness [10].

"What a leader can do is the main reason that determines people to follow him. After all, this is why they listen to you and recognize you as a leader. As soon as they don't think you can do anything, they won't listen to your words" [11].

Basically, you have credibility as a leader only as much as you can give to those

around you what interests them or as long as you can influence the organization constructively. Also under the aura of competence and influence created at an organizational level, the leader earns respect from the members of the organization. In this situation, through the level of credibility of the leader gained at the organizational level, people are no longer paying attention to the message it sends, but they are captivated by his personality, by his charisma.

The leadership practiced by a person can change depending on the situation. For this, it is not necessary to change one's personality.

"General H. Norman Schwarzkopf emphasizes the significance of character: leadership science is a strong combination of strategy and character. But if you have to give up one of them, choose strategy" [12].

If we refer to the military environment, when there are incompetent leaders at the head of the armies or treacherous ones military effects are felt on territorial integrity and the life quality of the staff or, worse, their lives are endangered.

"During World War II, General Marshall insisted as one general to be relieved of his command. Keeping him at command, he said, was incompatible with the responsibility of the army for the country and the people. Marshall flatly refused to pay attention saying: But we have no substitute. All that matters, he pointed out, is that you know the man if he does not correspond to the task entrusted. Where his replacement comes from is another matter.

But Marshall also insisted that removing a man from command was not so much a matter of judgment against the person concerned, as well as a matter of judgment against the person commander who appointed him. The only thing we know is that man had nothing to look for instead, he said. This does not mean that he is not the ideal man for another function. His appointment was my mistake, now it's up to me to find out what he can do" [13].

General Marshall, realizing the incompatibility of a subordinate general with the special responsibility he had through his duties as a officer over the people, noting his incompetence and the danger to which his subordinates would be subjected, he fired him without having a replacement. So basically, it's better to leave people without a leader than to have one that would endanger their lives. Marshall admits the mistake of appointing the incompetent general to the post and, at the same time, accepts that he may be good in another position. Assuming the consequences of a wrong decision denotes responsibility and strong character. How many military leaders today, on one level similar to Marshall may publicly admit that they were wrong in making certain decisions?

“Choosing the collaborators with whom you intend to build and work is an important step. It can be assumed that common goals unite people, but this is where pressure can be created that causes them to go, at some point, in different ways. In this sense, Freud wrote that *precisely the minor differences between people, which, otherwise, they resemble the basis of feelings of alienation and hostility between them*, and psychologist Judith White talks about the concept of horizontal hostility, what can lead to the appearance of fractures in the most united groups” [14].

Leaders and their subordinates are the main actors who can influence positively or negatively the organizational activity. The personality of a leader, the way he behaves with his subordinates can direct the leadership activity towards an effective or ineffective one. If he suffers from certain personality problems or proves "miserable" behavior towards subordinates they resort to destructive organizational styles as he considers subordinates "tools" which can be handled at will and not human resources, with safety will negatively influence leadership activity, leading it to failure and implicitly to the decline of the organization.

"As Goethe, the great thinker of the twentieth century, summed it up, *you can easily judge a man's character by the way he treats those who can do nothing for him*" [15].

Character and competence, closely correlated with each other, give the leader strength and efficiency. Of course, the need to own one does not negate the need to own the other. A true leader does not make decisions based solely on character or competence alone.

"To become a better leader, you need both character and competence -The character that allows you to have a positive influence and the ability to influence those around you as efficiently as possible"[16].

Given that modesty is considered one of the cornerstones of character, because *"it is an extension of integrity, it is the ability to realize that you depend on others and that you don't know everything"*[17], it is absolutely necessary to avoid arrogance, which can lead to making uninspired decisions, with serious repercussions on subordinates and on organizational development.

The lack of modesty did not bypass the great military leaders, with notable success and exceptional careers. For example: "Napoleon - a mountain of pride. *I didn't want to be in the place of God, it is a path that leads nowhere*, he said on one occasion" [18].

"An excellent way of governing is based more on character than on charisma. Character also gives the leader the opportunity to impose himself as a mentor" [19].

We believe that the study of the personality of a leader helps to clarify the issue of the weight of the leadership style exercised and the rebalancing of behavioral dimensions. It is practically impossible that temperament, psychosocial skills, character, etc. do not influence the behavior of the leader and his style of management, regardless of the organization to which he belongs.

"Unlike the civilian sector, where, if you are a good employ, you will often be promoted to a leadership position, leadership in the

Marines is always a matter of character - not just physical strength, intelligence or achievements” [20].

People instinctively gather around strong, bold, and inspirational leaders, which proves the real qualities for leadership, demonstrated by the adoption of rational, logical measures and by the will to persevere in overcoming all difficulties and hardships, until the accomplishment of some missions, no matter how difficult they would be.

"The road to integrity may not be easy, but it is the only one that will take you where you want to go.

And remember:

Many succeed, at the time, through what they know

Some succeed temporarily by what they do; but

Few succeed permanently through what they are” [21].

It becomes obvious that the leader who exercises a successful leadership, determines the voluntary, conscious and motivated action of the people for the fulfillment of the missions and tactical, operative and strategic objectives, regardless of the organization in which he is part.

Compared to the military organization, we consider that the requirement formulated in the institutional documents on the country's security and aimed at strengthening Romania's credibility in internal and external context, also expresses the need to train, prepare and develop a new generation

of creative, flexible, innovative, competent leaders, and responsible, able to integrate into the management of national and multinational structures in order to carry out the coherent process of planning, training, execution and evaluation of the entire range of military operations.

3. Conclusions

Leaders are responsible for:

- the system of values to which it adheres and which it promotes at the level of the organization;
- the influence they have on people and the actions derived from it;
- the repercussions of the facts and their influence.

Leaders are also responsible for the ethical climate within the organization and cannot delegate ethical responsibilities to anyone. Character formation is an ongoing process, and access to an ethically sound organization subjects the individual to a process of educating and forming a behavior that includes respecting and promoting moral values.

Good character is necessary to earn respect, and respect remains one of the conditions for achieving leadership, especially in the long run. When a leader is respected by those he pastors, they will try to imitate his actions, habits, way of being and acting, will listen to him and will follow him unconditionally in any endeavor and, of course, will fulfill the objectives and missions with any risk.

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