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## **ENHANCING MANAGEMENT AND LEADERSHIP: DEVELOPMENT PERSPECTIVES FOR COMMERCIAL ENTERPRISES**

### **Abstract:**

Regardless of the field of activity, any organization faces challenges, and the response to these largely depends on both the leadership and the management of the respective entity. Long-term development prospects are highly conditioned by the organization's ability to adapt to changes, as well as by the way management chooses to shape and implement appropriate strategies, in direct relation to the available resources.

This paper highlights the role that management and leadership acquire in the process of organizational development, in the context of implementing new digital technologies, analyzing from the respondents' perspective the future development prospects of businesses in the commercial sector.

### **Keywords:**

Management, Leadership, Commerce, Business

**JEL Classification:** L81

## 1 Introduction

Both management and leadership are key elements of organizational success (Văcar, Miricescu, 2013), and in the sphere of commerce, market competitiveness and dynamics require a high level of adaptability from enterprises, as well as a clear strategy. Organizational management involves the efficient administration of available resources (Drucker, 2007), as well as the implementation of measures aimed at the optimal functioning of the entity, while leadership, on the other hand, involves influencing human behavior and motivating employees to achieve the proposed objectives.

In the context where digitalization is increasingly present in every field of activity (Răboțu, Babucea, 2022), the commercial sector is no exception, with new technologies and recent shifts in consumer behavior significantly influencing the evolution of enterprises and the way they are managed. Durmaz and Duşun (2016) highlight the necessity and importance of strategic management in the context of increasing market uncertainty, while Prakash (2024) points out that data-driven management is becoming increasingly important, especially in the decision-making process.

Haleem et al. (2022), on the other hand, mention the concept of "sustainability practices" in relation to business as a necessary element for long-term survival, given that consumers are becoming increasingly aware and concerned about the social and environmental impact of organizations. Thus, it becomes necessary to integrate corporate social responsibility into the organization's overall strategy.

However, there are a number of success guarantees that must be considered, some of which are listed by literature as essential in this regard: flexibility, adaptability to changes, and innovation. To these can be added agility, the speed of communication, and good coordination between departments.

Beyond management, leadership plays a very important role in the development of the organization, being vital for organizational success as a promoter of innovation and change. Haesevoets et al (2022) believe that successful leaders are those who manage to create and implement a culture of innovation, where employees can come up with new and innovative ideas. On the other hand, from the perspective of concern for people, leadership emphasizes the importance of inclusion and diversity, thereby encouraging both creativity and innovation, while also boosting employee morale. Additionally, a leader's ability to effectively manage stress levels in times of crisis brings benefits to the organization, with resilience being essential (Harms et al., 2017).

At the level of any commercial organization, however, management and leadership are interdependent, the connection between the two concepts being outlined by Nedelcu (2018), who emphasize the necessity for the organization's management to support the vision of leadership, harmoniously combining the skills needed to ensure a balance between stability and innovation. Complementing these ideas, other representatives of the specialized literature in the field (Northouse, 2021) believe that the way leaders manage to combine management skills with

leadership skills at the organizational level becomes a pillar of success and also allows for a smoother transition to change.

Carp (2024) argue that the foundation of ensuring the long-term competitiveness of the organization lies in a strong organizational culture, the development of which, in turn, would not be possible without the existence of both effective management and visionary leadership within the organization. Both contribute to building solid teams and supporting performance (Andriopoulos, Lewis, 2008). Research conducted by Bass and Bass (2009) indicates that transformational leadership involves motivating employees to achieve increasingly better results, which is essential for organizations in the commercial field. Avolio and Bass (2004), supported by Kouzes and Posner (2017), on the other hand, consider that organizations led by transformational leaders contribute to the creation of a positive and collaborative work environment.

Depending on the organization's field of activity, its size, and the available resources, improving management and leadership is a necessary and obligatory process for long-term survival. We can thus consider various practical actions that organizations can undertake or orient themselves towards to achieve the best long-term results. One such strategy could involve a constant focus on the continuous training of managers and leaders, which, according to Harms et al (2017), can significantly contribute to achieving organizational success, especially by developing adaptability and resilience skills. On the other hand, in a period when digitalization is gaining increasing momentum, the acceptance of technology by all members of the organization, as well as its integration into daily practices, both at the execution level and at the leadership level, becomes vital. Davenport and Kirby (2016) emphasize the importance of using advanced technologies to increase organizational efficiency and improve strategic decisions. Picariello and Rodivilov (2024), on the other hand, highlight the importance of flexibility and experimentation.

The premise of this paper is therefore the idea that the development of organizations in the commercial sector can be achieved through a constant focus on improving management and leadership in a complex and competitive environment.

## **2 Research methodology**

The main objective of the study was to analyze the respondents' perception of how management and leadership can be considered catalysts for the performance of organizations in the commercial sector. To achieve the main objective, we outlined several secondary research directions, which represent subordinate objectives. These can be summarized as



The study was conducted between August and September 2023, using an online questionnaire created in Google Forms. The respondents were residents of the municipality of Reșița who either work in the commercial sector or know individuals working in this field and have real information regarding the issue analyzed.

### 3 Results and Discussions

It is certain that we cannot analyze the impact of management and leadership on the overall performance of a commercial organization, even from a qualitative study perspective, without also considering the premises and context in which these enterprises operate, as well as their development prospects. In this spirit, we first attempted to determine the respondents' perceptions regarding the potential development prospects of businesses in the commercial sector. Are there still opportunities for expansion, or is it time for this sector to contract, in order to allow other sectors to grow?

To address this question, respondents allocated points from 1 to 5 using a 5-point Likert scale, indicating a range of opinions. As for future development prospects, some opinions suggest the possibility of expansion, even diversification, including a partial or total shift of activities to the online environment. Some respondents noted that new Romanian retail firms might enter the market, or current retailers might open additional stores, thereby intensifying competition and requiring more efficient organization.

We can observe from the collected results that among the criteria listed as potential future development opportunities, the highest rating of 5 is predominant for the item related to the online expansion of activities. Therefore, we can consider that, on the one hand, the global push for digitalization and, on the other hand, the context created by the COVID-19 pandemic, have generated or enhanced the desire to focus primarily on the online environment. Over the past three years, retailers have either developed their existing online platforms, allowing customers to shop virtually, or have created such platforms if they did not already exist. This reorientation strategy was driven by the realization that a virtual presence has become necessary as digitalization increasingly permeates all areas of activity. An overview of the responses to this question reveals the following situation:

**Table 2 – Descriptive statistics**

| Item                           | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|--------------------------------|-------|---------|---------|------|------------|-----------|-----------------------|
| Capacity for expansion         | 134   | 1       | 5       | 3.29 | 1.5676     | 1.2520    | 37.96%                |
| Capacity for diversification   | 134   | 1       | 5       | 3.28 | 1.4568     | 1.2070    | 36.76%                |
| Development of Romanian firms  | 134   | 1       | 5       | 3.04 | 1.5652     | 1.2511    | 41.09%                |
| Online expansion               | 134   | 1       | 5       | 3.50 | 1.6082     | 1.2682    | 36.23%                |
| Opening more stores            | 134   | 1       | 5       | 3.35 | 1.5859     | 1.2593    | 37.58%                |
| Intensification of competition | 134   | 1       | 5       | 3.51 | 1.4589     | 1.2078    | 34.44%                |
| More efficient organization    | 134   | 1       | 5       | 3.11 | 1.5323     | 1.2378    | 39.78%                |

|                                   |     |   |   |      |        |        |        |
|-----------------------------------|-----|---|---|------|--------|--------|--------|
| Degree of respondent satisfaction | 134 | 1 | 5 | 3.82 | 0.4455 | 0.6675 | 17.47% |
|-----------------------------------|-----|---|---|------|--------|--------|--------|

Sources – Prepared by the authors

The calculation of the representativeness level of the respondent sample shows, in most cases, a relative homogeneity, with V values exceeding 35%. The dispersion of responses is influenced by the characteristics of the subjects, with their attitudes being affected by their current level of satisfaction, the volume and nature of their interactions with the retail sector, and their general level of knowledge regarding this field.

In direct relation to the first question and partially as a determinant of the previously presented responses, we can analyze the degree of satisfaction expressed by respondents regarding commercial businesses. Among the subjects who answered the questionnaire, 13.4% are very satisfied, 56.7% are largely satisfied, 28.4% indicate a moderate level of satisfaction, and 1.5% report a low level of satisfaction. In terms of declared satisfaction, the coefficient of variation calculation reveals a higher level of homogeneity (with an index of 17.47%).

Regarding how respondents characterize the promotional campaigns in the retail sector, most respondents (35.8%) consider them to be informative, 28.4% describe them as comprehensive, 20.9% as effective, 11.9% as confusing, and the remaining 3% state that they are either inaccurate or inadequate.

Concerning the level of professionalism of the sales staff, a significant proportion of respondents mention a need for improvement, reflecting both a relatively weak initial training in the field and the necessity for management to be more involved in the professional development of subordinates. Only 14.9% of study participants are satisfied with the professionalism of the sales staff, while 68.7% identify a need for improvement, although 14.9% specify that employees are aware of their responsibilities.

The analysis of the evolution of jobs in the commercial sector shows that 37.3% of respondents are moderately satisfied with this phenomenon, while 44.7% indicate a higher level of satisfaction, and 18% are dissatisfied.

Additionally, several elements related to the work environment and conditions in commercial businesses were analyzed. The elements to which respondents again allocated points from 1 to 5 using the Likert scale were:

**Table 3 – Descriptive statistics**

| Item   | Total | Minimun | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|--|-------|---------|---------|------|------------|-----------|-----------------------|
| Trust in the unit's management                   | 134   | 1       | 5       | 2.98 | 1.2159     | 1.1027    | 37.03%                |
| Employers' interest in employee development      | 134   | 1       | 5       | 3.14 | 1.3306     | 1.1535    | 36.72%                |
| The care employees receive from the organization | 134   | 1       | 5       | 3.02 | 1.4625     | 1.2093    | 40.11%                |
| Satisfaction with                                | 134   | 1       | 5       | 2.96 | 1.3195     | 1.1487    | 38.77%                |

|  |     |   |   |      |        |        |        |
|--|-----|---|---|------|--------|--------|--------|
| the content of the work  |     |   |   |      |        |        |        |
| Respect in the workplace                                       | 134 | 1 | 5 | 3.29 | 1.3257 | 1.1514 | 34.99% |
| Career development opportunities                               | 134 | 1 | 5 | 3.09 | 1.2905 | 1.1360 | 36.77% |
| Fairness in the treatment of employees within the organization | 134 | 1 | 5 | 3.04 | 1.3344 | 1.1551 | 38.03% |

Sources – Prepared by the authors

Based on the analysis of the data obtained through the questionnaire, we note that for all the items mentioned above, the majority percentage corresponds to the intermediate rating of 3. While results vary from one criterion to another, a neutral attitude is manifested by respondents in all cases. Additionally, the descriptive statistical indicators show a relative homogeneity in all cases, with the coefficient of variation ranging between 35% and 40%, indicating that there are some differences in opinion based on the position held, the size of the enterprises where the respondents work, the management style practiced within those units, and, not least, the observed leadership style. Thus, a neutral attitude predominates in terms of the level of trust in management, the interest in employee development, the overall level of satisfaction, and respect in the workplace. However, it should not be ignored that the commercial sector is competitive, where success depends on both the ability to anticipate customer needs and flexibility and adaptability, among other influencing factors.

Other determinants of commercial business success are listed in the table below. We observe that, in most cases, respondents' answers are concentrated in the middle and upper quartiles, with ratings of 3 and 5 being predominant. Thus, subjects consider that the process of digitalization, the use of electronic-IT means for managing the organization, as well as promotional activities and the creation of a unique brand image are, to a large extent, the pillars on which organizational success relies.

**Table 4 – Descriptive statistics**

| Item   | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|--|-------|---------|---------|------|------------|-----------|-----------------------|
| Access to new market segments (new customers)                            | 134   | 1       | 5       | 3.17 | 1.5003     | 1.2249    | 38.62%                |
| Increasing the speed of business operations                              | 134   | 1       | 5       | 3.20 | 1.6236     | 1.2742    | 39.80%                |
| Managing the organization through electronic-IT means and digitalization | 134   | 1       | 5       | 3.48 | 1.5331     | 1.2382    | 35.60%                |
| Maintaining quality at a stable level                                    | 134   | 1       | 5       | 3.27 | 1.2860     | 1.1340    | 34.69%                |

|  |     |   |   |      |        |        |        |
|--|-----|---|---|------|--------|--------|--------|
| while facing productivity growth constraints   |     |   |   |      |        |        |        |
| Promotion and creation of a unique brand image   | 134 | 1 | 5 | 3.52 | 1.3838 | 1.1764 | 33.40% |
| Procurement of raw materials and supplies considering changes in current techniques and technology | 134 | 1 | 5 | 3.40 | 1.4794 | 1.2163 | 35.74% |
| Innovation   | 134 | 1 | 5 | 3.40 | 1.4645 | 1.2102 | 35.56% |
| Ability to substitute products   | 134 | 1 | 5 | 3.37 | 1.5752 | 1.2551 | 37.29% |
| Productivity   | 134 | 1 | 5 | 3.40 | 1.2540 | 1.1198 | 32.98% |
| Measures taken for unforeseen events   | 134 | 1 | 5 | 3.16 | 1.4954 | 1.2229 | 38.65% |

Sources – Prepared by the authors

On the other hand, we observe a neutral to positive attitude towards other items, such as access to new market segments, increasing the speed of business operations, attention to ensuring and maintaining quality, and innovation, which are considered to play an essential role in improving results. The level of homogeneity of the responses, calculated using the coefficient of variation, varies from one criterion to another. For instance, we see a higher level of homogeneity for the criteria of "Productivity," "Quality," and "Promotion," while for other items, there is relative homogeneity, a result largely influenced by the size of the enterprises to which the respondents belong. This is because some of the aspects evaluated are applied differently in a small or micro-enterprise compared to, for example, a large enterprise. Conversely, some criteria—such as "Procurement of raw materials and supplies considering changes in current techniques and technology," "Measures taken for unforeseen events," and "Ability to substitute products"—are directly related to the process of formulating organizational strategy. A more coherent approach is found in large enterprises, while small and medium-sized enterprises (SMEs) less frequently have medium- or long-term managerial strategies.

Consequently, the management activities at the level of commercial businesses are evaluated by respondents as follows:

**Table 5 – Descriptive statistics**

| Item                               | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|------------------------------------|-------|---------|---------|------|------------|-----------|-----------------------|
| Planning activities                | 134   | 1       | 5       | 3.23 | 1.3420     | 1.1585    | 35.85%                |
| Organizing activities              | 134   | 1       | 5       | 3.66 | 1.3896     | 1.1788    | 32.24%                |
| Training and motivation activities | 134   | 1       | 5       | 3.52 | 1.8916     | 1.3753    | 39.13%                |
| Control                            | 134   | 1       | 5       | 3.34 | 1.3723     | 1.1715    | 35.12%                |
| Research and development           | 134   | 1       | 5       | 3.30 | 1.4631     | 1.2096    | 36.67%                |



|                                     |     |   |   |      |        |        |        |
|-------------------------------------|-----|---|---|------|--------|--------|--------|
| Production                          | 134 | 1 | 5 | 3.39 | 1.3883 | 1.1783 | 34.70% |
| Personnel                           | 134 | 1 | 5 | 3.41 | 1.2868 | 1.1343 | 33.26% |
| Positive attitude towards customers | 134 | 1 | 5 | 3.64 | 1.3642 | 1.1680 | 32.07% |

Sources – Prepared by the authors

Most criteria again show a threshold level of homogeneity, with the majority of responses from subjects falling into the upper quartile. Activities related to four of the five management functions were proposed for evaluation, as well as those associated with research and development, production, and personnel functions.

Thus, we observe that, regarding management functions, the highest ratings are given for organizing and motivating personnel, while planning is predominantly evaluated with average scores. This indicates the need for organizations to develop clearer objectives, establish coherent long-term strategies, and create realistic plans that align available resources with established performance indicators and actions taken to achieve goals. Control is also primarily rated with average scores, suggesting the need for actions to improve organizational performance. It is well known that the last management function, control, is viewed negatively by most people as it represents "restrictions, obligations, supervision, and limitation of actions" (Andreş, 2012). However, its real final purpose—to ensure organizational efficiency—should not be overlooked.

Regarding the three addressed functions, research and development and personnel functions are rated neutrally, while the production function mainly receives scores of 4, corresponding to the rating "Good." The item "Positive attitude towards customers" is predominantly rated with a 5, reflecting a continuous concern for improving the services offered and a clear focus on the main beneficiaries of the products and services sold.

Regarding recommendations that respondents would make about commercial business management, their responses can be summarized as follows:

**Table 6 – Descriptive statistics**

| Item   | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|--|-------|---------|---------|------|------------|-----------|-----------------------|
| Formulating new and operational procedures                     | 134   | 1       | 5       | 3.49 | 1.2499     | 1.1180    | 32.01%                |
| Setting strategic objectives                                   | 134   | 1       | 5       | 3.60 | 1.1958     | 1.0935    | 30.40%                |
| Managing daily activities, motivating, and developing the team | 134   | 1       | 5       | 3.60 | 1.0913     | 1.0447    | 29.04%                |
| Monitoring current and competitors' businesses                 | 134   | 1       | 5       | 3.43 | 1.2455     | 1.1160    | 32.51%                |
| Correcting irregularities                                      | 134   | 1       | 5       | 3.67 | 1.2653     | 1.1249    | 30.64%                |
| Controlling the  | 134   | 1       | 5       | 3.44 | 1.5151     | 1.2309    | 35.78%                |

|  |     |   |   |      |        |        |        |  |
|--|-----|---|---|------|--------|--------|--------|--|
| results of activities                    |     |   |   |      |        |        |        |  |
| Creating and improving the company brand | 134 | 1 | 5 | 3.46 | 1.5620 | 1.2498 | 36.09% |  |
| Simplifying procedures                   | 134 | 1 | 5 | 3.65 | 1.5113 | 1.2294 | 33.69% |  |

Sources – Prepared by the authors

From the table above, we can observe that the main recommendations formulated by respondents largely focus on simplifying procedures, correcting irregularities, and creating or improving a company brand—these are the items receiving the most ratings of 5. The highest percentages across all proposed criteria are concentrated in the upper quartile, indicating a strong recommendation from subjects, particularly towards setting clearer strategic objectives and motivating and developing the team. These are considered essential elements for positive organizational evolution, representing the planning and training-motivation functions. The responses also prove to be representative, with the coefficient of variation indicating a relatively high level of homogeneity, except for the criterion related to improving the company brand.

This question is directly related to the next one, where respondents were asked to mention the criteria they would particularly focus on in their own activities. In this regard, it is interesting to note that the majority of respondents pay special attention to all the criteria under observation. Over 50% of the surveyed subjects state that they would focus significantly on improving employee competencies by investing in their professional development, but equal importance would be given to maintaining a high level of discipline and ensuring the health and safety of personnel. In summary, all the criteria listed in the table below are of high importance to respondents, with particular emphasis on those mentioned above.

**Table 7 – Descriptive statistics**

| Item  | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|---|-------|---------|---------|------|------------|-----------|-----------------------|
| Employee competencies                           | 134   | 1       | 5       | 4.04 | 1.3643     | 1.1680    | 28.93%                |
| Investment in employee professional development | 134   | 1       | 5       | 3.99 | 1.4999     | 1.2247    | 30.67%                |
| Task assignment                                 | 134   | 1       | 5       | 3.87 | 1.3402     | 1.1577    | 29.95%                |
| Performance and values evaluation               | 134   | 1       | 5       | 3.84 | 1.2716     | 1.1276    | 29.40%                |
| Special events                                  | 134   | 1       | 5       | 3.57 | 1.2455     | 1.1160    | 31.29%                |
| Discipline                                      | 134   | 1       | 5       | 4.02 | 1.4697     | 1.2123    | 30.14%                |
| Health and safety of personnel                  | 134   | 1       | 5       | 4.01 | 1.6416     | 1.2812    | 31.91%                |
| Job-specific rewards and benefits               | 134   | 1       | 5       | 3.86 | 1.7038     | 1.3053    | 33.83%                |
| Implementing measures for customer loyalty      | 134   | 1       | 5       | 3.76 | 1.4952     | 1.2228    | 32.51%                |

|  |     |   |   |      |        |        |        |
|--|-----|---|---|------|--------|--------|--------|
| Implementing and using modern technologies | 134 | 1 | 5 | 3.81 | 1.7040 | 1.3054 | 34.23% |
|--|-----|---|---|------|--------|--------|--------|

Sources – Prepared by the authors

The question can be formulated as follows: to what extent do current management strategies and leadership actions demonstrate effectiveness within the organizations where the respondents work? Using a Likert scale, respondents expressed their agreement or disagreement with this issue. In the respondents' perception, both management strategies and leadership actions demonstrate effectiveness to a large or very large extent, with most responses concentrated in the upper range of the analysis interval. However, when analyzing the ratings individually, in both cases, the score of 3 is predominant, indicated by the highest percentage of respondents (35.07% and 38.81%, respectively). The expressed opinions are representative, with the analysis of the coefficient of variation indicating homogeneity, with both calculated values falling below 35%.

**Table 8 – Descriptive statistics**

| Item                  | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|-----------------------|-------|---------|---------|------|------------|-----------|-----------------------|
| Management strategies | 134   | 1       | 5       | 3.50 | 1.2948     | 1.1379    | 32.51%                |
| Leadership actions    | 134   | 1       | 5       | 3.41 | 1.1375     | 1.0665    | 31.27%                |

Sources – Prepared by the authors

Furthermore, in an attempt to determine the extent to which leadership influences organizational success, we aimed to identify which leadership style is most prevalent in the commercial organizations where the respondents work. Of the 134 respondents surveyed, 41.8% mentioned the autocratic style, 26.9% the democratic style, and 31.3% the participative style. In correlation with this, we can ask: what is the role of leadership in relation to commercial organizations? In this context, the majority of respondents, specifically 39.55%, indicate that the role of leadership is to mediate adaptation to change. Out of 134 respondents, 53 individuals place very high importance on this aspect.

Moreover, although each of the criteria listed below shows that most responses are concentrated in the upper quartile, we observe the following: leadership is perceived by respondents as creating a general motivational framework only to a moderate extent, with 34.33% giving this aspect a rating of three. However, 32.84% of the subjects believe that the leader plays a significant role in providing instructions and guiding team members. Additionally, the leader's ability to encourage the team and increase the members' self-confidence is viewed as highly important, with the majority of respondents (35.82%) giving it a rating of 5.

**Table 9 – Descriptive statistics**

| Item                                       | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|--|-------|---------|---------|------|------------|-----------|-----------------------|
| Initiates action                           | 134   | 1       | 5       | 3.70 | 1.4482     | 1.2034    | 32.51%                |
| Creates the general motivational framework | 134   | 1       | 5       | 3.72 | 1.1285     | 1.0623    | 28.58%                |

|   |     |   |   |      |        |        |        |
|---|-----|---|---|------|--------|--------|--------|
| Provides instructions and guides team members                                   | 134 | 1 | 5 | 3.51 | 1.3395 | 1.1574 | 32.99% |
| Encourages the team and contributes to increasing team members' self-confidence | 134 | 1 | 5 | 3.70 | 1.5228 | 1.2340 | 33.34% |
| Builds a positive organizational climate  | 134 | 1 | 5 | 3.59 | 1.2868 | 1.1343 | 31.60% |
| Mediates adaptation to change   | 134 | 1 | 5 | 3.82 | 1.2067 | 1.0985 | 28.75% |

Sources – Prepared by the authors

In the case of all criteria, we observe that the representativeness criterion is met, as the responses provided can be considered relevant, with the calculated coefficient of variation being below 35% in all cases, indicating homogeneity. The highest level of homogeneity is recorded for the criterion regarding the creation of a general motivational framework, suggesting that all respondents perceive the importance of this management function and leadership attribute similarly.

It is well known that a leader must possess a range of qualities essential for ensuring the success of the team and organization. Although only a few of these qualities were listed in the administered questionnaire, it is noteworthy that for all the listed items, the predominant rating is 5, reflecting the idea that all are considered very important. The highest proportion of maximum ratings is observed for self-confidence, which 50.75% of respondents consider extremely important. Closely following, with only a few percentage points difference, is interpersonal skills, with 49.25% of respondents giving it a level 5 importance. Personal strength receives the fewest ratings of "very important," though this opinion is balanced by the large number of respondents who rate it as "important." High levels of knowledge, integrity, initiative, communication skills, and the ability to motivate the team are criteria that respondents generally consider very important, with the percentage of those giving the maximum rating ranging between 40% and 47%.

**Table 10 – Descriptive statistics**

| Item                         | Total | Minimum | Maximum | Mean | Dispersion | Std. dev. | Variation coefficient |
|------------------------------|-------|---------|---------|------|------------|-----------|-----------------------|
| Personal strength            | 134   | 1       | 5       | 3.79 | 1.2698     | 1.1268    | 29.72%                |
| High level of knowledge      | 134   | 1       | 5       | 3.86 | 1.3103     | 1.1447    | 29.61%                |
| Integrity                    | 134   | 1       | 5       | 3.92 | 1.4123     | 1.1884    | 30.27%                |
| Initiative                   | 134   | 1       | 5       | 3.97 | 1.2230     | 1.1059    | 27.85%                |
| Communication skills         | 134   | 1       | 5       | 4.02 | 1.2010     | 1.0959    | 27.24%                |
| Ability to motivate the team | 134   | 1       | 5       | 4.03 | 1.1931     | 1.0923    | 27.10%                |

|                      |     |   |   |      |        |        |        |
|----------------------|-----|---|---|------|--------|--------|--------|
| Self-confidence      | 134 | 1 | 5 | 4.03 | 1.2528 | 1.1193 | 27.77% |
| Interpersonal skills | 134 | 1 | 5 | 4.01 | 1.2386 | 1.1129 | 27.72% |

*Sources – Prepared by the authors*

Based on the results obtained and the calculations performed, we can again speak of representativeness and homogeneity of the analyzed sample, as the values in the last column of the table above fall within the statistical limits necessary to meet this criterion. Of course, each of the qualities listed above can be interpreted differently by each respondent, just as each individual surveyed may assign a different degree of importance to these qualities. This analysis is based solely on how subjects perceive the importance and value of the listed items from their own perspective. Thus, personal strength may weigh more for one individual than interpersonal skills, just as the ability to motivate may be more important for someone compared to having a high level of knowledge. All these aspects are related to primary or secondary factors, such as the position held in the organizational hierarchy and the preferred leadership style. However, especially considering the high number of respondents who rated these qualities as "very important" (5), we cannot deny that each of the mentioned qualities significantly contributes to building organizational success.

#### **4 Conclusions**

In an increasingly competitive and complex business environment, organizational management and leadership become key determinants of performance, especially in the commercial sector. The role of leaders is becoming ever more important in guiding teams toward achieving organizational goals, while also being responsible for fostering an organizational culture that promotes continuous development and innovation, supported by a clear long-term vision. Taking calculated risks, encouraging creativity, and implementing a culture of learning and continuous improvement can become catalysts for organizational performance, directly reflecting in financial results and customer satisfaction levels.

In the commercial field, in a dynamic and constantly changing market, organizational adaptability is very important. Timely identification of opportunities and adjusting strategies according to market evolution is essential. Moreover, the ability to support innovation and digital transformation can enhance organizational efficiency, becoming a driver for long-term growth. Managers and leaders who encourage adaptability and skill development among employees significantly contribute to organizational success.

The pandemic highlighted the need for organizations to adapt quickly to unexpected changes, with managing uncertainty falling to leaders and managers. Additionally, in recent years, traditional retail has been partially replaced by the adoption of digital technologies, with a growing emphasis on e-commerce. The role of leadership has been especially evident during the recovery period, requiring the promotion of a strategy that involves resilience, with the organization's focus also on employee well-being, alongside strengthening the entity to effectively handle future challenges.

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