

## A STUDY OF THE APLICABILITY OF THE SITUATIONAL LEADERSHIP ACORDING TO HERSEY E BLANCHARD

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### Abstract:

*The present study was to verify, identify and make the profile of business leaders in the field of home appliances to the Cacoal city based on models of Hersey and Blanchard and his Situational Leadership the strategic differential is contemporary organizations. It was found that the leadership is needed in all types of human organization, whether in companies, in each one of their departments. It is essential in all the functions of the business administration, the administrator needs to know the human nature and know how to lead the people, that is, to lead. The first part of the work is dedicated to the review of the theme leadership, its history and pointing out concepts, styles and addressing, in particular the theory of Hersey and Blanchard situational leadership, also known as quota leadership. Is completion of the study was used the quantitative method and qualitative research, with the dates collected by means studied by is questionnaire with the administrators at the strategic level, tactical, operational applied on 26 leaders of organizations. It was observed in the research that the main type of leader found in enterprises under study were the leaders that possess a high power of communication, seeking always motivate their subordinates to achieve good results, represent the profile of 39% of respondents in our study.*

### KEYWORDS:

Leadership, Hersey and Blanchard, Leadership profile.

### INTRODUCTION

The frequent changes in the market bring to companies listed in challenges to achieve standards of quality and productivity. It doing with that seeks, increasingly, skilled professionals to develop one of the most difficult tasks, to lead people and make them more efficient and effective.

Leadership is an aspect of administration that can be able to harmonize the motivational needs of individuals in relation to the requirements of the organization. It is a comprehensive process that occurs in virtually all segments of society: the family, at school, in the organization and in all social relations.

In the micro and small enterprises it is common for the owner performs various functions within the company including the leadership. The result of this overload of functions can end up causing the owner terminates by neglecting their managerial functions and cause negative effects to the organization.

The competitiveness and profitability of organizations currently are no longer being decided by machines or by technology or even by production capacity and flexibility of processes, but by people who work in these organizations. Thus the role of the leader is critical to the enterprise to gain competitiveness.

Cacoal is the city where occurs the research, located in the State of Rondonia . The city receives the title of "the coffee capital", since the coffee was of great importance to the local economy, but its

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economy is also based on the creation of beef cattle dairy farming, fishing, tourism, gastronomy and the wholesale trade. According to the IBGE (2013), it is estimated that the population of Cacoal in the year 2013 is 85,863 (eighty-five thousand eight hundred and sixty three) inhabitants.

The commercial activity of Cacoal account with a great diversity of micro and small enterprises that attracts consumers across the region in the south of Rondonia. is common, people coming from nearby towns, to consume all range of products offered by the local market. The diversity and prices are attractive to these consumers. What makes that the leaders of these micro and small companies seek ways to attract customers and keep their subordinates raised in respect of the company.

For the analysis of the information according to the size of the enterprises, in this study we adopted the definition of micro enterprise and small business according to the brazilian complementary law #123/2006, Art. 3 referring to Art.966 of Federal Law # 10,406, of January 10, 2002, duly registered in the registry of companies market or civil registry of legal entities, as the case may be. In the case of micro company, employed in each calendar year, gross income equal to or less than R\$360,000.00 (US\$ 180,000.00). In the case of small business, employed in each calendar year, gross revenue of more than R\$360,000.00 (US\$ 180,000.00) and equal to or less than R\$3,600,000.00 (US\$ 1,800,000.00)

The present work is justified to the extent that it is recognized that the great challenge for the administrator in current reality is to create a climate conducive to the performance of their subordinates, especially as regards the needs of satisfaction, self-esteem and achievement.

The choice of this theme appeared to be of great importance today, and as people come to motivating, increasingly, to work with good leaders. The aim of this work is to do a review of the literature, in the case of the concepts established by the authors that address the theme leadership, that through definitions and concepts, will outline the profile of a leader.

Also will be presented the results of a multicase study, attempt to analyze the performance of the leaders. This is justified by the importance that the leader has on his team, so that its objectives can be achieved successfully. The interest that the companies show on the subject is related in the relationship between leader and led.

The general objective of the present study is to analyze the role of the leader in micro and small businesses located in the commercial center of Cacoal considering the center and object of this case study, and the specific objectives, conceptualize the role of leadership in micro and small enterprises, the profile of the leaders active in selected companies and Identify what the role of leaders in micro and small enterprises in these organizations.

## 1 THEORETICAL FRAMEWORK

### 1.1 THE CONCEPT OF LEADERSHIP

Arellano and Limonge-Fran Switzerland (2002) say that leadership is a social process in which establish relations of influence between people. The core of the process of human interaction is composed of the leaders, their led and the socials facts.

**The process of leadership is found in many situations:** in the family, at school, in sports, in politics, in work, in trade, in public life or in private spaces. To observe the process of leadership in any of the social spaces, note that every person is able to exert influence on the other and, therefore, that every person is a leader in potential (SILVA, 2012).

Hunter (2006) the leadership is "the ability to influence people to work enthusiastically to achieve common goals, inspiring confidence through the strength of character." Hersey and Blanchard (1986) define leadership as "the process of influencing the activities of a group toward the achievement of a goal in a given situation". According to the authors this definition is not linked to the type of organization, when an individual seeks influence the behaviour of another individual or group, its activities within a company, school or hospital we can affirm that this individual has exercised leadership.

According to Wolfgang (2007) leadership is the achievement of goals through the direction of employees. The person who controls successfully its collaborators to achieve specific purposes is leader. A great leader has this capacity day after day, year after year, in a variety of situations.

The first research on the study of leadership sought to identify personality traits or specific characteristics present in successful leaders, which would allow us to differentiate between leaders of not leaders. However, this approach did not consider the interaction between leader and subordinate, being restricted to personality traits inborn, which cancels the idea of leadership development through training.

The "theory of personality traits" is based on the premise that the leaders have certain characteristics intellectual, emotional and physical. This theory starts from the premise that the leaders

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have personality traits that help you and your role in accordance with this approach, the individual is born leader (Arellano and Limonge-France, 2002 ;Maximiano,1997).

Realizing the inefficiency of the theory of the traces, the researchers changed the focus of personality for the *behaviour of leaders*, giving rise to the behavioural approach of the administration at the end of the decade of 1940 with new administrative concepts. Such approaches are critical previous theories, behaviourism in the Administration not only a new way approaches old as extends its contents and diversifies its nature (Faccioli,2008).

The behaviour approach advocates that the behaviours can be learned and, therefore, the people trained in leadership behaviour appropriate, could lead eficazmente. Para explain the organizational behaviour, Behavioural Theory is based on the behaviour of individuals.

In order to explain how people behave, it becomes necessary to study of human motivation. For Motta (1994), is of great importance in the Theory of Organizations, because it is perceived that intervening period breaks with the old approaches the Classical School and the Theory of Humanistic Relations.

Although it has contributed generously to the study of leadership, the behavioural approach was not very successful in relation to the "identification of compatible relationships between behaviour patterns of leadership and a group performance successful" (ROBBINS, 1994).

Before one more failure, in an attempt to achieve consistent results in the study of leadership, the researchers concluded that it was not enough, simply, study of isolated form the traits and behaviours of the leader, influenced by Contingent Approach, passed, then, to consider the situational variables (BIRCHAL and VILELA, 2012).

The influence of the theory of the contingency has contributed to the development of theories of leadership or *Leadership Styles*, which had great impact on organizations. Second Robbins (1944), "several approaches of insulation of situational variables keys, proved to be much more successful than others, and whose results have gained a wider recognition."

**1.2 LEADERSHIP STYLES**

The leadership styles are composed of various theories to explain leadership in terms of styles of leader's behaviour in correlation to their subordinates. While the approach of dashes as regards what the leader does, that is, your style of behaviour to lead.

The leaders represented the real key to understanding the process, and the appropriate way to cause a change or social progress is to find people with leadership potential. For discussion purposes, we can distinguish four types of group environment and consequent leadership (MUNICUCCI 1995).

**Table 1: leadership Styles**

Autocratic	In autocratic environment, the leader, assigned to the group's leadership by some authority, acts as leader and takes decisions on behalf of the group. Not allows the group participate in the decisions. ( ... )
Permissive	The permissive structure is the product of a society in transition. Amidst the insecurity of a democracy in the process of evolution, it is believed, not rare, that the best way to go is not driving on absolute, leaving it to the mature individuals have complete freedom, without guidance and without control or help. ( ... )
Democratic	The group operates through participation, members work together. It is extremely important for the growth and development of all its members. None of them is exclusively leader because leadership is distributed. ( ... )

Font: Adapted from Municucci (1995) by the author.

The autocratic leader is ruler, he lays down the guidelines without the participation of the group and determines how and when the tasks should be made. For Cavalcanti (2005) the autocratic style is connected to central leader, who takes decisions and determines the tasks and methods of work, which do not leave much participation to their followers.

The democratic leader is described by Wagner III and Hollenbeck (1999) as the one who works with the group to help its members to come to their own decisions, allowing a good relationship between leader and his team, providing a process of ongoing participation. Agreeing, Santana (2006) puts it is the leader who involves his subordinates in decision-making process, encourages the participation of the group as well, it is a way to train their subordinates, thus the return of the group to the leader is in the form of credibility.

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The liberal leader does not assess or regulates the events, he only makes comments irregular fold activities of members when asked. Robbins (1994) and Dubrin (2003) show the liberal leader as one who performs its functions only when prompted. There is not much participation in the group, leaves the group lead by itself. The led are seen as a participatory group, because, when there is no action from the leader they need to be organized and defining tasks, so that they may find solutions to the problems presented.

The leader uses these three leadership styles according to each person and situation. The leader can send orders, may suggest the implementation of tasks, but also consulting his team before taking any decision.

**1.3 SITUATIONAL LEADERSHIP MODEL OF HERSEY AND BLANCHARD**

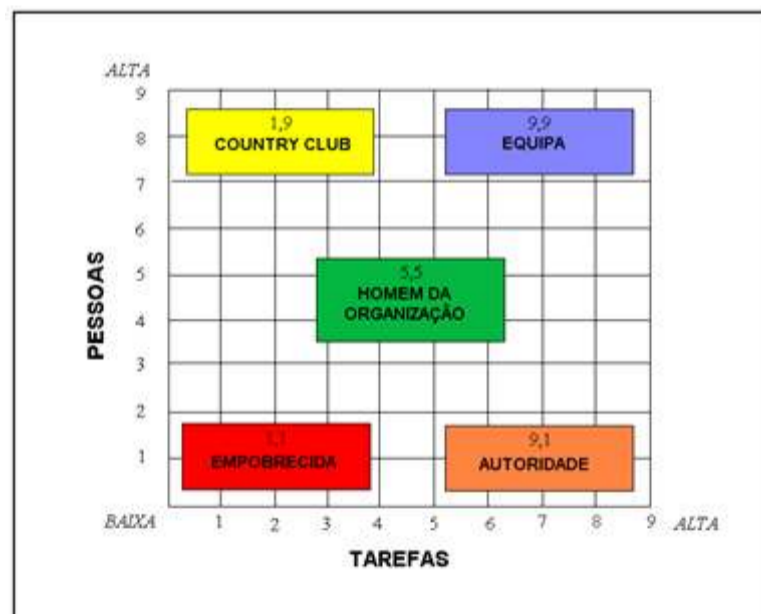
The leadership model of Hersey and Blanchard is directly related with the model developed by Blake and Mouton, who in 1964, developed a model of behavioural analysis of leaders, known as managerial grid and that, even today, is the model most frequently used in the training of leaders. According to the authors, the steward directs its action to two fundamental aspects:

**Table 2: fundamental aspects of the action of the leaders**

<i>Emphasis on production or on the job</i>	Refers to focus given by the leader of the results, the performance and the achievement of the objectives.
<i>Emphasis with the people</i>	With regard to the assumptions and attitudes of a leader with their subordinates. There is a great deal of attention to the people, in order to meet their needs and expectations.

Source: Adapted from Hersey and Blanchard (1986)

With the use of a test, on a scale of 1 to 9, it is possible to represent the possible combinations, as you can see in figure 1, which is a two-way table, composed of two axis: the vertical axis represents the "emphasis on people" and the horizontal axis represents the "emphasis on production/task".



**Figure 1: Grid Management of Blake and Mouton**

Adapted from Hersey and Blanchard (1986)

Linking the two dimensions of Managerial Grid expressed the use of authority by a leader from five basic styles defined by Blake and Mouton.

**Table 3: Relationship between the emphasis on the task, and the emphasis on people**

Task: 9 People: 1	The concern with the task and with minimal people characterizes the leader who uses authority to achieve results. This leader, in general, acts so centralising and controller.
Task: 1 People: 9	The concern with the people and with minimal production characterizes the leader who makes the work environment a "Country Club". This leader always seeks the harmony of relationships, even if you have to sacrifice the efficiency and effectiveness of the work done.
Task: 1 People: 1	The minimal concern with the task and with the people characterizes the leader who plays a management impoverished. This type of leader, in general, adjusting a passive approach in relation to work, doing the bare minimum to ensure its permanence in the organization.
Task: 5 People: 5	The medium-term, i.e. the concern media with the production and the people characterizes the leader who sees the people in work within the assumption of man in the organization. This type of leader seeks a balance between the results obtained and the provision and encouragement at work.
Task: 9 People: 9	The greatest concern with the task and with the people characterizes the leader who sees the work as a team the only way to achieve results, thus encouraging the maximum participation and interaction between their subordinates in pursuit of common objectives.

Source: Adapted from Hersey and Blanchard (1986)

Blake and Mouton characterized this last style as the most appropriate to achieve the objectives of the organizations. The training carried out by them in Organizational Development programs aimed at making the leaders adapted the style (9.9). However, empirical studies have revealed that not always this type of leadership style is the most indicated for the efficiency and effectiveness of the results.

The growing dissatisfaction of the authors, in terms of the soundness of the model and its applicability, the concern with the identification of the characteristics of the universal leader is replaced by guidelines more contingent, in that it is the context who plays a fundamental role in determining the most suitable behaviour

The Model of Situational Leadership, developed by Hersey and Blanchard (researchers' *Center of Leadership Studies*", California, USA), rests on observations about the effectiveness of leadership styles.

The Model based on the premise that effective leadership is a function of three variables: the style of the leader (L), the maturity of the led (I) and the situation (s). The efficiency (E) of leadership, then, would be expressed by the following formula:  $E = f(L, I, s)$ .

Hersey and Blanchard (1986) established four quadrants basic behaviour of the leader, depending on the emphasis given to the aspects of production (task) and subordinate (relationship). There are, therefore, four combinations: task high (too much emphasis on task) and relationship low (little emphasis on relationship); high task and high relationship; task and low relationship low; low task and high relationship.

The task behaviour is related to the structure of the work. The higher the task behaviour, the more the leader engages in planning, controlling, organizing and directing its subject. The lower the task behaviour, more the leader leaves these activities over the subordinate.

The relationship behaviour refers to the support given to the subject. The higher the relationship behaviour, more the leader strives to support socio-emotional and communication channels to subordinate.

Hersey and Blanchard (1986) point to the need to add a third dimension to this model, the size of the efficiency. The style of behaviour would include, in this way, with the situational requirements of an environment. The effective style that would be appropriate for the situation. One of the aspects affecting the effectiveness of the leader's behaviour with respect to the maturity of led. For each type of maturity would be a style more appropriate leadership.

Second Hersey and Blanchard (1986) "maturity is the ability and the willingness of people to take responsibility for directing their own behaviour", and is divided into two components: the maturity at work (capacity) and the psychological maturity (motivation).

The level of maturity can be applied to individuals or groups. The leader who works with a group can determine their maturity through the observation of the predominance of individual maturities.

People with maturity at work are those who have knowledge to perform their tasks without the help of the leader, can be measured in four levels; very, very, some and little.

People with psychological maturity are those who are motivated to make their activities. can also

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be measured at four levels; usually, often, occasionally, rarely.

Thus, it becomes possible to measure the level of maturity of the individuals by adding your maturity level at work with the level of psychological maturity and sorting them from M1 to M4, and the M1 people with little maturity at work and psychological and individuals classified as M4 are those with high level of these maturities.

According to Hersey and Blanchard (1986), for each types of maturity, the effective leader must use different styles of leadership. Each maturity level raises a suitable lifestyle leadership, as illustrated in figure 2.

The style of leadership, each of the four levels of maturity, includes the dosage certade task behaviour (direction) and relationship behaviour (support):

Determine/Driving (E1)- to maturity low (M1). People who do not temcapacidade nor desire to assume the responsibility to accomplish tasks, not sãocompetentes nor secure of themselves. Consequently a director style (E1) that gives umaorientação and supervision clear and specific, is most likely to be effective compessoas this level of maturity.

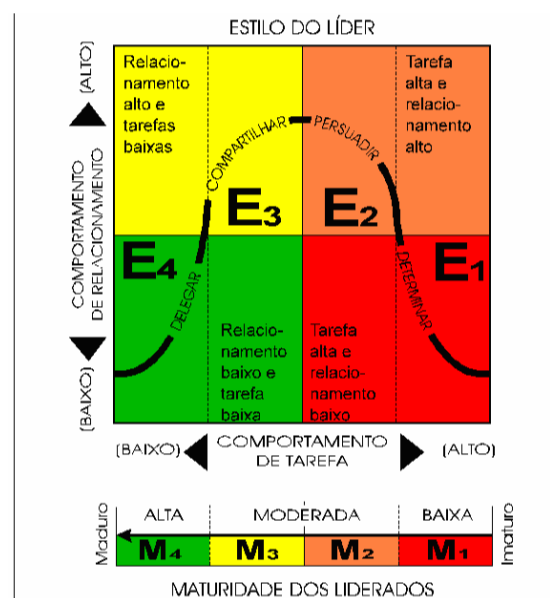


Figure 2: Model of Hersey and Blanchard Situational Leadership  
Source: Adapted from Hersey and Blanchard (1986)

**Persuade/Guide (E2)** - for the maturity between low and moderate (M2). The personswho have undergone instruction does not have capacity, but they are willing to assume responsibilities, temconfiança itself, but do not yet have the necessary skills. For this reason the estilopersuadir (E2), which adopts a director behaviour because of lack awardof, but at the same time, support for strengthening the provision and the enthusiasm of the people, will be the most appropriate for this level of maturity.

**Share/Support (E3)** - to maturity between moderate and high (M3). The people of that level of maturity has the capacity, but are not willing to do what the leader wants. Its lack of provision is often a result of lack of confidence in themselves or unsafe. It is a participative style (E3), to support nonã, that is more likely to be effective with people who are at this level of maturity.

**Delegate (E4)**- for high maturity (M4). The people of that level of maturity has ability and willingness to assume responsibility. A discreet style of "delegation", that little support, presents a greater probability of being effective with individuals of that level of maturity. Although it will still be the leader who identifies the problem, the responsibility to implement the plans it is up to these led mature, that by your account develop the project and decide how, when and where to do things. How are psychologically mature, do not require a bidirectional communication above normal or a behaviour support.

The leader must help the led the amadureceremate the point at which they reach the level M4 of maturity, taking all the necessary care for their subordinates do not get rid,

You can consider the strengths of the theory of Hersey and Blanchard returns a message saying

that the competence and motivation as important elements in the process of leadership, and the vision of maturity as something dynamic.

## 2 METHODOLOGY

### 2.1 DOS TYPES AND METHODS OF RESEARCH

The method of research was exploratory, descriptive and explanatory. The approach used was the quantitative. Through the application of a questionnaire in 26 (twenty-six) companies of electro electronic in Cacoal area.

According to Gil (1999) exploratory research has as its main objective is to develop, clarify and modify concepts and ideas, with a view, in the formulation of problems more precise hypotheses or searchable for later studies. . They are developed with the aim of providing overview of type approximate, about a certain fact. Often constitute the first step of a broader investigation. The end product of this process is to be a problem more clear , actionable research through procedures more sistematizados. Marconi and Lakatos (2003) say that exploratory research are investigations of empirical research whose objective is the wording of questions or a problem, with triple aim: develop hypotheses, increase the familiarity of the researcher with an environment, fact or phenomenon, for the realization of a future research more accurate or modify and clarify concepts.

For Gil (1999) the descriptive research has as its main objective the description of the characteristics of a given population or phenomenon or the establishment of relations between variables. Among them underline those that aimed to study the characteristics of a group, observe, record and analyze the phenomena, without manipulate them.

The explanatory research are those that have as central concern identify the factors that determine or contribute to the occurrence of the phenomena. This is the type of research that further deepens the knowledge of reality, because it explains the reason why things (GIL, 1999).

For Marconi and Lakatos (2003), the research quantitative-descriptive consist in investigations of empirical research whose main purpose is the design or analysis of the characteristics of facts or phenomena, the evaluation of programs, or the isolation of main variables or key. Use various techniques such as interviews, questionnaires, forms, etc. AND employ sampling procedures accompanied by bibliographic research.

The method used was the inductive that, according to Gil (1999) part of the observation of the facts or phenomena whose causes they wish to know, compare them with the intention of discovering relations between them and, finally, it is a generalisation, on the basis of the relationship between the facts or phenomena.

### 2.2 THE TECHNIQUES AND PROCEDURES ADOPTED

The techniques used for the realization of the research were the following: techniques of analysis of qualitative and quantitative data, through the instrument of data collection, the questionnaire.

For this purpose a questionnaire was developed , (Appendix A), adapting model used by the researcher of UNIOESTE, C athia Vasconcelos who also was based on the model of Hersey and Blanchard (Vasconcelos, 2007).

The questionnaires were applied to the target audience in the month of December 2013 with the aim of highlighting the main roles of the leader in the company. The research involved the formal leaders (managers, supervisors, directors) of companies. The selected companies are located in the city center of Cacoal, soon participated in the survey the 26 leaders of these companies in the field of electronics.

To arrive at this sampling the statistical method used was considered random sampling stratified for a finite population (n= 31) margin of error ( = 8 %) confidence interval of 95% (Z= 2) according to the model adopted by Spiegel (1993) in which:

$$N_0 = \frac{1}{\sigma^2} \quad N = \frac{n \times N_0}{n + N_0} \quad N = 26$$

Then the data were tabulated and transformed into graphs and tables as will be presented in the section of the search results.

To carry out the research was followed by all ethical criteria established, being that all subjects signed an Informed Consent Form.

**3 RESULTS**

Were interviewed twenty-six directors of micro and small enterprises in the field of electronics in the town of Cacoal.

The questions were divided into four groups of five questions each indicating different types of behaviour that relate to the types of leaders pointed out by Hersey and Blanchard (E1. Determine/Driving; E2. Persuade/Guide; E3. Share/Support; E4. Delegate).

The score adopted for the tabulation of the survey was two points for the answers marked as fully agree and two pontos negativos (-2) for the answers marked as entirely disagree with the answers marked as neutral deeds with zero (0.0) points. Thus the group of questions that receives the highest score indicates the profile of the leader.

The first data submitted are the scores that each question has obtained in the application of the test of Hersey and Blanchard to leaders as observed in the following sections.

**3.1 RECOVERY OF ORDERS AT THE EXPENSE OF LOW RELATIONSHIP THE LEADER**

It was observed that, according to the data obtained, that a large part of the leaders interviewed work commanding more than running, i.e. prefer to establish objectives and goals that keep a good relationship with their subordinates. This category (E1), values more the order of command at the expense of low relationship with the subject, as it is observed in the averages obtained and represented in figure 3, where the five variables analyzed were above the score 3.0 on Likert scale where the lowest score is the Determination of tasks (3.4) and the greatest with the variables Attention the detail tasks tasks ,were at the level of 4.1 (figure 3), whereas Good Part of leaders interviewed focus its authority over the activity that the subject must perform, i.e. in detail of the tasks and the attention required to same already prove itself an exercise of power, regardless of how minor the relationship established in this model studied.

Second Michel Foucault (1984), in his work *The microfísica power* , which stresses the domination in the exercise of power that gives the smallest instances and relationships of man, especially in the relation of capital and labor. Because on the one hand there is the leader who has the entire apparatus of the authority and the other is the subject that has only the labor and many times is alienated from their freedom to exercise the work, because it is subject to the requirement imposed by the organizations and the leader in this model always is the keeper of the truth, in a way a continuation of the process of alienation that will prevent the employee grow and lift in the company. These types of leaders, are located in public administration which ultimately reflect on scars that characterize Latin America.

As regards the implementation of the tasks , it was found that, according to the model of Hersey and Blanchard, that level is also above average. This result demonstrates a concentration in responsibility assumed and the quality of its implementation, as it was observed in graph 3. The phenomenon of obey, even grudgingly, is explained by the theory of bureaucracy, which according to Max Weber(2004), is due to the bureaucratic apparatus established by capitalist society west, where on the one hand is the one who has the authority and is coated by another authority even more and another is the employee, that in order to maintain the work carried out in the best possible way the activity assigned to it.

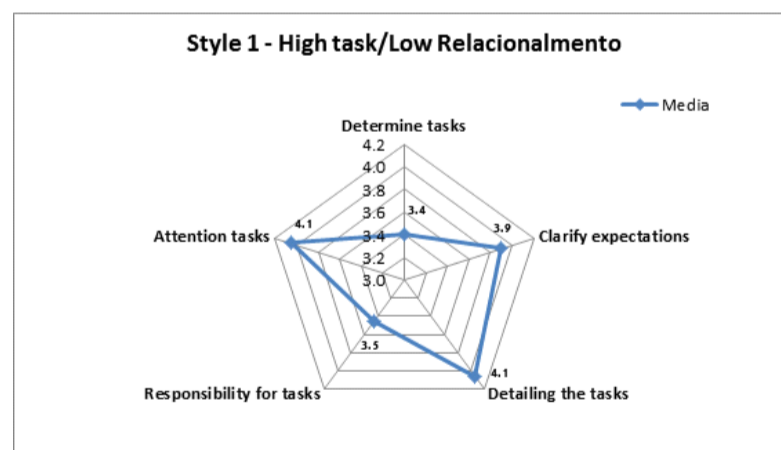


Figure 3. Radar Chart Style 1  
Source: City of Cacoal, RO, January, 2014 (the Author).



**3.2 The valuation of orders and the high Relationship of leader**

Some small parts of the leaders were classified in style E2 (persuading/guide). As shown in figure 4, the variable persuasion of people (persuação), was the one that stood out the most because of the ability to *convince people* having a score of 4.0 followed by the variable *ability to change people* and *persuasion* with 3.6 points, and the ability to shape people with 3.1 points and the *imposition* of ideas was the low average with 2.5 points.

The people who do not have the capacity, but they are willing to take responsibility, they have confidence in themselves, but do not yet have the necessary skills to fit this style. The leader adopts a director behaviour because of a lack of ability, but at the same time, support for strengthening the provision and the enthusiasm of the people, that is, such behaviour is the most appropriate for this level of maturity, according to the data of this research and as shown in the graph radar (figure 4).

To Robbins (1994), leadership is also the ability to influence a group toward the achievement of its objectives. According to the author, six dashes usually differentiate the leaders of led: ambition and energy, the desire to lead and influence, honesty and integrity, self-confidence, intelligence and relevant knowledge of your area of responsibility.

The leader who qualifies this style identifies strongly to the transformational model. You can say that he is the one who inspires his followers to transcend their own interests for the good of the organization and that it is able to cause a profound effect and extraordinary on their subordinates. Modify the way of his followers of seeing things and are able to motivate, encourage and inspire people to make the most of themselves in pursuit of the objectives of the group. It is more than charisma. The transformational leadership is more strongly correlated with lower levels of turnover, increased productivity and improved employee satisfaction (ROBBINS, 2007). Bergamini (1994) affirms that the manufacturing leadership is based on more than the submission of followers; it involves modifications of beliefs, needs and values of followers.

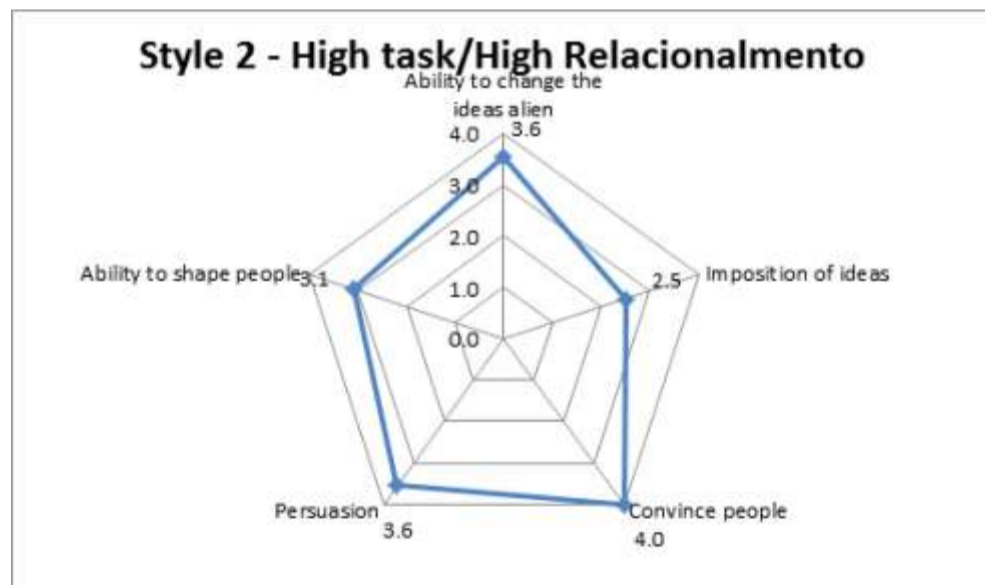


Figure 4. Radar Chart Style 2  
Source: City of Cacoal, RO, January, 2014 (the Author).

**3.3Da appreciation of the Relationship at the expense of low authority the leader**

From the data obtained from the interviews, it can be observed that the dominant profile is E3 (Share/Support). This style of leadership is more effective with people ranging from a maturity and a moderate high. It is observed that the variables classified in this style, were left with a score above 4.0 points on Likert scale, with higher tendency to the ideal that is 5.0 for the categories *Share information*, *Decisions as a team*, and *Acting as a team*, thereby showing that this is a style of participative leadership, support nonã, as shown in figure 4.

In this profile of "share", "people have capacity, but are not willing to do what the leader wants".

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Hersey and Blanchard (1986) points to this model (E3) it is critical to have a figure of the leader who shares and motivates the team in order to ensure that they have greater efficiency and effectiveness in their chores in commercial enterprise . A question that can be noticed is that in trade, generally the employee, much more dependent on their attitudes and skills for making sales and attract customers.

This competence to "attract customers" may lead the manager to select a team with a higher level of maturity and work more in partnership with it, instead of simply determine its performance in vertical form, that second Duarte and Pope (2011), the leader is open to *Share information* and make decisions *as a team* , establishing a partnership with the led which, in turn, respond with productivity and superior quality and satisfaction, responsibility and commitment, that is, in this style of leadership, employees feel more motivated and confident to suggest improvements and be responsible for their activities, since their leader supports.

Making a correlation with the motivation, it was observed that, according to the survey, which the leaders studied, make good use of their *capacity of communication* (4.0) that motivates his followers in order to achieve positive results for the organization, which is related to satisfaction of needs, as already noted Barreto and Pereira (2007) to quote Abraham Maslow that each individual has their own "pyramid" of needs.

It is important to consider that the people who make up the team bring their values, their philosophy and approach to life. Teamwork allows mutual knowledge and identification of some common points that will serve as a basis for the elaboration of collective standards, tacit or explicit, in the team dynamics (Moscovici, 2000). When assigning tasks, the leader considers carefully the skills and abilities of the employee. In this model, leaders and staff are continuously their knowledge and skills to produce quality and efficiency sustainable long term as demonstrated in the variables and their values shown in figure 4.

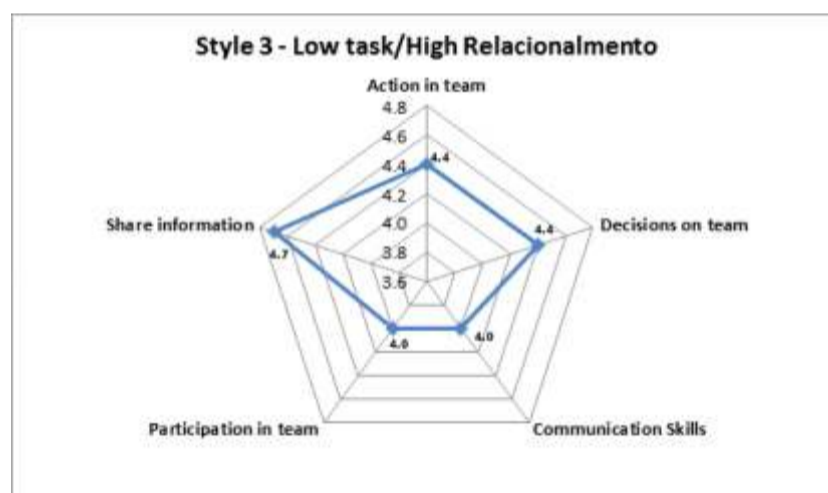


Figure 4. Radar Chart Style 3

Source: City of Cacoal, RO, January, 2014 (the Author).

### 3.4Da devaluation of task and low relationship the leader

According to the data obtained in the Commercial Center of Cacoal (RO), a small part of the leaders analyzed, classified in style E4 (delegate), analyzing the data it was observed that there was a large variation in score, being that the variable *capacity to absorb ideas and approves initiatives were* with the average of 4.3 and 4.5, *creativity of the subordinates and ease* in delegating responsibilities were with 3.3 and 3.5 and the variable that matches the *delegate their own work* was with a score well below 1.0 as shown in figure 5.

Nthis kind of leadership people have more freedom in the implementation of their projects, possibly indicating a team mature, self directed and that does not require constant supervision, on the other hand, can also be an indication of a leadership negligent and low, where the leader is no longer pass failures and errors without correcting them, hence the name of leadership or liberal *laissez-faire*.

As the *laissez-faire* , the leader does not care nor with the tasks or with the led. The leader is liberal and does not impose rules to the group, and this, in turn, does not demonstrate commitment. This style of leadership, the *creativity of the subordinates* must be high, because the decisions, division of tasks and/or

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planning are made and suggested by the same, since the leader participates in minimal form and neither undertakes. "This style of behaviour enables the members of the group to do what they want to do. Does not establish programs ouprocessos". The tendency of these States is acreditarque has autonomy of action, and, many times, you can arise the desire to give up, because not sentemque can count with the leader at crucial moments (HERSEY and Blanchard, 1968).

The donation should not be confused with decentralisation. Many liberal leaders, err to decentralise and leaving scene due to poor technical knowledge administrative. The leader who has knowledge assumes the team but delegating some responsibilities for which the power is decentralised, and the creativity is encouraged, that second Loenert (2003), a team of truth is the that stands out when the leader is able to delegate, acting in a decentralised manner, dividing the work among the team and attempt to improve the maturity of people through the pass-through of responsibility and authority. This type of leader must be willing to allow errors to be committed at the stage of learning (or absorb ideas) and be prepared for change, as observed in figure 5.

Second Araujo (2006), the entire liberal leader or not, is passive to change and "you can't think in terms of leaders and followers without change of purpose". Every leader is respected as an agent of change, and thus it is necessary, willingness and ability to change what is already being done and to do different things and innovative. Leadership is synonymous with search for challenges, adventures, news, have the *capacity to absorb ideas* (4.3) or even criticism, as also observed in figure 5.

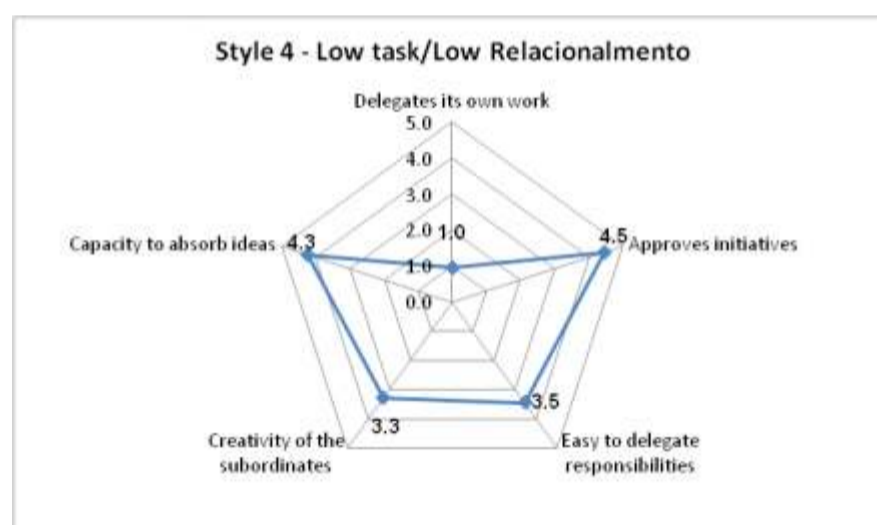


Figure 5. Radar Chart Style 4.  
Source: City of Cacoal, RO, January, 2014 (the Author).

**3.5 Review of general data**

Before the start of the analysis of the data, it is important to remember two basic points that should not be disregarded the arguments. First there is not a single best way to influence people. The style of leadership that a person should adopt with individuals or groups depends on the maturity level of the people that the leader wants to influence", and the profile of leadership ideal is directly connected to the context within which the subordinates. This context involves socioeconomic environment, organizational environment, domain by subordinates of task the seremdesempenhada and support socio emotional received (HERSEY and Blanchard, 1986).

As explicit previously and shown generally in figure 6, it was observed that the model of leader that most stands out in commercial organizations of micro and small enterprises of electro electronic Shopping Center of Cacoal, is he who believes that the *communication*, teamwork, and *motivation* is the key to good leadership, i.e. , according to data obtained 39% leaders interviewed have this profile.

Leaders who have a posture more centralising or have a greater control were reported by 27% of respondents, and that such profile in second place (Figure 6), because this believe that *determine what people should do, how, when and where they must perform several tasks* is important for the organizations in which they operate.

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This phenomenon of centralization is common and also brings good results in the short term. Organizations need people with strong strategic vision, i.e. the capacity to think and take responsibility, but there is a paradigm shift in progress, because second Loenert (2003) businesses are seeking leaders who mobilize the collective intelligence. In actuality this change in leadership style, it is a replacement of the manager that controls the leading enabler of people. The leader should mobilise people in organizations in the direction of the proposed objectives, and the key to success is delegate power to them, giving them sufficient information, making them feel integrated team.

It was observed that the styles of leadership AND2 (persuade) and E4 (delegate) were those who had a lower *score* in the research as demonstrated in figure 6. This demonstrates that the maturity of led is in a median level, because the leaders do not take a position in which he seeks big results by encouraging a lot of staff or a position in which he leaves the team take their own decisions to achieve the targets set by the leader, as was observed in figure 6.

#### Obtained Result of Leadership of Hersey and Blanchard

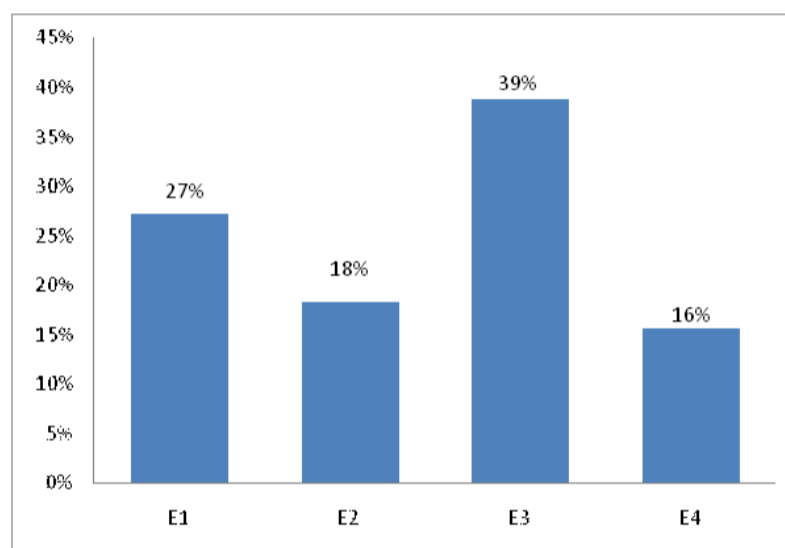


Figure 6. Graph of the result of the leadership of Hersey and Blanchard.  
Source: City of Cacoal, RO, January, 2014 (the Author).

#### 4 FINAL CONSIDERATIONS AND RECOMMENDATIONS

The present research has fulfilled its purpose in so far as it provided information on the profile of leadership of the leaders of micro and small enterprises of electronics in the commercial center of Cacoal, from the observation of the reality of their actions.

From the information gathered, it will bring about greater self-knowledge on the part of the managers about managerial attitudes as the because to act in a particular way, the consequences of such acts in the maintenance of maturity or immaturity of the team, what kind of changes could be done in order to obtain different results of the team, according to their managerial objectives.

Another important contribution that such work provided was an effective instrument of interview, able to raise behavioural data and check patterns of behaviour. In addition to operating as a moment of self reflection for managers. This tool can be useful for the implementation of other types of search in this same population or in other types of subjects. Additional Searches later would have much to contribute with answers to other hypotheses raised.

As an example, one can cite possible study on the maturity of the subordinates, confirming that the teams of these managers are in fact the maturity that they imagine have or if there is an error of interpretation on the part of them, with a negative trend in the area of decentralisation and the freedom of creativity and self management forward to a team that does not have sufficient maturity to have such autonomy within the company.

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