

Leadership styles and the promotion of working group life through considerations of motivation and group cohesion: investigation with employees of CEVITAL Bejaia company

أساليب القيادة وتعزيز حياة مجموعة العمل من خلال اعتبارات التحفيز والتماسك الجماعي:
دراسة مع موظفي شركة سيفيتال بجاية

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Abstract: The present study examined the relationship between leadership styles and their impact on the promotion of the work atmosphere in the agrifood company Cevital in the wilaya of Bejaia in Algeria. A total of 63 employees of CEVITAL were asked to fill in the questionnaire which led us to evaluate the leadership styles and their role in the promotion of the motivation and the cohesion of the work teams through a set of questions and confrontation. The results showed several realities starting with the importance and advantage of democratic style in relation to other leadership styles and arriving at the vitality of adapting to different situations and context of the company demonstrated mainly by the situational theory of leadership. This study demonstrates that the leadership style has a direct impact on the functioning of the process of promoting the motivation and the cohesion.

Keywords: cohesion, Leadership styles, motivation, promotion, work atmosphere ,

ملخص:

تناول الدراسة الحالية العلاقة بين أساليب القيادة وأثرها على تعزيز و تطوير مناخ العمل في شركة المواد الغذائية سيفيتال بولاية بجاية بالجزائر. طُلب من إجمالي 63 موظفاً من شركة CEVITAL ملء الاستبيان الذي دفعنا إلى تقييم أساليب القيادة ودورها في تعزيز الدافعية وتماسك فرق العمل من خلال مجموعة من الأسئلة. أظهرت النتائج عدة حقائق تبدأ من أهمية وميزة الأسلوب الديمقراطي فيما يتعلق بأساليب القيادة الأخرى والوصول إلى حيوية التكيف مع المواقف المختلفة وسياق الشركة التي تظهر بشكل أساسي من خلال النظرية الظرفية للقيادة. توضح هذه الدراسة أن أسلوب القيادة له تأثير مباشر على سير عملية تعزيز الدافع والتماسك وغيرها من الاعتبارات التي سنتعامل معها من خلال هذه الورقة .

كلمات مفتاحية: أساليب القيادة ، التطوير ، مناخ العمل ، الحافز ، التماسك

1. INTRODUCTION

the Leadership concepts have been strongly influenced in the minds of people. Let us first note that leadership is for some a status, for others a place to legitimize or sometimes used as a synonym of authority, power, command, with the attributes that accompany it. The literature on behavior adoption tells us that leaders, whether formal such as managers, or informal such as social referents, can be important actors in this type of situation (Paluck and Shepherd, 2012). We know that the perception of social norms plays a big role in how individuals will act in a group or in an organization (Nigbur, Lyons, & Uzzell, 2010). The individual tends to internalize social norms so that they become personal norms (Lo, Peters, & Kok, 2012). In particular, according to the theory of planned behavior, personal norms are one of the predictors of the intention to adopt a behavior or to change a behavior (Ajzen, 1991). The advantage and relevance of using a leader or social referent to convey social norms is that these individuals are strongly connected to other members in their group and these connections have the particularity of being characterized by a high identification with the leader. the effective management of the needs of subordinates by senior executives of companies becomes an unavoidable requirement to encourage their motivation and arouse their adhesion in order to optimize all the human resources available, for this reason our study aims to better understand the characteristics effective leadership, to identify the style of command that is suitable to the good functioning of the organization, based on the different theories and approaches. In an organization, a leader influences his own subordinates through the exercise of power and the different styles of command: Autocratic, Democratic and laissez-faire, which have an impact on the cohesion of the group, its performance and the degree of satisfaction of individuals. , and which determine the behavior of the manager, it is a reflection of his personality, his philosophy and his professional experience. “Thus, in 1943, Lippit and White conducted a study on the behavior of children subjected to several styles of leadership and came to the conclusion that the democratic style gives the best results with regard to the quality of work and the satisfaction of the subordinates.

2-Problematisation

Our research is descriptive and analytical of the involvement of leadership styles in the growth of the cohesion of work teams within CEVITAL, recognized as the pillar of the private agro-food industry in Algeria, in order to lead to the following: Define the role of managers in the development of cohesion and describe this role of leadership in stimulating group elements at the individual and collective level in optimizing performance and bringing out the best in each individual. Also Implement the vital importance of the leader and leadership in maximizing the cohesion of his group. Going through an explanation of the leader's expectations in terms of the behavior of the elements of his group. And still identify the opinions and the different views of the group members on their leader. In this study we will take stock of the analysis of leadership; to understand how the conception of leadership fits into management practices and from there to see a set of theories and approaches that have founded the concept of leadership as a central element in the functioning of organizations. Then we will approach in more depth the concepts of cohesion and motivation we will make the theoretical point of the contribution of styles of leadership on the development of the motivation and the cohesion of team work.

3-Research question

How does the choice of the type of command strengthen the Union and the force of attraction of the team members and does it create a favorable climate for maximizing results?

4. Research hypothesis

The choice of types of Command appropriate to the situations of the company, adapted to the knowledge and motivations of the individuals of the team accentuates the union and reinforces the bond of collaboration, and favors the climate of obtaining a maximum of results and access to the purposes.

5. Methodology and technique for analyzing the data.

The analysis and interpretation techniques of this study depend on what our study aspires to find. The probability sampling method was used. The research first tried to establish the number of employees in general and in each department of the company. Next, stratified sampling was used to

ensure employees participated in the study. The selection of subjects in each part was then randomized so that the chance of being selected was equal for all. And at the end with regard to the analysis and interpretation of the data the method applied was quantitative and EXCEL AND the software of IBM SPSS Statistics are used with the combination of tables of one variable, two variables as well as several variables in order to simplify and facilitate the reading and understanding of the content. And also a method of cross tables and simple tables. Self-administered questionnaires were completed by staff members selected to participate in the study.

The study aimed to use questionnaires, as they allow a large number of respondents to be covered in a relatively short time and can generate reliable data, as respondents answer questions to their mood without being affected by our (researcher) presence. So, in our case, we had designed a questionnaire addressed to CEVITAL employees; During this survey the subordinates themselves confirmed several things that the Commanders choose a better style of leadership to promote the working climate in general and the cohesion of the group in particular; And with their answers, we can confirm that different styles of command applied by the commanders according to the data of the situation and the context contribute effectively in the cohesion of the members of the work team.

We have organized our results into a set of significant tables with an analysis allowing us to highlight the results of our study, for this we have in **table 01**

06-Discussion analysis of the emerged data:

Table N ° 01: The distribution of the sample according to the style of command applied.

Leadership style	frequency	Percentage
authoritarian	06	09.52%
Democrat	56	88.89%

Laissez-faire	01	01.59%
Total	63	100%

Referring to the data in this **table n°01**, we notice that the largest proportion of our study population indicates that the style of democratic leadership is dominant with a percentage of **88.89 %**, followed by the authoritarian style with a percentage of **09.52%**, comes in last position the laissez-faire style which is the least adopted in the CEVITAL company and the energy department with a percentage of **01.59%**. What can be deduced from these results is that the leadership style adopted by the managers is due to the attitudes of well-trained managers in the trajectory of modern management, which influences the attitudes of its own subordinates by a various set of methods. flexible and promising to bring out the best possible from the collaborators. However, this average proportion, **88.89%**, indicates the democracy of the leaders linked to the autonomy of the employees at work, which allows the leader to carry out tasks in favorable conditions and to develop their capacities. Like any large company, CEVITAL adopts a management that is far from being extremist through a large number of training courses in this trajectory such as that of WELSH WAY training, a training course dedicated to managers in order to develop their leadership with modern approaches. For the authoritarian style represented with a rate of **09.52%** a very low proportion which shows that the collaborators see that they act in teams subjected to commanders with styles of leadership far from being autocratic but rather tend to adaptation and exemplarity Who promote the union of visions and the union of forces in his team in order to achieve results even far better than the targeted objectives. The laissez-faire style represented only with **01.59%** shows the importance of better guiding the team by directing employees towards the direction and trajectory of objectives.

Table N°02: relationship between leadership style and different CSP socio-professional categories.

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Leadership style	Socio-professional categories			Total
	managers	Production agents	Execution agents	
Authoritarian Style	06 100%	00 00%	00 00%	06 100%
Democratic	40 71.43%	07 12.50%	09 16.07%	56 100%
Laisser faire	00 00%	01 100%	00 00%	01 100%
Total	46 73.0%	08 12.70%	09 14.29%	63 100%

Leadership style	1	2	3	Total
Authoritarian 1-The leader alone who makes the decisions 2-He determines the activities and distributes the tasks 3-He does not participate in the activities	04 06.35%	01 01.59%	01 01.59%	06 09.52%

Democrat				
1-The group participates in decision-making	28	03	25	56
2-Free choice of task by everyone	44.44%	04.76%	39.68%	88.89%
3-The leader takes part in activities				
Laissez-faire				
1-The distribution of tasks	00	00	01	01
2-Appreciations (encouragement, criticism)	00%	00%	01.59%	01.59%
3- Participation in activities				
Total	32	04	27	63
	50.79%	06.35%	42.86%	100%

In **Table 03**, the respondents attributed their choice to a precise explanation according to the proposals given in order to clearly explain their point of view. For the democratic style, the dominant and most presented one finds that on the **88.89%** see that this style is characterized by the participation of the collaborators in the decision-making this is represented with a rate of **44.44%** on the **88.89%**; we also find that out of the **88.89%** the representation **39.68%** where the leader takes part in the activities which makes him a model and an example to follow; for the democratic style comes in last position the choice which stipulates that the democratic style inspires free choice of the task by everyone with a rate of **04.76%**. it seems that this proposal does not inspire collaborators with respect to the democratic style. However, the average proportion, **88.89%**, indicates the democracy of the commander linked to the autonomy of his employees in the work context, which allows him to carry out tasks in favorable conditions and to develop their capacities with a commander's initiative to take part in the activities and thereby constitute a model to follow. For the authoritarian style, we find that the leader alone who takes the decisions takes the large part of the respondents who see an authoritarian style and far from the spirit of sharing and delegation of responsibilities thus represented with a rate of **09.52%** which translates into a monopoly of power by the commander and decision-making by him alone.

Table N°04: Distribution of the sample according to the role of the managers in the promotion of the atmosphere of group cohesion.

Does the leadership style of your commander ensure a climate of cohesion and collaboration between the members of your team?	frequency	Percentage
YES	57	90.48%
NO	06	09.52%
Total	63	100%

The analysis of **table N°04** clearly shows that the collaborators believe with a rate of **90.48%** that the styles of leadership practiced contribute enormously to the promotion of a climate of group cohesion against only a rate of **09.58%** which sees no agreement between the style of leadership applied and the climate of cohesion between the elements of the team, this will be more detailed in the next table.

Table N°05: Correlation between commanders' command style and the climate of cohesion between team members.

Team cohesion	N O	YES	Total
Leadership style			
Authoritarian	00 00 %	06 100%	06 100 %
Democratic	06 10.71%	50 89.29 %	56 100 %
Laisser faire	00	01	01

	00 %	100 %	100 %
Total	06	57	63 63
	09.52 %	90.48 %	100 %

In **table 05** we find that **90.48%** of the elements of our sample report that the management style adopted by the commanders ensures a climate of cohesion and collaboration between the members of the work team, where only **09.52%** confirmed the opposite. We see for the respondents who answered in favor of the democratic style and who confirm with "yes" and that the style of democratic management exercised ensures the climate of cohesion are represented by a rate of **89.29 %** against only a rate of **10.71%** who see the opposite and that the democratic style exercised by their commander does not contribute to the cohesion of the team. This is mainly due to the sense of belonging of the members of the work teams who see that they find themselves acting in a democratic style which strongly favors the climate of cohesion between the members of the team. For respondents who chose and see that they act in an authoritarian style of their leaders answered with a rate of 100% a totality who see that this style of authoritarian command exercised by their commander contributes directly to the promotion of a climate of cohesion; this can be explained by a great mastery of relations by the commander between individuals in order to keep his team united. However within this value which represents only a workforce of 06 people therefore a rate of **09.58%**, for the laissez-faire style we have only a rate of **01.59%** or only a single representation by a single person who sees that this style laissez faire of its commander contributes to the promotion of cohesion between the members of the work team, which makes it difficult to confirm that with a low representativeness that the laissez faire style can really contribute to the development of group cohesion.

Table 06: distribution of respondents on the taking of commander in consideration of their skills and knowledge.

consideration of skills by the leader			
Leadership style	NO	YES	Total
Authoritarian	02 33.33 %	04 66.67%	06 100 %
Democratic e	11 19.64%	45 80.36 %	56 100 %
Laisser faire	00 100 %	01 100 %	01 100 %
Total	13 20.63 %	50 79.37 %	63 63 100 %

The results listed in **Table No. 06** above speak of the consideration of the skills and knowledge of employees by their commander according to the different styles of leadership. We see that for the respondents in favor of the democratic style, who was therefore the majority represented in the context of the CEVITAL company, confirm with a rate of **80.36%** that their skills and knowledge are taken into consideration during the distribution of tasks by their commanders, this high and majority rate can be interpreted in the first place by the perception of these respondents saying a positive perception towards their commander who on several occasions had succeeded in concretizing his democratic way of doing things and acting with great consideration for the other elements of his team, this consideration of the skills and knowledge of the members of the team also therefore appears as a logical practice of a democratic style; nevertheless, we note that respondents in favor of a democratic style and who see that

their commanders do not take into consideration their skills and knowledge during the distribution of tasks are represented by a rate of **19.64%** . For respondents in favor of the authoritarian style, there is a rate of **66.67%** of respondents who answered for the authoritarian style confirm that their commander takes into consideration their skills and knowledge against **33.33%** who mention the opposite. For the respondent in favor of laissez-faire style domination, he sees that his commander takes his skills and knowledge into consideration when assigning tasks.so The employees confirm that their leaders follow an approach encouraging the consideration of skills and knowledge and investing in them in order to reach other levels and other dimensions in the industrial world.

Table N°07: Distribution of respondents According to their feeling in a work situation within their team according to the commander's style of leadership.

Employee feelings leadership style	Encouraged and supported		stressed and under pressure		Neglected and unimportant		Act in a cohesive team full of team spirit		Alone and acting in an individualistic team		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Authoritarian	03	50	00	00	00	00	03	50	00	00	06	100
Democratic	18	32.14	06	10.71	06	10.71	23	41.07	03	5.36	56	100
Laissez faire	00	00	00	00	00	00	00	00	01	100	01	100
Total	21	33.33	06	9.52	06	9.52	26	41.27	04	6.35	63	100

Through the results of **Table N°07**, we see that for respondents who confirmed the democratic style domination within their professional space Declare that they feel "acting in a united team and full of team spirit » this feeling is represented with a rate of **41.07%**, in second position we find the feeling "encourage and support" with a proportion of **32.14%**. Then followed by the feeling of being "neglected and unimportant" with a rate of **10.71 %** and that of the feeling of stress and pressure with also a rate of **10.71%** and in last position we find the feeling of "acting alone and acting in a team that is too individualistic" with a rate of **05.36%**. Then, we have **50 %** according to the authoritative style of leadership who affirm that they approve of a feeling of "acting in a cohesive and team-oriented team", and again we find that the other **50%** responded in favor of a feeling of 'to be encouraged and supported' ;we find that the only respondent feels acting in a too individualistic team. Indeed, the feeling of acting in a cohesive team full of team spirit and the feeling of being 'encouraged and supported' is the most represented and the most dominant; team spirit develops towards a common goal, strengthening the will to succeed and bringing projects to a successful conclusion and promoting the cohesion of the members of the work team. When the cohesion of the group is effective, it can control the stress which triggers the emotions, thanks to its support and the solidarity of the group, it can contain and reduce the harmful effect of unwelcome emotions during meetings and work. The cohesion of the group can, from the point of view of emotion, stabilize behaviors, thereby optimizing performance and the achievement of objectives.

Table N°08: Distribution of respondents According to the means of encouragement used by their commander according to style of command.

Degree of membership Leadership style	none		Training offered		Written message		Acknowl edgment and Public Tribute		others		total	
	F	%	F	%	F	%	F	%	F	%	F	%
Authoritaria n	01	16.67	03	50.00	00	00	02	33.33	00	00	06	100
Democratic	09	16.07	09	16.07	01	01.79	16	28.57	21	37.50	56	100
Laisser faire	01	100	00	00	00	00	00	000	00	00	01	100
Total	11	17.46	12	19.05	01	01.59	18	28.57	21	33.33	63	100

Following the data of **table N°08** we note that the majority of the collaborators who confirm the domination of democratic style within CEVITAL ,we find that with the rate of **37.50%** have opted for the answer other or they mentioned other means with which they were motivated by their commander, they mentioned in particular recoveries, promotions... also with a rate of **28.57%** the respondents declared that their managers use thanks and homage as a sign of recognition and admiration of their performance and a consideration of the made efforts; we also find with a rate of **16.07%** the technique of ‘offering trainings’ as a means of encouraging their team members, against other managers with only a rate of **01.79%** who stimulate their workers by writing to them and congratulating them for their work. Finally, we also find a proportion of **16.07%** who do not feel encouraged with any means or technique. For respondents in favor of their commander's authoritative style we find that **50.00%** of the responses were for training offered as a means of encouragement and motivation used by their team commander; followed by thanks and homage made public with a rate of **33.33%** and last position for this style we find with **16.67%** of respondents saying that their commander does not use any

means to encourage them. For the laissez-faire style, the only answer says that his commander does not use any means to encourage him. According to him, this can be explained by the nature of his commander's management style, which is of a laissez-faire nature. It is very important that the workers are motivated and encouraged to work in order to achieve good results around the work in all aspects and objectives to be achieved. Encouraging and motivating employees is an economic factor that should not be underestimated. Motivation is strongly linked to the person's commitment to society.

07-Reading and interpretation of the results

Knowing that the employees have confirmed that they have always and on several occasions and events been in the need and vitality to change the style of command in order to adapt well to the circumstances and given different contexts; employees with almost absolute totality recounted multiple experiences and events that prompted leaders to change their style of command in order to be well situated towards the reality in front and to lead and manage situations well, the members of the teams with their different natures with the aim of keeping an eye on the overall performance of the team and promoting cohesion and the relationships and feelings of belonging among each of the elements of its team, CEVITAL's employees have therefore strongly confirmed that the need for leaders to adapt their style of leadership have demonstrated enormous flexibility in order to guarantee a better climate of cohesion or the appropriate style will allow a real lever for optimizing performance in the trajectory of safety, performance, discipline, motivation, autonomy of the members of the team, and in the end guarantee a promotion in terms of cohesion of the work team. An importance that must be given to the different situations and contexts, this importance also appears especially in times when we must adapt a style allowing a concordance and synergy of work between all the skills that we have in a work team, Also again choosing an adequate style of command by the manager constitutes an essential key for reaching very advanced levels in terms of the cohesion of the work team through an

understanding of the attitudes and skills of each element with their particularity, this will make it possible to achieve with him all the desired results ranging from optimizing individual performance to being involved in the process of promoting the cohesion of all team members. The leader through his style of leadership must be endowed with a character of facilitator who will help the members of his team to feel important and to help them when needed, so he helps his team or, and above all, to encourage mutual assistance between employees; this will automatically strengthen the cohesion relationship between all team members. According to employees, some managers favor a very particular leadership style when seeking to promote group cohesion. The motivation of team members passes through an adequate leadership style, which is a central tool promotion of the cohesion of the teams and again, to promote all the different performances, but in his practices the managers must avoid certain practices which can harm the promotion of the cohesion of the work teams. Yet the subordinates themselves confirmed several things that the leaders choose a better style of leadership to promote group cohesion; And with their answers, we can confirm that different styles of command applied by the commanders according to the data of the situation and context contribute effectively in the cohesion of the members of the work team. For example: in **Table N°04** we notes that **90.48%** of respondents said that they work in teams full of cohesion or the style of command they experience from their commander guarantees them great cohesion within their work teams, further reinforced by the results of **Table N °05** gives more precision on matters of style of command and its relation to the degree of cohesion where we find that it is for the respondents who answered for the domination of democratic style within their professional space .for the authoritarian style, the respondents still according confirm with a rate of 100% that the choice of this leadership style is directly related to group cohesion; so the leader leadership style has a primordial role in the quest for group cohesion. Also in this trajectory we find in **Table N°06** the importance of "taking skills and knowledge into consideration" this attitude is represented by a very high rate of around **79.37%** of our sample who confirmed this attitude in their com team leader. also we have confirmations

that the skills and motivations of the Collaborators, according to the adaptation of the leadership style to the team members ;this adaptation is represented with a rate of **80.95%** which confirms the ability of CEVITAL's leaders to be able to adapt their style depending on several things if they wish to succeed in the trajectory of promoting the cohesion of team work through their style of leadership; Also we have clear confirmation and according to the different socio-professional categories on the contribution of the leaders in the promotion of climate of cohesion where we find that almost all of our sample confirmed that the style of management of their leaders contributes enormously in the promotion of group cohesion climate while only a low rate who see the opposite; with a little more precision the employees confirmed the fact that the style of leadership of their commander contributes enormously in the trajectory of the promotion of cohesion between the elements of the team work. Therefore, After having exposed the results above, we can confirm The hypothesis put forward previously, which supposes that "according to the employees The choice of their leaders of the types of leadership appropriate to the situations of the company, adapted to the knowledge and motivations individuals in the team accentuates the union and strengthens the bonds of collaboration, and promotes the climate of obtaining maximum results and access to the purposes. ". Indeed, the employees within the company accordng to the situations and context of work, or they adapt their styles of leadership according to the knowledge and motivations of the subordinates in a purpose of strengthening the union and the links of collaboration, and thus favoring the climate of obtaining and optimizing the results as much as possible and achieving the objectives.

Conclusion

At the end of this work, it is important to recall the objective of our work which was to understand the role of leadership style in promoting the cohesion of work teams within the professional space. It is also important to recall the initial question that we asked in order to briefly retrace the approach followed to answer it and the particularities specific to our

research. In what and how do the styles of leadership influence the cohesion of the work teams within the CEVITAL company, and what are the views of the different members of these groups, in particular the employees? However, several results reported in this study confirm the great implication of leadership styles in the promotion of group cohesion, indeed the adoption of an adequate style could positively influence and reinforce enormously on the promotion of group cohesion. which will eventually reassure the performance of employees and increase the company's chances of success. Finally we can say Indeed that the adoption of an adequate style of leadership could effectively promote the cohesion of the team work and thereby increase the performance of employees and the chances of success of the company.

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