

## THE IMPACT OF LEADER'S GENDER TO BUSINESS SYSTEM PERFORMANCE

Vuk MIRČETIĆ

**Abstract:** *The purpose of the article is to emphasize the need for effective leaders in business systems, as well as to present an overview of perspectives to narrow the research gap and to facilitate differences between female and male leaders. It is in every organization's interest to have effective leaders in charge to comprehend situational variables and maximize their potential and performances; therefore, a better understanding of it becomes necessary. Despite a clear need for effective leadership, there is still a lack of knowledge is there a difference in effectivity based on a leader's gender. The study hypothesizes that business systems have the same performances regardless of the leader's gender. For the study, the behavior leadership research was conducted using the Leadership Behavior Questionnaire, and respondents were female and male leaders from the private, public, and non-governmental industry. This paper aims to provide an overview of the gender differences in leadership behavior using research analysis. The purpose of the article is to emphasize the need for effective leaders in business systems, as well as to present an overview of perspectives to narrow the research gap and to facilitate differences between female and male leaders. Conducted research showed some less significant differences in leadership task-oriented and relationship-oriented behavior regarding the leader's gender. The article may contribute to the scholars, managers, innovation management, and the general public.*

**Keywords:** *leadership behavior, gender differences, business systems, performance improvement.*

### INTRODUCTION

Business systems in the contemporary competitive business environment regularly face different challenges due to the rapid changes, digitalization, and the ever-increasing advancement of techniques and technologies. The highly volatile business environment has initiated a wide variety of changes within organizations of all industries (Hurn, 2012). Changes are making a significant impact on the business systems

worldwide to evolve rapidly, breaking down boundaries of countries and industry, building new opportunities, and at the same time, accelerating the challenges while harming long-successful business models (Tornjanski, Marinković, Savoju & Čudanov, 2015). Many theorists and managers have contributed to the contemporary understanding of the business system organization, and it has emerged throughout the historical development of the knowledge of the elements, boundaries, and influences that are important for its internal order, functioning and fulfillment of the purpose (Jaško, Čudanov, Jevtić, & Krivokapić, 2017). Groups are more effective than individuals in achieving goals (Stanujkić, et al., 2017).

Many social changes throughout the world are making an impact on a business environment, so human resources are considered a significant support for business and company development (Thite, Wilkinson & Shah, 2012). Organizations operating in such an environment are attempting different ways to improve their performance, thereby empowering growth and development and gaining a competitive edge in the business environment. (Mirčetić, Janošik & Malešević, 2019). With the changes in the business environment, there are new requirements that are associated with the activities of human resources management (Pamučar, et al., 2019). Employees and their knowledge, skills, and competences are enabling organizations to respond proactively or effectively adapt to the changing environment (OGC, 2011); therefore, they become an essential backbone for building the company's competitiveness (Boxall & Purcell, 2008). Authors point out that staff of people are a vital element of the organization, and it is consisted not only of grading, salary range, training programs, but also moral, attitude, motivation and behavior (Jaško, Čudanov, Jevtić & Krivokapić, 2013a).

Erić-Nielsen, Babić, Stojanović-Aleksić, and Nikolić (2019:59) underline that *individuals initiate new ideas and projects, but leaders take responsibility for emerging initiatives and encouraging innovations that create new value*. Every business system needs effective leaders.

*Leadership and leaders have a key role in creating a sustainable competitive advantage of enterprises* (Vujić, et al., 2016:53). Network organization, through better coordination, increases the efficiency of resource allocation, brings more flexibility, enables organizational learning, improves the planning process, and upgrades the quality of services (Jaško, Jaško & Čudanov, 2010). There is uncertainty regarding differences in effectiveness of opposite genders and measuring leadership effectiveness.

Leadership is a complex, multidimensional process (Cvijanović, *et al.*, 2018) that can be defined and described in many ways (Northouse, 2014). There is an opulence of literature regarding leadership. Numerous data regarding leadership effectiveness can be found in the literature (Mirčetić, 2018). Some authors point out that there are as many leadership definitions as there are leadership scholars that tried to define it (Bolden, 2004; Stogdill, 1974). Scholars are exploring leadership for more than one century (Avolio, *et al.*, 2009), and there still is not one unique leadership definition. The nature of leadership is in the theory of behavior to stimulate, direct, and motivate the efforts of subordinates to accomplish previously set tasks and goals (Jaško, Čudanov, Jevtić & Krivokapić, 2013b). Some authors as a prototype of highly effective leadership consider instrumental leadership, which is conceptualized as *the application of leader expert knowledge on monitoring of the environment and of performance, and the implementation of the strategy and tactical solutions* (Antonakis & House, 2014:749). Authors agree that *implementing effective leadership is extremely important to optimize the business process* (Mirčetić, Vukotić & Cvijanović, 2019:855), but one of the main problems is measuring leadership.

Until the present days, scholars have designed and developed many methods of measuring leadership from different aspects: Archival-historiometric data (Simonton, 2003, 2009; Friedrich *et al.*, 2014; Barnes, Dang, Leavitt, Guarana & Uhlmann, 2016); Facial (Todorov, Mandisodza, Goren & Hall, 2005); Genetic (De Neve, Mikhaylov, Dawes, Christakis & Fowler, 2013); Evolutionary (Smith *et al.*, 2016); Hormonal (van der Meij, Schaveling & van Vugt, 2016); Agent-based simulation data (McHugh, *et al.*, 2016); Neurological (Waldman, Wang, & Fenters, 2016); Big data (Tonidandel, King & Cortina, 2018); Economic (Zehnder, Herz & Bonardi, 2017); Behavioral (Langford, Dougall & Parkes, 2017).

Some authors also described differences between various features of leadership regarding female and male leaders (Antonakis, Avolio, & Sivasubramaniam, 2003; Eagly, Johannesen-Schmidt & van Engen, 2003). Women may receive higher ratings on some leadership behaviors, because they may be more participative and considerate than men (Bass, Avolio, & Atwater, 1996). Roberts and Nolen-Hoeksema (1989:741) stated that *the women seemed to respond in a way that indicated that they, more readily than the men, considered the external information, whether positive or negative, to have self-evaluative meaning*. Roberts (1991:297) found that *women's self-evaluations are more responsive to the valence of the feedback they receive than are men's*.

In certain research, male managers provided higher self-ratings of transformational leadership despite there was no difference in follower ratings (*Moshavi, Brown & Dodd, 2003*). *Vecchio and Anderson (2009)* concluded that male managers more often provided exceeds effectiveness than females in a 360-degree feedback program. There are also researches a tendency for males to give higher self-estimates than females relative to others' ratings (*Jones & Fletcher, 2002; Lindeman, Sundvik&Rouhiainen, 1995; Patiar&Mia, 2008; Visser, et al., 2008*). A meta-analysis conducted by *Paustian-Underdahl, Walker& Woehr (2014)* showed that females are more likely to receive higher other ratings than males.

Despite the work scholars done so far, there still is a certain gap in the literature regarding gender differences of leaders in business systems with proven effectiveness and effectiveness. The purpose of this paper is to narrow the research gap, elaborate gender differences of leaders' behavior from private, public, and non-governmental sectors by analyzing conducted research and graphically present results and differences. This paper hypothesizes that there are no significant differences between female and male leaders of business systems.

## **LEADERSHIP BEHAVIOR AND ITS GRAPHICAL REPRESENTATION**

For this paper, leadership behavior is considered from two aspects: behavior oriented to the relationship with followers and behavior oriented to tasks. Mentioned behavior aspects can be graphically presented in the Managerial Grid, designed by *Blake and Mouton (1964)*.

Task-oriented behavior refers to the achievement of the organization's goals and assists followers in achieving their objectives. In contrast, relationship-oriented behavior is a behavior that is oriented to the relationship with followers to make them feel more comfortable with other group members and in various situations. The behavioral approach to leadership is combining two basic types of behavior for the leader to direct followers to accomplish tasks and achieve the desired goals.

Three essential research processes made an impact on forming behavior leadership approach, in the Ohio State University *Stogdill (1948)*, in the University of Michigan (*Cartwright & Zander, 1960; Katz & Kahn, 1951; Likert, 1961, 1967*) and research that was of significance for managerial grid development (*Blake & McCause, 1991; Blake & Mouton, 1964, 1978, 1985*). Ohio University researches inspired other scholars (*Hemphill & Coons, 1957*) to develop the Leader Behavior

Description Questionnaire – LBDQ that was subsequently abbreviated and published (Stogdill, 1963). Northouse (2016:96) pointed out that *researchers studying the behavioral approach determined that leadership is task behaviors and relationship behaviors.*

For this paper, it is of utmost importance to analyze differences between the behavior of male and female leaders and elaborate its impact on the performance of business systems. The questionnaire used for the research for this paper is Leadership Behavior Questionnaire that was developed by Peter Northouse (2019:89), and results are graphically presented in the Adapted Leadership Grid (Mirčetić, 2019), a new model for graphical representation of leadership behavior measurement completely compliant with Northouse's Leadership Behavior Questionnaire.

### **LEADERSHIP BEHAVIOR QUESTIONNAIRE**

The Leadership Behavior Questionnaire (Peter Northouse, 2019:89) used for the leadership behavior research analyzed in this paper consists of three parts. In the first part, the respondents filled in the demographic data and stated their gender, age, and education level.

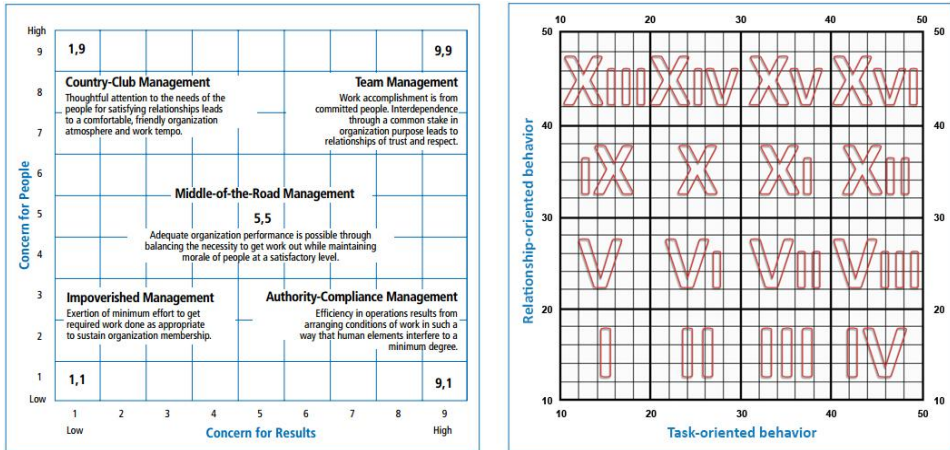
The second part of the questionnaire consists of job-related questions. The respondents supposed to choose which of the three mentioned sectors (private, public, or non-governmental) they work in, what is the title of the managerial position they are performing, and their job motivation. The question related to the title of the respondent's managerial position was crucial as a further check of the validity of the questionnaire since it could be seen from this whether the respondent was in a managerial position or not, so if the survey was relevant or not. Within the questionnaire section regarding job information, one of the questions also concerned the number of people employed, that is, followers who are in the organization or are hierarchically at a lower level than the surveyed leader. The respondent could choose answers that his group consists of 1 to 9 members, of 10 to 49 members, of 50 to 249 members, and that a group counts over 250 members.

The third part of the questionnaire consists of 20 questions, and it is designed to measure two basic types of leadership behavior and relationships - task-oriented behavior and relationship-oriented behavior. For each item, the respondent should round up one of the five numbers that are most relevant to the respondent, with the following meanings of numbers: 1 - never, 2 - seldom, 3 - occasionally, 4 - often, and 5 - always.

A general profile of a respondent's leadership behavior is obtained by scoring the Leadership Behavior Questionnaire. The respondent score is measured for both mentioned behaviors. Summing responses on the odd-numbered items is the respondent's task-oriented leadership behavior score, and summing the responses on the even-numbered items is a relationship-oriented leadership behavior score. The maximum score for both types of relationship can be 50 points, and the interpretation of the result is as follows (Northouse, 2019: 90): 10 to 24 points - very low range, 25 to 29 - low range, 30 to 34 - moderately low range, 35 to 40 - moderately high range, 40 to 44 - high range and 45 to 50 points very high score.

### **GRAPHICAL REPRESENTATION OF LEADERSHIP BEHAVIOR**

The results obtained in the conducted leadership behavior research are graphically represented in the Adapted Leadership Grid (Mirčetić, 2019). The Adapted Leadership Grid is inspired by the Managerial Grid, which was published by *Blake and Mouton* (1964), and was further developed (*Blake & Mouton*, 1978, 1985; *Blake & McCauley*, 1991). *Burke* (2017) considers that the development of *Blake and Mouton's* Managerial Grid was influenced by *Kurt Lewin*, who compared participative and autocratic leadership. Researches at the University of Michigan in the 1950s identified two leadership styles based on the leader's orientation on employee or production (*Smith, Helm, Stark & Stone*, 2016). One of the later theories, Theory X and Theory Y by *McGregor* (1960), also influenced the development of the Managerial Grid. *Cai, Fink & Walker* (2019) consider *Blake and Mouton's* managerial grid as the precursor of two-dimensional dual concern models formed to predict conflict and negotiation behaviors developed by other researchers (*Thomas & Klimann*, 1974; *Rahim & Bonoma*, 1979; *Pruitt & Rubin*, 1986). Differences between The Adapted Leadership Grid and the original Managerial Grid are presented in Figure 1.



**Figure 1.** Differences between The Managerial Grid (left) and The Adapted Leadership Grid (right)

The Managerial Grid has two intersecting axes divided into nine fields. Each field is marked from 1 to 9. The lowest score is 1 and the highest score is 9. The horizontal axis shows concern for results, and the vertical axis represents a concern for people. *This Grid portrays five major leadership styles: authority–compliance (9,1), country-club management (1,9), impoverished management (1,1), middle-of-the-road management (5,5), and team management efficiency (9,9) (Northouse, 2016:75).*

The Adapted Leadership Grid is more detailed than the Managerial Grid, and it is using a 10 to 50 scale. This Grid has two intersecting axes. On each axis, 10 is the lowest score because 10 is the lowest score respondent can score in The Leadership Behavior Questionnaire. Accordingly, and 50 is the highest score because the respondent can score maximally 50 points in the Questionnaire. The horizontal axis represents task-oriented behavior, and the vertical axis shows relationship-oriented behavior.

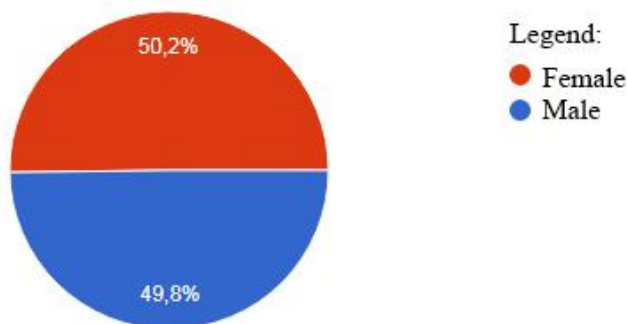
The Adapted Leadership Grid is more suitable for specific analysis. The Grid is using a 10 to 50 points scale, which is completely adapted to the Leadership behavioral questionnaire by Northouse, and it is divided into 16 quadrants, each with different leadership behavior styles. Researchers can inscribe different results from the same or different organizations, or even benchmark results and analyze differences between task-oriented and relationship-oriented scores.

## LEADERSHIP BEHAVIOR RESEARCH

The research aimed to determine and elaborate on the differences between the leadership behavior of male and female leaders. The target group of the research was exclusively females and males in leadership positions in organizations in public, private and non-governmental sectors to determine to what extent their leadership is task-oriented and to what extent their behavior is oriented to followers.

The organizations to which the surveyed leaders belong have a proven record of effectiveness and efficiency of their business systems, and some of the organizations were rewarded for their performances. The positions of respondents were President, Vice President, Director, Deputy Director, Chief of Administration, Coordinator, Manager, Secretary, Undersecretary of Secretariat, Heads, and Executives at lower hierarchical levels.

The survey was conducted in the summer of 2019, and the questionnaires were distributed in person, in hard copy, and electronic form. A total of 327 questionnaires were distributed, of which 251 surveys were returned or completed electronically. The analysis showed that not all questionnaires were relevant. When all non-valid surveys were rejected, a total of 239 validly completed questionnaires remain, which is an appropriate sample for conducting the research. Of the total number of validly completed questionnaires, women completed 120 surveys or 50.2%, while men completed 119 or 49.8%, as shown in Chart 1.

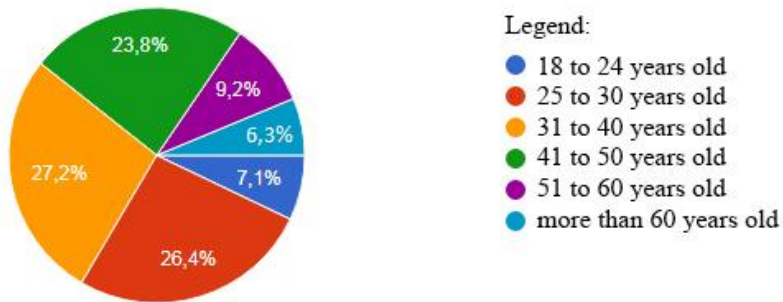


**Chart 1.** Gender representation of respondents  
Source: Author

The age structure of the respondents is diverse. Out of the total number of respondents, 17 were between 18 and 24 years old, or 7.1%. There were 63 respondents or 26.4% from 25 to 30 years old, while

slightly more respondents, a total of 65 had between 31 and 40 years, or 27.2%. A slightly smaller percentage of respondents, 23.8% or 57 of them were 41 to 50 years old. From 51 to 60 years, there were 22 respondents or 9.2%, while the least respondents were over 60 years, 15 or 6.3%.

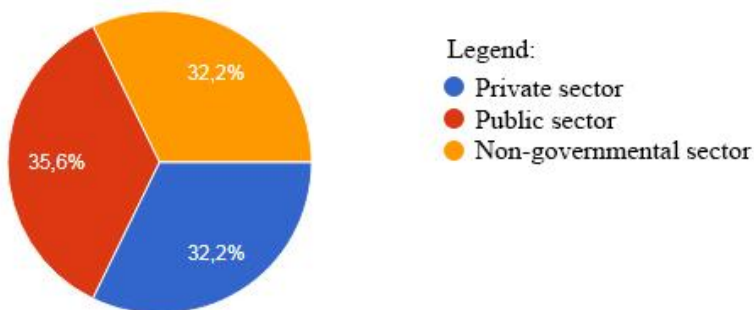
An overview of the age structure of the respondents is shown in Chart 2.



**Chart 2.** Respondents age structure

Source: Author

One of the goals of the study was to compare leaders' behaviors from the public, private, and non-governmental sectors. Out of the total number of leaders, the most significant number of leaders comes from the public sector, 85 or 35.6%, while the representatives of the private and non-governmental sector are equally represented by 77 respondents or 32.2%. Chart 3 shows the percentage of representatives of these three sectors in the survey.



**Chart 3.** Participation of representatives from different sectors

Source: Author

## RESULTS OF THE LEADERSHIP BEHAVIOR RESEARCH

The results obtained in leadership behavior research are very interesting for further discussion. The overall average of the task-oriented behavior was 42.27 points, while the overall average of the relationship-oriented behavior was 44.04 points. As a reminder, the highest score a respondent could have during the survey was 50 points, so it can be concluded that both overall average scores are quite high. For the purpose of this paper, research is mainly concentrated on the comparing and analyzing leadership behavior results of female and male leaders.

**Table 1.** Relationship orientation of female and male leaders

| <b>Relationship related to</b> | <b>Average Score</b> | <b>Average (Female)</b> | <b>Average (Male)</b> |
|--------------------------------|----------------------|-------------------------|-----------------------|
| <b>Tasks</b>                   | 42.27                | 42.15                   | 42.39                 |
| <b>Followers</b>               | 44.04                | 44.75                   | 43.32                 |

Source: Author

Female respondents achieved an average of 42.15 points for the result of their behavior related to tasks, and the average of 44.75 points for the result of their behavior related to the relationship with subordinates. Men achieved an average of 42.39 points when it comes to task-oriented behavior, which is 0.24 points more than women's. When it comes to the behavior related to the relationship with followers, men scored an average of 43.32 points, which is 1.43 points less than the result women obtained. In the following section, the results of the leadership behavior research are segregated by gender lowest and highest scores and then discussed and analyzed.

If only the results achieved by female leaders are examined (Table 2), the average leadership score related to tasks is 42.15 points, which is slightly lower than the questionnaire average, which was 42.27 points. Also, the average leadership score that relates to the relationship with followers of 44.75 points, which is higher than the survey average, which was 44.04 points.

**Table 2.**Survey results, female leaders

| <b>Relationship related to</b> | <b>Average Score</b> | <b>Average (Female)</b> | <b>Lowest score (Female)</b> | <b>Highest score (Female)</b> |
|--------------------------------|----------------------|-------------------------|------------------------------|-------------------------------|
| <b>Tasks</b>                   | 42.27                | 42.15                   | 24                           | 50                            |
| <b>Followers</b>               | 44.04                | 44.75                   | 29                           | 50                            |

Source: Author

The average score of leadership behavior related to the tasks of male leaders is 42.39, which is slightly higher than the overall questionnaire average of 42.27. The lowest score male leaders obtained for the task-oriented leadership behavior was 28, while the highest score was 50. An overview of the male leaders' scores is tabulated (Table 3).

**Table 3.** Survey results, male leaders

| <b>Relationship related to</b> | <b>Average Score</b> | <b>Average (Male)</b> | <b>Lowest score (Male)</b> | <b>Highest score (Male)</b> |
|--------------------------------|----------------------|-----------------------|----------------------------|-----------------------------|
| <b>Tasks</b>                   | 42.27                | 42.39                 | 28                         | 50                          |
| <b>Followers</b>               | 44.04                | 43.32                 | 28                         | 50                          |

Source: Author

The lowest score of leadership behavior related to tasks is 24 and it is achieved by a woman aged 51 to 60, that is a public sector representative. Her formal leadership position is the Deputy President of the School Board. The nature of such a low score could be correlated with the formal position taken by the respondent. The nature of such a low score could be correlated with the formal position taken by the respondent, which does not allow too much freedom in decision-making and leadership in general. For example, a respondent cannot tell group members what to do since school board members should have complete decision-making autonomy. This example is a real one proof that certain positions by nature allow how much a person who is a leader in that position can display their leadership skills.

The lowest task-oriented leadership behavior score of male leaders is 28 points. Three male respondents obtained a minimum score, a male from the private sector and secondary education, aged 51 and 60, a male of the same age and in the same sector, with a master's degree and a male aged 18 to 25 years from the non-governmental sector. Their

task-oriented leadership behavior is lower from the average, probably due to insufficient job motivation that can be caused by extensive work experience in the first two cases or insufficient motivation towards organizational goals in the third case since this respondent rated his job satisfaction with 4 out of 10.

The highest score female leaders achieved regarding task-oriented leadership behavior is 50, and four women achieved the maximum score. These respondents are representatives of all three sectors, highly educated with a university or master's degree, and they are leaders in organizations that consist of 10 to 49 members or 50 to 249.

Seven male leaders have achieved a maximum score of 50 points. They are representatives of all three sectors, holding a high school or university degree, their age-structure varies, and they are in leadership positions in the business systems that consist of 1 to 9 or 10 to 49 members.

The lowest score of leadership behavior related to the relationship with followers is 29, and it is scored by a female respondent, aged 25 to 30 years, college-educated, and a representative of the private sector, leading an organization that consists of 1 to 9 members. Considering that this is a private sector representative and the result of the attitude towards the tasks of this respondent is 40, and bearing in mind that a respondent is a young person, the assumption is that this is a person who has relatively recently started a job with priorities to complete tasks and find new clients. At the same time, the relationship with her teammates is less important.

The lowest score among male leaders regarding relationship-oriented leadership behavior is 28 points. A respondent with the lowest result is a private sector representative, a university-educated entrepreneur, aged 31 to 40, employed by a company that consists of 1 to 9 members, and college education. His task-oriented relationship score is much higher, 40 points, which indicates the clear commitment of this leader to the company goals but not to the followers.

Five female leaders scored maximum points when it comes to leadership behavior in terms of relationships with followers. Women leaders with 50-point scores are mostly representatives of the public sector, four of them, while one woman is working in the non-governmental industry. The age structure of these respondents varies, while the educational level ranged from high school to a master's degree. The number of members in the organizations or teams they represent is also diverse, and they are representatives of all business systems except those with more than 250 members. Four of the five women with the

highest score for behavior related to the relationship with followers also showed a noticeable score regarding the task-oriented relationship, at least 45 and at most 50.

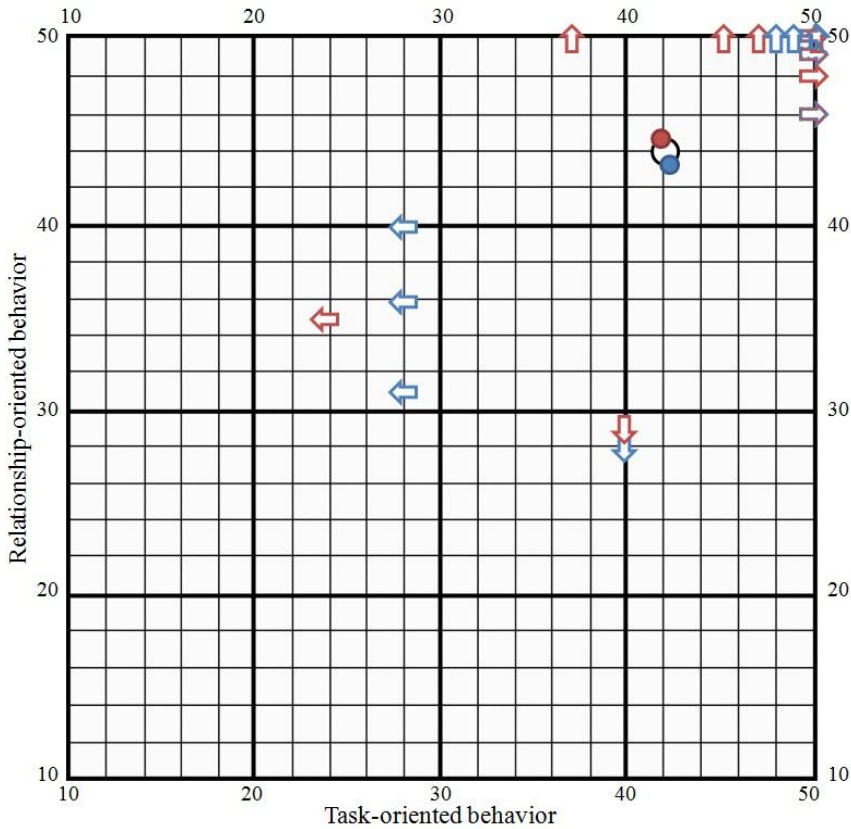
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One female respondent from the public sector obtained 37 points regarding task-oriented behavior, which is a lower score than the other four female leaders with maximum relationship-oriented scores achieved. She is a public sector representative aged 41 to 50 who selected work satisfaction with 6 out of 10, so this leader is probably not entirely motivated to perform tasks but feels a strong belonging to the collective and takes care of her colleagues.

Six of all surveyed male leaders obtained a maximum, 50-point score for leadership behavior related to the relationship with followers. They are representatives of all three sectors, working in all sizes of organizations, except in companies with more than 250 members. Their educational background is diverse, so they have different degrees, from high school to a Ph.D. degree.

Gathered results show that both women and men achieved high leadership results, as expected, given that the respondents were leaders in business systems that were proven effective and efficient.

Based on the results of the leadership behavior research, it is clear that in the contemporary business world, there are some differences between female and male leaders. Still, they are not significant, as shown in Figure 2.



**Figure 2.** Graphical representation of the leadership behavior research results

Symbols used in the graphical representation of the leadership behavior research results in the Adapted Leadership Grid are explained in Legend 1.

**Legend 1.** The Adapted Leadership Grid symbols

|                | General average     |                     | Female average              | Male average                |
|----------------|---------------------|---------------------|-----------------------------|-----------------------------|
| Average result |                     |                     |                             |                             |
| Gender         | Task-oriented (max) | Task-oriented (min) | Relationship-oriented (max) | Relationship-oriented (min) |
| Female         |                     |                     |                             |                             |
| Male           |                     |                     |                             |                             |

Source: Author

Male leaders are slightly better leaders when it comes to task attitudes, while female leaders are better leaders when it comes to attitudes toward followers. The hypothesis of this paper - there are no significant differences between female and male leaders of business systems is proven.

### **LIMITATIONS AND FURTHER RECOMMENDATIONS**

There are certain limitations to the research. The sampling could be more extensive; therefore, the obtained results would be more representative. Leaders were self-rating their leadership behavior, so their answers can be unrealistic due to the general tendency for self-enhancement. The nature of certain positions does not allow explicit leadership behavior. It is still uncertainty regarding the different behavioral styles proposed by the Adapted Leadership Grid. Symbols are differentiated by color, and that can be a problem if paper or results are printed in black and white.

This paper is suggesting several recommendations for future research. A similar study can be conducted with a larger sample size so that one may be able to use diverse information. There could be another aspect of the research in which followers also rate the leadership behavior of their leaders so that the results could be less subjective. The new study could include only those in the leadership positions that allow them to practice and use leadership behavior. In the researches in the future, all of the sixteen proposed leadership behavior styles by the Adapted Leadership Grid should be elaborated. New research could also propose new symbols, different for each gender and result, so there will be a clear distinction between symbols.

### **CONCLUSION**

The results of the leadership behavior research show that a starting hypothesis is proven; therefore, there are no significant differences between female and male leaders of business systems. Because of the effectiveness and efficiency of business systems in which respondents hold leadership positions, it was expected to obtain high average scores. In the contemporary business environment, there are certain differences between female and male leaders, but used instrument do not detect them as significant. Gathered results show that both women and men achieved

high leadership results, as expected, given that the respondents were leaders in business systems that were proven effective and efficient. Women in leadership positions are as good leaders as men, as analysis in this paper has proven. It is important to emphasize that some results are caused by a position that does not allow leaders to express their leadership skills, which means that the person who is a leader is not able to express their leadership behaviors in a way that would be natural for them. The crucial point is that an individual in the leadership position should work on improving knowledge, skills, and on developing leadership skills, which inevitably makes a vital influence on becoming an effective and efficient leader, more often with vaster than with less success. More broadly, this should rejoice and assure that such leaders should achieve excellent business results, which should ultimately have an indirect impact on the growth, development, and further improvement of the entire economy.

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**NOTES ON THE AUTHOR**

**Vuk MIRČETIĆ**, M.Sc., is an Assistant at the Faculty of Applied Management, Economics and Finance, University Business Academy in Novi Sad and Ph.D. candidate at the Faculty of organizational sciences, University of Belgrade.

E-mail: vuk.mircetic@mef.edu.rs; info@vukmircetic.rs.