

THE VALUE OF THE CORRELATION BETWEEN MILITARY LEADER CHARACTER AND ORGANIZATIONAL CULTURE AS VECTORS FOR INCREASING ORGANIZATIONAL PERFORMANCE

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Abstract:

In this article, I wanted to conduct an exploratory study to demonstrate the importance of the military leader's character and how performance growth is achieved in the military organization. The study seeks to identify whether there is a significant relationship between the interconnections, implications and valences of military leader character related to increasing organizational effectiveness and organizational efficiency, organizational performance, and the significance by which character enhances the valences of the military leader's skills and the military of each military structure. The issue of character is becoming a major requirement and is considered essential to the professional performance of a military leader. Thus, the formation and development of those professionally valuable character traits in association with organisational culture, performance and professional competence is a complex, timely and comprehensive area of organisational concern.

Keywords: character, military leader, organizational culture, personality, performance.

1. Introduction

The potential of the military organisation, as an organisation with a mission to perform and be competitive at all times, is mainly based on the human resource, with its qualities, training and ability to increase performance, and the extent to which other resources are valued is determined by their quality and quantity.

At the foundation of the day-to-day performance of the individual, in general, and of the military, in particular, are a multitude of character, temperamental, aptitudinal, motivational and circumstantial traits necessary for the leader in the process of leading people.

2. Conceptual clarifications on the personality of the military leader

The military is an organised set of social relations that symbolises and embodies a multitude of common and specific values and specific procedures for action to meet the fundamental security needs of the nation for which it exists.

In running the military organisation, as an entity that cultivates performance, it is necessary that military leaders (commanders, chiefs) are decisive in achieving specific and legally established goals.

Through the prism of these demands, the profile of the military leader is also designed for which the essential requirement is the *"effectiveness paradigm"*, the ability of the military leader to build in the educational process and subsequently to sustain the performance of the organization.

The personality of the military leader is an indispensable, essential and comprehensive problem topic for the study of human resources, which is a research object for psychology, organizational psychology, management and leadership.

Gordon Allport defined personality as *"the dynamic organization within the individual of those psychophysical systems which determine his characteristic thinking and behaviour"* (Allport, G., 1991, p. 35).

Mc Clelland points out that *"Personality is the most adequate conceptualization of a person's behavior in all its details that the scientist can give at a given time"* (Mc Clelland, D., 1951. p. 69).

Thus, personality has as major characteristics adaptation as a form of permanent adaptation to reality and environment, constituting the characteristic and defining form of stable organization of the leader's behavior. Personality is organized in the form of a triad of values - attitudes - ideals, which is *axiologically and teleologically oriented*, being the functional essence that mediates social behaviour.

Therefore, one's personality system is a dynamic, but stable, authentic, particular and unique structure and is affirmed in personal, distinct, clear, explicit and unique ways of existence, thought, activity and consciousness.

The paradigm of the successful military leader indicates those characterological characteristics that enhance and give value to his/her attitudes and behaviour, thus: Integrity, honour, love of country, taking responsibility for decisions made, calmness/self-control in tense situations, power of example, sincerity, spirit of mutual aid, empathy, modesty, organizational ability, optimism, ability to encourage subordinates to improve, self-control, initiative, self-confidence, intelligence, enthusiasm, persuasiveness, etc.) and physical characteristics (appearance, gender, age) that can make an individual a good military leader.

Of course, being a leader requires a specific and particular combination of traits, qualities and skills.

Skills (general intelligence, emotional intelligence, social intelligence) are certainly indispensable but not enough to be a successful leader.

The issue of personality is empirically considered to be a major issue for the professional performance of a leader, and the formation and development of those professionally desirable character traits associated with professional performance in the military is an issue of great organizational and managerial interest.

What distinguishes a true leader from others is his or her ability to get through bad times, i.e. the stability of personality traits objectified in character.

Leaders' expressions have the consequences and results that derive from their competences, but also from their attitudes towards the organisation's requirements. Organisations need leaders. It is the personality of the leader that

provides the conditions for effective leadership that impacts on organisational development.

By leadership we mean the ability of a leader to develop goals and to coach the members of the organization or structure to follow him/her in achieving them, based on a high level of emotional and actional commitment and participation.

The leader's contribution to the leadership process is influenced by his/her personality, motivations, concepts and legitimacy.

In addition to the bodily and mental dimensions, the personality of the leader is a result of socio-cultural conditions and a product of them.

3. Character as an essential component of the military leader's personality for achieving performance in the military organization

The practice of leadership theory has demonstrated that in addition to temperament traits and skills that are mostly native, the effectiveness of the military leader is based on a character, based on "strong" values, created and continually reinforced through learning.

Dictionary "Larousse. Dictionary of Psycholog" defines character as "the way of being, feeling and reacting of an individual or group" (Sillamy Norbert, 1998, p. 55).

According to Mielu Zlate "Character is the individual psychological configuration or structure, relatively stable and defining for man, with great adaptive value, because it puts the individual in contact with reality, facilitating the establishment of relationships, orientation and behavior according to his individual specificity" (Mielu Zlate, 2009, p. 286).

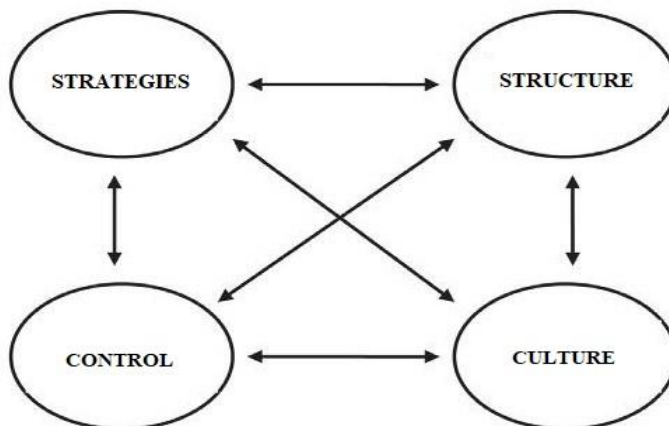


Figure 1. Organizational Culture

Source: <https://www.ttonline.ro/revista/management-calitate/cultura-organizatiei-i>

As part of the content of personality, character comprises the set of relational-value and self-regulating attributes of personality and expresses a complex of stable attitudes in comparison: with reality, the person and those outside the person.

Character represents the spiritual physiognomy of the individual as it mirrors the content of acts of conduct and cannot be shaped without reference to values, because conduct is mainly social and as such is socially normed, i.e. it is directly conditioned by values, ethical and legal norms, rules and norms of behaviour.

Thus, character contains the important and decisive features of personality, i.e. a stable structure composed of a network of relationships between several attitudes based on attributes or characteristics concerning the links that the individual sustains with others and the value system by which this individual is guided.

Summarizing the definitions mentioned above, character is the core of personality and enhances it through submission, dependence, dominance and inclusion of the other sides of personality and their enhancement.

Character traits reflect consistent, stabilized and relatively uniform behaviors rather than random, occasional or situational ones.

Character is the essence of personality, which it enhances by interconnecting, supervising and including/embracing the constituent elements of personality and recognising the value of their optimal exploitation.

Among the constituent elements of character we have a set of traits and attitudes, characteristic of the individual, which are consistently and invariably objectified by him in his conduct.

"Attitude refers to ways of reacting verbally, or through behaviors (latent or overt) in a personally evaluative way to current life issues, those related to the behaviors of peers and those related to work, personal activities and products including creative, style and value" (Șchiopu Ursula (Coord.), 1997, p. 89).

Ability is an indispensable component of character, involving affective, cognitive, volitional and behavioural characteristics and reactions and implicit reference to ethical values.

Character is not composed of a disparate multitude of attitudes, but of a systemic structuring and organization, as a form of their interrelation manifested by mutual influence and conditioning, as a result of its stage development.

Consequently, the character of the military leader is the affirmation and manifestation of the entirety of his or her personality system and internally regulates the agreement, coherence, consistency and consistency of behavior with the rules, requirements, obligations and norms encouraged or mandated by the military organizational culture.

Character makes up and establishes the unique and unrepeatable psychological profile or structure for each individual.

Performance in the military organization is directly related to the human resource and conditioned by the way all the resources of the military organization are used, in accordance with the level and manner of training and professional development of military personnel.

Thus, organisational performance is one of the most important indicators for ensuring the functionality of an organisation and certainly the most valuable evidence of an organisation's viability.

In the military field, the selection of candidates for the military academies and schools of the categories of forces is based not only on aptitude criteria, but especially on criteria that take into account the personality, in its entirety, of future soldiers.

Knowing the potential of future military leaders means making an informed choice of those candidates with the best chance of career success.

Character, through its cardinal traits, supports and encourages the military's powers to abide by the values, norms and military discipline to which it has adhered and internalized.

The performance of the military organisation is conditioned by a complexity of conditions, such as: its management, social and economic context, organisational culture, organisational climate, staff motivation, level and quality of the military organisation's resources, evaluation methods, benchmarks, etc.

In the structure of the military personality, character and skills play a primary role in giving them value and relevance and, therefore, they play a major role in sustaining and achieving performance within the military organization.

Although there is usually a positive correlation between the character of the military and the performance of the military organisation, a strong character will not always lead to the best results if the military does not have the necessary skills and therefore competencies that define each function.

Consequently, regardless of how character is defined, it is an indispensable conditionality, along with other equally important ones, for organisational efficiency and effectiveness, since it is directly related to the quality and quantity of individual and collective performance, but is also the effect of the social contexts of work.

In the composition of the character, along with attitudes, there is also the will, which integrated in multidimensional structures are translated into voluntary character traits and guarantee the implementation of the goals and the motivation of the personality resources to overcome obstacles and difficulties.

In the formation of the character, an essential role, in addition to family, school, cultural environment of belonging, is played by the education received in the "*military school*" through the models of behaviour it provides, through the normative requirements it establishes, as well as through the values it assumes and follows.

For the military leader, character is shaped in military educational institutions through the system of values, norms, rules of military discipline and requirements that he or she must internalize and also adapt and adapt his or her behavior through their specific military organizational culture.

Character, in general, reflects and expresses the demands of the education received, in terms of the internalization of values and in turn will generate attitudes and behaviours appropriate to them.

4. Interactions of the dimensions of the military leader's personality

Strong and complex interdependencies are established between the sides of the military leader's personality (temperament, skills, character and creativity).

Temperament is sociomorphally neutral, since it derives from the particularities of the organism's structure and functions, and is therefore not influenced by conscience and its decisions.

Although temperament does not predetermine aptitude or character, it can nevertheless influence the development of some aptitudes, but also of some attitudes and, implicitly, character traits, and can often induce

inconveniences/disadvantages in their progress. Temperament also influences work style, but not the level of performance achieved.

Compared to temperamental traits, which are inborn, character traits are acquired under the influence of the cultural component of behaviour (norms, symbols, customs, traditions) and the value system imposed by the cultural environment to which they belong: family, school, organisation and last but not least the group of friends.

The hereditary potential of leadership does not automatically come about by itself. Latent hereditary endowment without learning and training remains unrealised, and this is where the character of the leader must come in, who through tenacity, perseverance and integrity must carry out activities and achieve superior performance.

In the course of the activities carried out by the military leader and the military their skills and character traits interact strongly, so we can call this binomial with bidirectional influences "*personality axis*", and character can facilitate or hinder the development of skills.

Character formation and development requires the existence of worthy behavioural patterns, the application of rewards and punishments, and the use of management methods and the discipline of soldiers.

The bottom line is that a leader's personality is the synthetic result of temperament, character, skills and creativity that can be shaped by effort and can endure negative or positive changes, with closer or looser connections to the subject's leadership.

Therefore, the assertion that the sides of the personality each determine, in specific and concrete ways, its effects, is confirmed and valid, so that temperament, character, skills (general intelligence and especially emotional intelligence) and creativity are essential for the professional success of any leader.

Military leadership is a process by which a commander (military leader) can influence a group of military personnel to achieve specific and common ends, and character is the key to leadership.

5. Correlations between the norms and values adhered to by the military leader and the military organizational culture

"Today's security environment is characterised by an increased degree of dynamism and unpredictability, as well as by a heightened globalisation of threats and risks, with varied manifestations and unlimited potential for geographical spread" (National Defence Strategy for 2020-2024, 2020, p. 19).

The dynamics of the changing external organisational environment demand a high degree of flexibility and appropriate, sufficient and timely solutions from the military organisation.

Organisations, regardless of their type and size, have a distinct and defining culture that influences the behaviour of the members acting within it, and in this respect the military environment is not excluded.

Organisational culture is nowadays increasingly seen and appreciated as a driving force with essential influence on organisational performance and *"can boost or weaken organisational effectiveness, depending on the nature of values, beliefs, norms"* (Ivancevich, J. M., Matteson, M.T., 1990, p. 657).

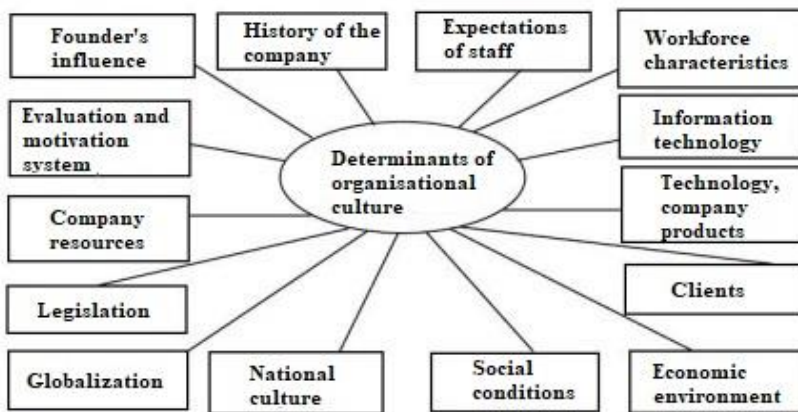


Figure 2 Determinants of organizational culture

Source: <https://mariusboita.ro/wp-content/uploads/2019/02/CURS-CCO.pdf>

The cultural profile of the military organisation presents us with a general axiological framework characterised by a major emphasis on rules, regulations and their strict observance.

In relation to this correlation, we focused our interest on the connections between the norms and values to which the military leader adheres and the military organizational culture, considering them valuable in our study as their influence is considered essential in the exercise of leadership duties.

In the military organisation, as in any successful organisation, organisational culture supports its optimal functioning, reinforcing the socialisation of the military personnel at the beginning of their career by assimilating specific values, norms and rules.

Edgar Schein defines organizational culture as *"a pattern of basic expectations that a particular group has invented, discovered, or developed in the course of learning to solve problems of external adaptation and internal integration and that has worked well enough to be considered valid"* (Schein, E. 2004, p. 373).

Organizations are also defined by identifying specific values, beliefs, convictions, and practices that often influence the efficiency and effectiveness of an organization.

"Military organizational culture is the specific system of strongly internalized beliefs, symbols, traditions, rituals, values, and norms of behavior, as well as the learned way of thinking and acting, that underlie military organizational activity" (Rizescu Alexandru-Marius, 2018, p. 297).

Organisational culture is objectified in norms, values and attitudes, which influence the behaviours of the military and implicitly becomes a multiplier of military organisational effectiveness and efficiency, but also has a major influence on the character of each military member through their behavioural patterns and acts to guide the individual conduct of the military.

Military organizational culture as a learned way of thinking and acting forms, through the influence exerted on each soldier, strong characters constituted in the

totality of the characteristics mirrored by the activity of the military leader and valued from an axiological point of view.

Organizations are also defined by identifying specific values, beliefs, convictions, and practices that differentiate and individualize them from others and that often influence the efficiency and effectiveness of an organization.

Regardless of the organisation, organisational culture is the result of a long-standing interaction between its members, and the interconnections between culture, motivation and work in the military organisation are stronger than one might first notice. In this sense, cultural conditioning is perhaps the most representative determinant of a functional, effective and efficient organization.

The character of military leaders and the military is manifested only in the social domain and is constituted in the conditioning and interference of the military with the organizational culture (socio-cultural environment) as a characteristic way of connection, adaptation and integration according to the demands and details of the respective environment.

Compared to temperament and aptitude, character is nurtured and strengthened on the basis of the norms and values of family, school, and especially those specific to the military structures of which the military leader was and is a member.

In the military organisation, organisational culture shows military and civilian personnel how specific tasks are to be handled, the standards for accomplishing them and what is fundamental and indispensable in the work environment.

As such, organisational culture can also be defined as a collective mental programming that differentiates the staff of one organisation from the staff of another.

The values fostered by the military leader develop the military organizational culture that enables the improvement of military activities and operations, and ensures that every military structure has the opportunity to increase performance and that every soldier develops appropriately.

Organisational culture influences the alignment of the leader's value system with that of the organisational culture, and optimising them helps to achieve the tasks assigned.

The relationship between organisational culture and character is obvious and follows from the definition of both character and military organisational culture and it is very clear that there must be congruence between the character of the leader and the culture of the organisation.

Whether we are talking about military leaders or leaders in private organizations, the correlation and interrelationships between the specific organizational culture of each organization and performance is essential and determining:

"Each manager has his or her own style, which is influenced by the culture of the company, leading to the imposition of a certain management style that gradually becomes the behavioural norm anticipated by employees and adopted by managers" (Armstrong Michael, 2006, p. 309).

It is necessary for the military leader to correctly value the importance of organizational culture and to be aware that a strong and deep culture brings out the expectations of the military organization, and these expectations help the military achieve its goals. Culture is based on beliefs, beliefs, attitudes, customs,

and norms, written and unwritten rules that have been developed over time and are considered valid. From this perspective, character goals in attitudes, organizational culture and leadership are in a multidimensional connection.

I believe that the organization that enjoys a robust and valuable organizational culture achieves high performance compared to other organizations. The essential reason for this undoubted reality is that this type of culture aims to order, direct, lead and inspire the members of the military organization to achieve its designed goals.

At the same time, the practice of management systems and methods specific to the military organization should take into account not only the personality of the leader or the projected goals, but also the correspondence and coherence with the organizational culture, since most of the time these are either rejected or the military does not accommodate to the requirements of the existing organizational culture.

From this point of view, military organisational culture and the exercise of appropriate leadership by military leaders of character together with procedural, operational and technical measures support the interoperability implementation process. Military organizational culture provides a reciprocal communication mechanism with congruence of symbols, which is the foundation for the adaptation and effectiveness of each military. A strong military organisational culture can build links between military structures and create opportunities for teamwork.

At the foundation of the military organisation's potential for living as an organic whole based on complexity, effectiveness and efficiency is the military organisational culture and the character of the military as people of character.

In conclusion, in the military organisation, all activities are carried out within a cultural framework that defines and characterises it, and the management systems and methods used by the military leader are accordingly circumscribed to this purpose.

6. Conclusions

By using the classical methodology of scientific research based on the methods of analysis and synthesis, from the general to the particular, induction and deduction, a relevant work has been carried out on a vast and multipurpose issue concerning the correlation between the character of the military leader and organizational culture as vectors for increasing organizational performance.

This involved an investigative approach from the perspective of post-systemic theory, which first required defining the concepts of personality, character, attitude and organizational culture, followed by defining the main features of personality, character and attitudes of the military leader and the interactions between them.

At the personality level, character traits evolve differently and are organized into structures that synthesize the essential aspects of the personality which, through knowledge of them, can make the military leader's behavior predictable. Character is not a trivial "collection" of positive and negative characteristics, made up of attitudes and will traits, which is systemically formed and relatively stable and highly adaptive.

Military organizational culture is objectified in norms, values and attitudes, which influence the character of the military leader and the military personnel and implicitly becomes a multiplier of the military organization's performance. The military organizational culture provides an essential framework that outlines the military's expectations for behavior and implicitly what character traits are

congruent with the values, norms that are accepted by the military organization necessary to enhance the performance established by the military leader's vision and goals.

Regardless of the organization, organizational performance is the result of a long-standing interaction among its members, and the interconnections between military leader character, organizational culture, motivation, and work in the military organization are stronger than can be observed in other organizations.

Character has a crucial function in the accommodation, adaptation and insertion of the soldier in the military organization as a structural and content element of the personality and because it is formed during the entire evolution of man can be educated or shaped by the influence of the military environment, but the soldier can also contribute to the "enrichment" and shaping of his character by "acquiring" the beneficial and expected influences of the military organizational culture and removing the negative ones.

In conclusion, the character of the military leader is the affirmation and manifestation of the entirety of his or her personality system and internally regulates the agreement, coherence, consistency and consistency of behavior with the rules, requirements, obligations and norms encouraged or mandated by the military organizational culture.

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