

PROFESSIONAL ENGAGEMENT AND THE TYPOLOGY OF LEADERSHIP WITHIN ORGANIZATIONS ACTIVE IN BRAZIL

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ABSTRACT

This article reports on the results obtained from research into the correlation between different types of leadership and professional engagement within organizations operating in Brazil. The ultimate goal of the research described here is to help broaden our understanding of the effective practice of exercising leadership within the Brazilian economic-organizational culture. The research method used was one that combined the relational analysis of structural elements with the Pearson correlation (r) technique. The relationship between different styles of transactional and transformational leadership was tested using a sample of 243 professionals employed at technical and executive levels, working for both public and private sector as well as domestic and international organizations. The results of the research suggested that certain correlations do indeed exist between professional engagement in the goals of organizations and the style of transformational leadership in the field under analysis.

Keywords: administration, engagement, leadership, correlations

1 INTRODUCTION

Studies on the subject of leadership styles have a long and extensive history. The quantity of research involving models on running organizations and organizational engagement has multiplied over the past decade, with special emphasis being placed on the capacity of leaders to influence behavior and to modify values (for a synthesis of these studies, please see Cavazotte et al. 2013). In the case of the research described in this particular article, a different angle has been explored to the one usual preferred, with the focus here being placed on the relationship between different styles of leadership and commitment, not to the organization as such but, more specifically, to organizational objectives. This relationship is herein referred to as 'engagement', and an analytical scheme has been adopted that correlates with factors relating to the exercising of leadership.

In understanding that the factors that influence organizational engagement tend to overlap each other (Meyer, Allen & Smith, 1993), this work has sought to isolate the connotation of the term *engagement* to signify a specific effort to achieve a purpose and targets or goals, the idea being to independently investigate to what extent different styles of leadership can induce productivity and profitability.

Although a number of studies have already dealt with the differentiation and the impact of different styles of leadership on organizations (Carvalho, Tanure, Santos, & Lima, 2012; Marchiori, Vilaça, Simões, Pinto, & Fonseca, 2010), or their effect, such as in the case of Bastos and Borges-Andrade (2002), who analyzed the distribution of engagement according to the type of innovation found in organizations, careers and unions within four organizational contexts, as far as we are aware, this is the first investigation of its kind carried out within the specific context of Brazil.

2 THE RESEARCH OBJECTIVE

The objective or goal of the research whose results are reported in this article is to verify the relationship between different styles of leadership and the engagement in organizational goals of executives and technicians working for organizations with activities in Brazil.

The working hypothesis was one that suggested a direct correlation between a style of leadership considered to be transformational and professional engagement.

3 THEORETICAL BACKGROUND

3.1 Background

The research on which this article is based is the result of an investigation into the theory of fatuity of the types of domination proposed by Max Weber within the structure of modern-day corporations. In studying why this

theory could not be proven, it was noted that systems of leadership within organizations are differentiated, both in terms of attributes and in intensity, creating an indiscrete typology as dealt with in Section 3, Part 1 of Max Weber's *Economy and Society* (1978; 212-302). In other words, they are, in conscious agreement, divided up into traditional, rational-bureaucratic and charismatic.

The understanding of how leadership is exercised within modern-day corporations is of considerable interest to the third ideal-type of domination of these three. Charismatic domination is conceptually differentiated from the 'traditional' and 'rational-bureaucratic' alternatives. It hails back to a State and a process that are allusive to change, transformation and, perhaps, even to revolution, which help establish its dynamic aspect (Adair-Toteff; 2005; 189; Kallis; 2006; 28-29).), but it cannot, however be empirically confirmed to exist in modern-day organizations.

Charismatic leadership is derived from security and from routinization as a source of ensuring the continuity of charisma (from the Greek *khárisma, atos* = grace), which refers to the attractiveness of and the fascination exercised by an individual person. Charisma only flows one way, it is generalized but not universal and it represents just one of many kinds of emotional ties that can exist between bosses and their subordinates (Petit; 2012) (Cherques; 2009). In investigating what preceded and gave rise to the subject under discussion in this article, an attempt was made to identify these different types of domination within the specific scope of Brazilian corporations. The results obtained were inconclusive, which suggested an overlap of attributes, the existence of other types-ideas, some hybrid, others with attributes, with an intensity and direction that lay completely outside the curve, all of which forced an early end to the research and the launch of theories working in the opposite direction. In other words, the focus was withdrawn from specific themes related to organizational leadership and instead directed, based on the empirical results obtained, at configuring theoretical and practical characteristics, distinctions and consequences.

3.2 Concepts

The research thus outlined is based on three key concepts: leadership, engagement and the transactional-transformational dichotomy.

3.2.1 Leadership

The term *leader*, understood as referring to an individual who has the authority to command or coordinate others, has a subtle connotation in etymological terms. The term *leader* refers to the individual who leads from the front and together with those who are led (lead = 'cause to go along one's way'). It therefore differs from the terms boss (from the Dutch *baas* = master) and chief (from the Latin *caput* = head) (Ayto; 1990; 319; 73; 110).

Studies of leadership have not always correctly considered accepting this term. Most research on the subject of leadership looks at the behavioral aspects of the relationship between leaders and those who are led, without taking into account that the leader, differently from the head (boss, chief) or the commander, is a major part of a whole to which he/she belongs. Another weakness of studies dealing with leadership lies in their defining, for example, what the 'ideal leadership' is, or in their recommendations for good leadership practices, thereby ignoring the fact that there are many different types, forms and styles of leadership that can also be considered as ideal, depending on the context in which they are found. In other words, there is no such thing as a style of leadership that is universally better or more successful (Maak and Pless: 2009). This unwarranted generalization of the term results in there being no differentiation between distinct types of leadership and in the relationship overlap between the leader and those he/she leads.

There is a broad consensus that the system of leadership that is in place does indeed influence the hierarchy of values within the corporate structure. The axiological and psychological components of these systems have been widely studied because of their direct implications for the viability and survival of companies (Hillman and Keim, 2001). Waldman et al. (2006), for example, in examining the antecedents of managerial values associated with corporate social responsibility in the decision-making processes of companies located in 15 different countries, noted that the cultural dimensions of institutional collectivism and the distance of power can generate certain values of social responsibility among members of the senior management team. Similarly, in terms of the psychological elements that might exist, studies, such as those carried out by Finkelstein and Hambrick (1996), argued that organizational leaders are endowed with certain discretionary powers that allow them to act according to their own free-will. This level of independence can create a mental tie, a psychic engagement between leaders and those they lead.

One should, however consider that both the internal relations as well as the internal psychological conditions of an organization can vary in context and according to different styles of leadership. We know that leaders tend to

conform psychically to the dynamic of the organization they work for in many different ways, as shown in studies carried out by Ng and Sears (2012) and by Kirjavanaien et al. (2010), who investigated the influence of personal attributes and styles of leadership of CEO's on management practices and organizational diversity. Both these studies concluded that companies seek out diversity largely because variety and the presence of ideals, values and behavior tend to generate competitive advantages by improving their innovative capacity and their performance in general. The decision over when, how and in which segment to admit diversity is strategic, and is primarily linked to performance.

In short, technical literature on the subject of different types, models and styles of leadership makes it clear that there are a broad variety of different views in relation to leadership, some close and others distant from the central concept of the term and from the diversity of leadership systems and peculiarities they possess (Davel and Machado; 2001).

By concentrating on the etymologically-based concept of the leader to study a specific effect of leadership, this present work considers the frequent variables of traditional studies, rather than the current generalizations applied to the subject. Hence, this article has adopted a definition that is derived from the dichotomy of transactional leadership and transformational leadership, as explained below.

3.2.2 *Transactional/transformational*

In his seminal work on political leadership, Burns (1978) introduced the concepts of transformational leadership and transactional leadership. This dichotomy has been used by a number of other authors (see Sashkin, 2004, for a revision) to distinguish between the exercising of command based on transactions of bureaucratic authority and legitimized power, and a leadership that is derived from a process of transformation of values and ideals.

Transactional leadership comes close to the traditional view (p.ex., Friedman, 1970), where leaders absorb values that reflect their responsibility to shareholders and private owners to increase sales and control costs in order to maximize economic returns. This style of leadership places emphasis on the attribution of tasks, working norms and conformity through the exercising of bureaucratic authority and formally legitimized power.

Transformational leadership, meanwhile, is based on a constant motivation to redefine and coordinate new perspectives and to encourage on-going improvements (Cavazotte et al., 2013). The idea is to provoke a series of responses that may include performance that goes beyond expectations (p. ex., Rowold and Heinitz, 2007), changes in the basic values of followers, devotion to the leader (Aronson, 2004) and the will of followers to sacrifice their personal interests for the collective good (Finkelstein and Hambrick, 1996). This distinction forms the basis for establishing the variables that distinguish the two types of leadership which form the foundation of the theoretical formulation of the research analysis, as laid out in more detail below.

3.2.3 *Engagement*

This article refers to the psychological commitment of a worker to the objectives of the organization he works for as 'professional engagement'. The term *engagement* has been adopted here so as to establish a differentiation in relation to the conventional term used, *commitment*, which generally relates to an organization as a whole, rather than its objectives or goals in particular and is based on the seminal notion put forward by Becker, H. (1960) (Schusterschit et al. 2011).

The research dealt with in this article follows the line adopted by Sheible and Bastos (2013), who, in a survey of 307 participants conducted within an Information Technology company in Brazil, found that affective commitment has a strong and positive relationship with perceptions of human resources management practices, while entrenchment was also related, but in a very weak fashion.

Part of the technical literature on organizational commitment is based on Mowday et al. (1982), who defined commitment as an acceptance of organizational goals and values; the willingness to exert effort on its behalf; and a strong desire to retain organizational membership. This present article has discarded this definition in considered it to be too generic and inadequate for the purposes of scientific investigation, largely because: i) there may be commitment to goals without necessarily there being any such commitment to an organization's values; and ii) the willingness to exert effort is a diffuse category.

The concept of engagement adopted here was based on Meyer and Allen (2007), and deals with the three forms in which individuals relate to organizational objectives: (a) a desire (affective commitment), (b) a need (continuance commitment), and (c) an obligation (normative commitment). The conceptual adaptation of the summary produced by Meyer and Allen was deemed necessary because of the exclusively theoretical approach used by

these authors. Meyer and Herscovitch (2001) proposed an integrated model that suggested the existence of a core essence of the construct defined by linkages between these three categories, affective, normative and continuance, and this has represented the mainstream of research on commitment since then. The research with which this article deals differs essentially from those based on this perspective in that it deals with engagement in relation to organizational goals and not with commitment to organizations as a whole.

4 METHOD

This research was aimed at the effective structure of leadership, its attributes and its relations, rather than its causes and effects. It followed the protocol of structural analysis by applying the procedure of structuralism to the themes of management sciences (Cherques; 2008).

The methodology adopted was that of relational analysis of structural elements, and this involved the following stages:

- A preliminary survey based on interviews to establish the boundaries of the field of analysis and an identification of the elements to be taken to the field;
- Field research, involving the filling in of questionnaires compiled on the basis of the results obtained from the preliminary survey;
- Analysis of the information obtained;
- Interpretation and systemization of the results.

4.1 Preliminary survey

The research was preceded by an investigation whose purpose was to identify the exercising of leadership and professional engagement descriptors.

Ten executives and technicians were interviewed from randomly chosen former students of graduate programs at the Getulio Vargas Foundation. Based on the formulations of grounded theory (Glazer and Strauss; 1967), a file was inductively generated that contained descriptive categories of forms of exercising leadership through the progressive establishment of relationships between categories rooted in the way of thinking of those interviewed.

Three elements of investigation were considered:

- The incident or empirical case, made up of the interviewees' declarations after they had received some encouragement;
- The code or empirical concept, which corresponded to the translation of incidents into constituent attributes;
- The category or abstract concept, which consisted of a summary based on the fixation of concepts with common properties.

The process of investigation used was one of open interviews, focusing on one single question designed to draw a response, which was: 'how would you characterize your job?'

The answers that were initially obtained - the case - were codified in precise terms and resubmitted as closed questions to the same interviewees. The closed interviews were immediately followed by a series of analyses, which emulated hypotheses of codification and which, in turn, resulted in a return to the field for yet more interviews, but this time with an even narrower focus, and thus consecutively.

This process of continuous move from incident to categorization was repeated over and over again until the answers being obtained were adequately consistent and adjusted to the vocabulary of the field. Continuous observation and continuity in the collating of information and codification helped improve the concepts and categories as and when incidents (facts and data) allowed. Verification of rigor and precision was achieved using the principle of saturation, or theoretical sampling, with samples considered representative when no new data presented itself to contradict the established categories (Glazer and Strauss; 1965).

Once the parameters of the investigation had been identified, a variational analysis of the attributes was carried out so as to identify the core elements of the different forms of exercising leadership, thereby allowing one to formulate a survey method that could provide answers to the following specific questions:

1. Is there or is there not a system of leadership within the observational field, made up of organizations with activities in Brazil, which can be isolated?
2. What is the relationship between this style of leadership and professional engagement?

Over the course of the preliminary survey, evidence was forthcoming of the existence of interpolated and distinct structures of leadership attributes, although it was possible to identify the elements of analysis referring to:

- the process of mobilization used by the leadership;
- the way in which leadership is put into practice;
- the way in which decisions issued by the leadership are negotiated;
- the way in which subordination to the leadership is achieved;
- the strategies used by the leadership;
- the statements regarding the results of how leadership is being exercised.

In the case of this survey, it was established that the term ‘leadership’ would refer to the dynamic of exercising power, that is, the exercising of command through the use of specific content obeyed by a particular group, in operational, axiological, formal and psychological terms. The term ‘process of mobilization’ used in the survey refers to the set of measures, initiatives and stimulants used by the leadership to focus the workforce on organizational objectives or goals. The term ‘transacted’ refers to the way in which the authority of leadership is received. The term ‘obtaining subordination’ refers to the types of expedients used to discipline the workforce. The term ‘strategies’ refers to the way in which subordination to the leadership is achieved and the term ‘declaration’ refers to the way in which merits and demerits relating to the results of the leadership being exercised are attributed.

4.2 Field research

The variables used in the field were inspired on the model of House et al. (1999), who emphasized the interaction between culture and leadership as well as their effects on the values and practices of organizations. This perspective was perfectly in line with this survey’s intention to report on structures, in other words, on elements of different dynamically articulated orders that characterize not only the form but also the dynamic of leadership. It was also particularly important for the investigation to analyze attitudes that could provide information regarding values and the exercising of leadership as a function of organizational objectives (Hofstede, 2001).

Following on from institutional theory, which suggests that organizations adopt values on a social level as a way to gain legitimacy within their environments, the postulation here is that psychosocial values are a reflection of the leadership structure in place. This allows one to form theoretical and empirical associations between values, the modality of decision-making in the three dimensions that have figured so highly in technical literature dealing with the characterization of organizational cultures, namely: 1) collectivism on an institutional level (House et al., 2004); in-group collectivism (Hofstede, 1980; Triandis, 1995); and 3) power distance (Hofstede, 1980; House et al., 2004).

The body of elements investigated included, in addition to the identifying items, six specific questions. These were awarded levels of intensity ranging from 1 to 7, using the Likert scale, and given the attributes (code names) and options as shown below:

- (ENGAGEMENT) – engagement in relation to directives [conditional ↔ total];
- (MOBILIZATION) – incentives for mobilization [objective ↔ subjective];
- (INTERACTION) - duties to the leadership [obligation ↔ persuasion];
- (FORM)- how the leadership operates [clarification ↔ imposition], question of control, presented in inverse form;
- (BEHAVIOR) – leadership style [moderate ↔ neryv];
- (DISPOSITION) – disposition of the leadership in relation to equivocal directives [assume ↔ blame].

The data obtained from the field research was analyzed using two keys: 1) the frequency of attributions in relation to the intensity per category; and 2) the indicator formed by the frequency in relation to the intensity attributed to each category.

The technique used here was the Pearson correlation coefficient (r), which measures the degree of linear correlation between pairs of variables, attributing values of between -1.0 and +1.0 inclusive, which in turn reflects the intensity of the linear relationship between two sets of numbers (Figueiredo & da Silva; 2009).

This work hinges on the basic theory that a direct correlation does indeed exist between the type of leadership that is considered transformational and professional engagement. The link between type of leadership and the elements under analysis is shown in Table 1:

TABLE 1

TRANSACTIONAL AND TRANSFORMATIONAL STYLES & ELEMENTS UNDER ANALYSIS

	TRANSACTIONAL	TRANSFORMATIONAL
ENGAGEMENT	CONDITIONAL	TOTAL
MOBILIZATION	OBJECTIVE INCENTIVE	SUBJECTIVE INCENTIVE
INTERACTION	OBLIGATION	PERSUASION
FORM	IMPOSITION	ELUCIDATION
BEHAVIOR	NERVOUSNESS	MODERATION
DISPOSITION	BLAME FOR MISTAKES	ASSUME MISTAKES

The correlation between the factors under analysis was given by the equation $[r(x, y) = \frac{\sum(x-\bar{x})(y-\bar{y})}{\sqrt{\sum(x-\bar{x})^2 \sum(y-\bar{y})^2}}]$, where:

- x , corresponds to the matrix of the perception of institutional commitment (engagement)
- y , corresponds to the column vector of the variables mobilization, form of interaction, behavior, form (style) and disposition
- \bar{x} , corresponds to the sample averages of x
- \bar{y} , corresponds to the sample averages of y .

The reliability assessment of the answers obtained was governed by three criteria, with those questionnaires that did not fulfill these criteria being discarded. These three criteria were as follows:

- The inter-rater test, which consisted of a verification of the correlation between the data and the information obtained by two or more researchers, so as to avoid any possibility of methodological solipsism (Nadeau; 1999). One should stress that the preliminary survey, the preparation of the questionnaires and their distribution, the collection and the systemization of information were all carried out by different teams;
- The inter-item test, which verified the consistency between items within the same construct. The answers to the items FORM and INTERACTION were analyzed and any congruence between them considered;
- The re-test, which verified the internal consistency of the answers to the survey of the preliminary research – saturation – and between this and the answers from the field survey.

Once the survey had been completed and the answers duly tabulated, informal interviews were held with the same interviewees who had responded to the preliminary survey. The purpose of these interviews was solely to discuss and clarify the data obtained. One of the categories under analysis, which had been included in the questionnaire that was previously distributed, was eliminated because of some semantic confusion that arose in relation to the terms used.

5 SURVEY AND ANALYSIS

The field survey was run during the second semester of 2013. It was given an ID code number of 58668 and this is available from the Getulio Vargas Foundation data bank.

A total of 500 questionnaires were distributed among former students now occupying technical and executive positions within organizations operating in Brazil, of which 243 were returned partially or fully completed.

The general findings of the survey are shown in Table 2. A variation of 0.01% was noted because the answers were incomplete in three of the questions.

As in the case of the preliminary survey, the validity of the data obtained was achieved using the criterion of saturation or theoretical sampling, with samples being considered as being representative when after successive tabulations, without repetition on the part of interviewees, over a period of three months, no data was provided that might alter the percentage of answers according to the pre-established categories (Cherques; 2012).

TABLE 2

A SUMMARY OF THE SURVEY RESULTS

Age Group	20-30		71	29.6%
	40-50		79	32.9%
	60-		90	37.5%
Gender	Male		147	61.3%
	Female		96	40.0%
Type of organization	Governmental	Direct	68	28.3%
		Indirect	40	16.7%
	NGO		9	3.8%
	Corporation	National	48	20.0%
		International	28	11.7%
	Small and Medium-Sized		48	20.0%
Valid Total*			240-243	
Total Questionnaires			500	

The results of the survey enabled correlations to be identified between the elements of analysis being examined and engagement in relation to the goals or objectives of the organizations for which the interviewees worked. The information contained in Table 3, which summarizes the correlations observed, is shown below.

TABLE 3

SUMMARY OF CORRELATIONS

E&....	TOTAL	BUSINESS	PUBLIC & NGO	WOMEN	MEN	YOUNGER THAN 40	OLDER THAN 40
MOBILIZATION	0.014443	-0.07016	0.025907	-0.07137	0.132572	-0.03809	0.027842
INTERACTION	0.339697	0.431015	0.31654	0.40483	0.242554	0.471039	0.295553
FORM	-0.05923	-0.0318	0.117663	-0.06631	-0.04568	-0.17205	-0.00817
BEHAVIOR	0.305946	0.36215	0.226909	0.36743	0.218168	0.343352	0.303727
DISPOSITION	0.450573	0.383689	0.437706	0.385511	0.553598	0.308103	0.515526

The calculation of the correlations between engagement and the elements under analysis came back with the following indices:

- A zero or almost zero correlation between professional engagement and the managerial tools of mobilization – more objective or more subjective – used by the organization’s leadership. This correlation was only more significant in the case where the group being analyzed was separated according to gender. In this case a correlation did exist, although extremely moderate (0.13), between the more subjective form of mobilization and the engagement of male individuals. This result may be attributed to cultural factors outside the specific situation of leadership and the work of the organizations represented in the survey;

- The index of correlation between professional engagement and form of interaction – more persuasive or more directive – between the leadership and technicians and executives (0.34), although moderate like the others, nevertheless indicated that the transformational style of leadership is inductive of a greater commitment to the organization's goals. A difference was also noted here, in the case of the indices corresponding to male and female individuals, with a correlation that was significantly more accentuated between the form of interaction in relation to the first (0.40 as compared to 0.24). The interviews held during the preliminary survey phase as well as those held subsequently, held after the conclusion of the field research stage, suggested that women apparently consider commitment to organizational objectives as a natural obligation, whereas men apparently feel a greater level of commitment to the organization itself – its structure, people, etc. – rather than to its objectives;
- The index showing the correlation between the form of leadership behavior – more elucidative or more authoritative – came back negative. Although very moderate (-0.05), the index nevertheless suggested that imposition, characteristic of the transactional style, is more or at least as effective in generating commitment to organizational goals as elucidation. The interviews held before and after the field research stage suggested that, employees in the private sector and those 40 years old or less, are generally opposed to 'everything being explained in detail', considering this to be a form of exercising leadership that is very superficial and a waste of time;
- The correlation that was verified between a greater engagement in the organization's objectives and behavior leaning more to moderation than to a nervy approach suggested a greater property of a transformational style of leadership. This interpretation is reinforced by the lack of discrepancy in the index between the groups of identification covered by the survey;
- The disposition of leadership to assume any mistakes that may have been made rather than to blame them on others or on external factors was the item that came back with the most significant correlation index (0.45). This tendency, closer to the transformational style of leadership, is considered especially inducing of engagement on the part of employees in direct and indirect public administration, men and those over 40 years of age. The interviews held before and after the field research stage suggested a particularly accentuated resentment against the tendency of leaders to avoid placing responsibilities of any kind on workers in the public sector.

6 CONCLUSION

The theory of this research work that there exists a direct correlation between the style of leadership considered as transformational and professional engagement was confirmed by most of the elements considered. Although moderate, the correlation indices showed that professional engagement, in other words, the psychological commitment of workers to the objectives of the organizations where they work is indeed a direct function of the style of leadership adopted or desired by the majority of the 243 technicians and executives who replied to the questions put to them by the survey.

Although it was not possible to investigate the primary cause of this engagement, the documented interviews, held during the preliminary stage of the research, as well as the additional interviews that were not formalized, held following the conclusion of the field survey and the results tabulation stages, suggested that engagement in relation to goals in organizations operating in Brazil is more the result of affective factors, especially the way in which professionals are treated, rather than factors relating to common interests (the organization's success in terms of ambitions and aspirations) and normative factors, such as the establishment of targets. This conclusion is in line with that reached by Siqueira (2003), who demonstrated affectivity as generally being associated with the type predominating within Brazil's labor relations.

The non-individualized connotation attributed to the term leadership contributed a good deal to this interpretation, as did the inclusive quality of this understanding, that is, the idea that the leader is an integral part of the body of people who work within a given organization. This view, which was discussed in the Introduction above, is what distinguishes leadership from the boss or the management, a fact that allows one to maintain a differentiation using generic models.

The distinction between the style of command based on transactions of bureaucratic authority and legitimized power, and the style of command based on the transformation of values and ideals, such as persuasion, clarification, moderation and moral responsibility, suggested the latter, whether at present or potentially, to be the most effective in obtaining and maintaining professional engagement. The results of the research clearly showed a relationship between the level of engagement declared by the interviewees, and the support given to motivational practices for defining, coordinating and re-coordination perspectives and commitments to an organization's values and interests.

7 FINAL CONSIDERATIONS

Two main factors limit the scope of the results of this research. The first, which crops up regularly in investigations of this kind, refers to the circumstances and the moment in time in which this survey was carried out. At the time of the survey, Brazil was experiencing a very specific set of conditions relating to sociopolitical uncertainties and divergent expectations – very pessimistic or very optimistic – in relation to the future of the economy. This situation may have had a degree of influence on the answers given by the technicians and executives who were interviewed.

The second limiting factor refers to the educational background of the interviewees. Although this could be considered as representative of the technicians and executives working for organizations in Brazil, those professionals who have received their qualifications at an institution such as the Getulio Vargas Foundation tend to be considered, and probably are, above average in terms of technical-academic educational background. It is possible that the representativeness of the sample group may have been hindered by this factor.

Regardless of any harmful effects these limitations may have had, the results obtained and the investigative process did undoubtedly contribute to increasing our theoretical understanding of the effects of different leadership styles adopted by organizations working in Brazil, in at least two aspects: that of developing a method of analysis, and that of establishing distinct analytical categories. The use of structuralist theory, generally restricted to methods considered as qualitative, nevertheless offered up an ideal opportunity for simply, directly and repeatedly quantifying information, through the use of the technique for quantification based on the Pearson correlation index. The possibility of categorizing using concrete reality and not pre-existing theories, hypotheses and suppositions allows one to eliminate biases of a cultural and ideological nature when dealing with common questions in the field of management sciences.

In terms of applicability, this survey offers a clear indication of the most effective way in which to run organizations operating within the Brazilian social-economic environment, one that is based on effective practice and on what really occurs in these organizations. It also offers an idea of the leadership tools that have little impact on the engagement of professionals, such as that of the form of mobilization, and of the practices for which there is a more intense sensibility, such as the assuming of responsibility by the leadership.

The differences that were noted in the answers provided by the interviewees, when these were separated according to identity groups, suggested that one should proceed further with this line of investigation. They especially recommend that more research should be carried out in order to better understand the roots of the distinction between the positioning of employees in public sector organizations and those in private corporations, in terms of the willingness to assume responsibility for mistakes and omissions made by the leaders of these institutions.

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