PREFERENCES OF BEHAVIOR TYPES OF LEADERS IN THE PUBLIC SECTOR – CASE STUDY MINISTRY OF DEFENSE OF THE REPUBLIC OF SERBIA

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Abstract: *The subject of this paper is to determine the preferred style of leadership behavior in public sector employees. A sample of employees of the Ministry of Defense (hereinafter MoD) was used to conduct the research. The Ministry of Defense, as an extremely organizationally and hierarchically defined entity, is interesting for researching the preferences of leadership style and the leader-follower relationship itself. Numerous leadership studies conducted in this type of organization have not been found in practice, and there is a reported scientific „gap" on this topic. The research aims to determine which the preferred leadership style in the MoD is and whether gender, age, and years of service influence the preferred leadership style and the leader-follower relationship. The empirical research was conducted in 2021 in the Military Social Security Fund of the Ministry of Defense of the Republic of Serbia on the cause of 51 respondents, using the survey method. The results of the research showed that the preferred leadership style among MoD employees is participatory leadership and that years of service and age have an impact on the choice of the preferred leadership style, as well as on the leader-follower relationship.*

Keywords: *Organization, Leadership, Followers, Behavior, Process.*

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1.   INTRODUCTION

Leadership means the process of influencing and motivating followers to engage in achieving organizational goals (Stojanović-Aleksić, 2007). Leadership is defined as a dynamic force that motivates and coordinates organizational members in the process of achieving goals (Davis, 1942). Leadership is individual behavior that directs group activity toward specific goals (Hemphill & Coons, 1957).

Numerous definitions attempt to describe leadership and they all have the same factors of the leadership process – leaders (McCormick et al., 2019), followers, and goals (Pierce & Newstrom, 2000). In addition to these three factors of the leadership process, as a fourth, invisible factor, the links that connect the leader, followers, and goals can be defined. These connections move in one direction and several directions: from the leader to the followers and goals (the leader exerts his influence and power on the followers, and they act to achieve the goal by their actions or inactions), from the followers to the leader (Stojanović-Aleksić & Krstić, 2016) and goals (followers act by their behavior to the leader and the achievement of goals), as well as from the goals to the leader and followers (goals motivate or demotivate employees to act towards or opposite to them and leaders to take measures to achieve them).

Although all the above factors make up the leadership process, at the same time and to the same extent contribute to the quality of the said process, the leader has been identified as a key determinant responsible for initiating and directing the leadership process. Leadership behavior and leadership influence tactics define the success of the leadership process and the type of relationships that will be formed in the relationship leader - followers – goals (Stojanović-Aleksić, 2016).

The Ministry of Defense of the Republic of Serbia, as well as the Fund for Social Insurance of Military Insured Persons, as its integral part, is a specific organization with a strict structural and hierarchical organization. Procedures and rules of conduct have been codified and there is a system of rewards and sanctions for any violation of the rules, i.e. advocacy above a defined level. Accordingly, the employees in this organization are an interesting subject of research. Motivation to conduct research can be divided into scientific and social motivation. The scientific motivation is that there are not many papers on the topic of leadership in organizations such as the MoD, and there is a certain scientific „gap" in research on this topic. Social motivation is the practical application of research conclusions in the leader-follower relationship in the MoD and the very development of leadership in the MoD. As a theoretical basis for this research, the results of research conducted at the University of Ohio (Hemphill & Coons, 1957) and the University of Michigan (DuBrin, 2013) were taken.

2.   BEHAVIORAL LEADERSHIP RESEARCH

Personality theory (Taylor, 1903; Fayol, 1999) explains the phenomenon of leadership exclusively through a set of personality traits of the leader (physical traits, mental traits, and moral qualities). Due to the shortcomings observed in personality theory and the impossibility of measuring certain personality characteristics (e.g. moral quality), a behaviorist approach to leadership emerges. The idea of changing the direction of studying leadership has its roots in Hawthorne's experiments (Villasenor, 2021). The results of these experiments led researchers to take into account the human factor (both leaders and followers) and interpersonal relationships between leaders and followers when studying leadership.

One of the major studies was conducted in 1957 at Ohio State University. As a result of this study, Hemphill & Coons (1957) classified leader behavior into three categories: goal-oriented behavior, interaction-oriented behavior, and support-oriented behavior. The next study of leadership behavior research was conducted at the University of Michigan. Based on the results of these studies, R. Likert defined three leadership styles (DuBrin, 2013): task-oriented leadership, employee-oriented leadership (interpersonal relationships), and participatory leadership.

2.1. Task-oriented leadership

Task-oriented leadership involves leader behavior that concentrates on planning activities and scheduling them. The leader coordinates the activities of subordinates and provides all the prerequisites for the successful execution of the task. He makes every decision exclusively by himself and conducts direct control of the work of employees.

If we consider the above behavior of leaders, we conclude that task-oriented leadership corresponds to the directive behavior of leaders (Howell & Costley, 2001), which is characteristic of working in structured environments, activities with precisely defined roles for all employees, and written procedures describing how to perform assignments (Baker et al., 2021).

2.2. Employee-oriented leadership

Employee-oriented leadership (interpersonal relationships) is characterized by the behavior of leaders by which they develop trust in relations with followers and in mutual relations of followers. He understands the obligations and activities that followers have and provides them with help and support in the realization of tasks. The leader defines the goal and guidelines for the execution of tasks (general deadlines) but also supports the autonomy of subordinates in deciding on how to perform the assigned task.

If we consider the above behavior of leaders, we conclude that it corresponds to the supportive behavior of leaders (Stein et al., 2020), which involves attention and care for followers (employees) and understanding and respect for employees.

2.3. Participatory leadership

Participatory leadership involves encouraging employees to actively participate in the decision-making process, as well as to freely express their opinions on procedures and how to perform the task, as well as suggestions for improving the intended procedures and methods of performing tasks (Suryani et al., 2021). The leader is ready to give up acts of responsibility, and thus acts of power, and transfer that responsibility and power to employees. This behavior is manifested by leaders who are dominated by self-confidence, emotional maturity (stability), and being extrovert (Stojanović-Aleksić, 2007), given that they are ready to give up acts of their power and influence. This behavior of leaders is most influential on followers who require a high degree of independence, both in deciding on the goals of the organization and in the way of performing tasks and activities. By behaving in this way, the leader initiates „brainstorming" in the decision-making process, encouraging creativity and innovation of both employees and his own. In addition, the leader forms a good „base" for the independence of employees and thus the identification of new potential leaders for certain activities that are a component of the process of achieving a common goal.

2.4. Conclusions of behavioral studies

Studies conducted in Ohio and Michigan lead to the conclusion that there is no ideal behavior or leadership style, and that an effective leader must strike a balance between task-oriented leadership and employee-oriented leadership. This depends not only on the defined goal, the tasks to be performed, but also on the characteristics of subordinates.

It is these findings that have led many researchers to continue to examine the effects of leadership behavior on employee performance, motivation, and efficiency. Accordingly, in this paper, a study of the preferences of leaders' behavior from employees in the MoD was conducted.

3. METHOD

In order to conduct the research, a survey was made consisting of questions based on the LMX-7 questionnaire and questions based on the MLQ 5X. The paper uses deductions to define hypotheses from the theoretical framework about the preferred styles of leadership behavior in the MoD. By establishing the trend of responses in relation to gender, age, and years of service, the conclusions of the research are defined through induction. The results of the research were processed through the statistical program SPSS (The Statistical Package for the Social Sciences - version 26), and descriptive statistics were used to draw the conclusions of the research. Accordingly, the researchers used a combination of qualitative analysis (through a theoretical description of the problem framework and a description of the research results) and quantitative analysis (through statistical processing of collected data).

In order to examine the preferred behavior of leaders by MoD employees, a survey of 51 members of the MoD was conducted, with the following structure:

Table 1. Respondent Structure

Gender		Years of Service	
Male	16	< 25	9
Female	35	5 – 9	6
Age		10 – 14	4
< 25	1	15 – 20	6
25 – 34	5	> 20	26
35 – 44	11	**Level of Education**	
45 – 54	24	High School	15
55 – 65	10	College	4
		University	32

Source: Authors' research

The questions were modeled on the LMX and MLQ questionnaires, and grouped into 10 statements. All respondents were given a choice deciding between three answers that correspond to some of the leader's behaviors. For the purposes of testing, hypotheses were formed as claims that will be the subject of research.

4.   RESULTS

4.1.   The preferred style of leadership behavior is task-oriented leadership

Considering the MoD as a specific organization with a „rigid" hierarchical organization and superior-subordinate relations, which is the embodiment of the leader's directive behavior, the preferred style of leader behavior among MoD employees is task-oriented leadership. In order to draw a conclusion, a descriptive analysis of the collected data (arithmetic mean, median, mode, and standard deviation) was performed in SPSS. The results of these analyzes are shown in Table 2.

Table 2. Statistical presentation of results

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Number of respondents	51	51	51	51	51	51	51	51	51	51
Mean	2.1569	1.6667	1.9804	1.8235	2.1765	2.3333	2.0000	2.4706	2.9020	2.8824
Standard Deviation	.41821	.62183	.24415	.51791	.47774	.47610	.20000	.50410	.30033	.32540
Median	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	3.0000	3.0000
Mode	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00

Note: Q – Question

Source: Authors' research

As can be concluded from the table above, in 8 out of 10 defined statements, respondents prefer employee-oriented leadership, while in two defined statements they prefer participatory leadership.

Taking into account the standard deviation for all questions, the highest dispersion in the answers is on the second question (0.62183), which means that the leader in performing tasks should independently set deadlines for performing both activities and the entire task. The frequency of the answer to the second question is shown in Table 3.

Table 3. Responses' Frequency

Response	Frequency	%
1.00	21	41.2
2.00	26	51.0
3.00	4	7.8
Total	51	100.0

Source: Authors' research

From this it can be concluded that as many as 41.2% of respondents prefer task-oriented leadership when it comes to tasks and activities with deadlines, that is, they prefer the leader to define deadlines and guidelines for execution, which is partially correlated with the characteristics of the MoD as organizations. As we can see from the table above, 51% of respondents prefer employee-oriented leadership.

In addition to question number 2, the largest standard deviation is in the fourth (0.51791) which implies that coordination and communication should take place exclusively „through" the leader, and the eighth (0.50410) question which implies that the employee should improve their knowledge in cooperation with a leader or independently and to „spread" this knowledge to other members of the team, which is shown in the following Table 4.

Table 4. Responses' Frequency

Response	Q4		Q8	
	Frequency	**%**	**Frequency**	**%**
1.00	12	23.5	0	0.0
2.00	36	70.6	27	52.9
3.00	3	5.9	24	47.1
Total	51	100.0	51	100.0

Source: Authors' research

The conducted research did not confirm the analysis of a set of questions related to the types of followers. The questions are defined to represent certain types of followers, and the variables are grouped according to the types of followers (alienated, conformist, passive, and effective). The following results were determined by descriptive statistics of newly formed variables.

Table 5. Descriptive Statistics

	Alienated	**Conformist**	**Passive**	**Effective**
Number of Respondents	51	51	51	51
Mean	1.8431	3.0539	2.8824	3.8203
Standard Deviation	.85467	.61708	.89771	.69829
Median	1.6667	3.0000	3.0000	3.8333
Mode	1.00	3.00	3.00	4.33

Source: Authors' research

As can be deduced from the previous Table, most of the followers in the examined sample belong to the type of effective followers. Taking into account the characteristics of effective followers, an explanation was given as to why the preferred leadership style in the examined sample was employee-oriented leadership and participatory leadership style. Effective followers are ready for critical thinking, they are ready to take active participation, and even initiative in the realization of tasks. Consequently, the task-oriented leadership style is not suitable for this type of follower, because they, with their knowledge, ability, and willingness to engage in the execution of tasks, require a certain degree of independence in work, and constant involvement in leader decisions.

From the above, it can be concluded that the MoD, as a specific organization based on orders, defined task execution procedure, and defined strict hierarchical structure, consists of employees who are highly qualified for the tasks they perform, ready to take risks and initiatives and ready to actively participate in the task. Based on the results of the research, it is concluded that most employees are ready to show leadership skills and grow into a leader if necessary.

4.2. Gender does not affect the preferred choice of leadership style

The analysis of responses by sex of the respondents showed that the results are almost identical to the aggregate sample.

Based on the results from the Table 6, we can conclude that gender does not determine the preference of the leader's behavior (Kuhnert, 2018), i.e. the preferred leadership style. Based on the above, we conclude that gender does not have a deterministic role in the leadership style that followers prefer.

Table 6. Descriptive Statistics by Gender

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Male	No. of Respondents	16	16	16	16	16	16	16	16	16	16
	Mode	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
	Std. Dev.	.34157	.61914	.00000	.47871	.44253	.34157	.36515	.51235	.34157	.44721
Female	No. of Respondents	35	35	35	35	35	35	35	35	35	35
	Mode	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
	Std. Dev.	.45282	.63113	.29563	.52979	.49024	.50210	.00000	.50709	.28403	.23550

Note: Q – Question

Source: Authors research

4.3. The length of service influences the preferred choice of leader behavior

By analyzing the answers of the respondents by the length of service, it was found that there is a difference in the answers in relation to the answers from the aspect of the aggregate sample.

Table 7. Descriptive Statistics by Years of Service

Years		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
< 5	No. of Respondents	9	9	9	9	9	9	9	9	9	9
	Mode	2.00	1.00[b]	2.00	2.00	2.00	3.00	2.00	2.00	3.00	3.00
	Std. Dev.	.44096	.70711	.00000	.33333	.44096	.52705	.33333	.52705	.44096	.00000
5–10	No. of Respondents	6	6	6	6	6	6	6	6	6	6
	Mode	2.00	1.00[b]	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00
	Std. Dev.	.00000	.54772	.00000	.00000	.40825	.00000	.00000	.51640	.40825	.51640
11–15	No. of Respondents	4	4	4	4	4	4	4	4	4	4
	Mode	2.00	1.00[b]	2.00	1.00[b]	2.00	2.00	2.00	2.00	3.00	3.00
	Std. Dev.	.00000	.57735	.00000	.57735	.00000	.50000	.00000	.50000	.00000	.00000
16–20	No. of Respondents	6	6	6	6	6	6	6	6	6	6
	Mode	2.00	1.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00
	Std. Dev.	.51640	1.0328	.40825	.75277	.40825	.51640	.00000	.51640	.00000	.40825
> 20	No. of Respondents	26	26	26	26	26	26	26	26	26	26
	Mode	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00[b]	3.00	3.00
	Std. Dev.	.46410	.53349	.27175	.56704	.53349	.48516	.19612	.50990	.27175	.32581

Note. Q – Question
  [b] There are more values. The lowest value is displayed.

Source: Authors' research

As can be seen from the table above, the difference in the answers of persons with different years of service can be summed up by the fact that employees with age gain greater knowledge and independence in work and want to be more involved in decision making, defining deadlines for tasks and defining the man-

ner of realization of activities within the task. In addition, the results are correlated with the results obtained in the research that years of service increase the effectiveness of employees, their ability and willingness to actively participate in the implementation of tasks, and their willingness to take the initiative.

4.4. There is a positive correlation between the preferred style of leader behavior and the leader-follower relationship

After entering the survey results, the reliability of the questionnaire was checked, and the value of Cronbach's Alpha 0.891 was obtained.

Table 8. Descriptive Statistics of a Survey

	Q1	**Q2**	**Q3**	**Q4**	**Q5**	**Q6**	**Q7**
Number of Respondents	51	51	51	51	51	51	51
Mean	4.3529	4.5490	4.3529	4.5098	4.2157	4.4510	4.7255
Standard Deviation	5.0000	5.0000	5.0000	5.0000	5.0000	5.0000	5.0000
Median	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Mode	.89047	.75667	1.03583	.92461	1.10116	.83220	.60261

Note. Q – Question

Source: Authors' research

As can be seen from the results shown in the table to all the questions offered, the respondents completely agreed with the statement, which means that the leader-follower relationship is extremely positive. Given that the preferred leadership style in the examined sample is employee-oriented leadership and participatory leadership, by induction, we can conclude that the combination of employee-oriented leadership and participatory leadership has a positive correlation with the leader-follower relationship. Accordingly, the previous theoretical findings that only a combination of leadership styles leads to an effective leader-employee relationship are confirmed. There is no perfect leadership style that guarantees success in the leader-employee relationship, but the leadership style should be adapted to the types of employees, as well as the situation in which it is applied and the set goal to be achieved.

4.5. The leader-follower relationship is positively correlated with the age of the follower

By analyzing the responses of respondents by age, descriptive statistics are shown in Table 9.

Table 9. Descriptive Statistics by Age

Years		**Q1**	**Q2**	**Q3**	**Q4**	**Q5**	**Q6**	**Q7**
< 25	No. of Respondents	1	1	1	1	1	1	1
	Mode	5.00	4.00	5.00	5.00	3.00	3.00	4.00
	Std. Dev.	.00000	.00000	.00000	.00000	.00000	.00000	.00000
25–34	No. of Respondents	5	5	5	5	5	5	5
	Mode	5.00	4.00	4.00	4.00	3.00	3.00	5.00
	Std. Dev.	1.67332	.83666	1.64317	.83666	1.34164	1.00000	.44721
35–44	No. of Respondents	11	11	11	11	11	11	11
	Mode	4.00 [b]	5.00	5.00	5.00	5.00	5.00	5.00
	Std. Dev.	1.00000	.50452	.68755	.50452	1.03573	.68755	.40452

45–54	No. of Respondents	24	24	24	24	24	24	24
	Mode	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Std. Dev.	.57578	.76139	1.01795	1.17877	1.07339	.77903	.53161
55–65	No. of Respondents	10	10	10	10	10	10	10
	Mode	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Std. Dev.	.69921	.96609	1.13529	.069921	1.15950	.97183	.96609

Note. Q – Question

Source: Authors' research

According to the results shown in the table, with the number of years of age, the leader-follower relationship improves. The biggest difference is in statements 5 and 6, which refer to trust in the leader and cooperation with the leader. These facts speak in favor of the fact that with age, followers mature, form a relatively unchanging opinion, and are aware of what kind of leadership style they want. In addition, the „youth revolt" is reduced and the decisions of the leaders are viewed from a more rational point of view. Consequently, trust in the leader grows, and thus the quality of the leader-follower relationship.

4.6. The leader-follower relationship is positively correlated with the years of work experience of the follower

By analyzing the responses of respondents by years of service, descriptive statistics are shown in the following table:

Table 10. Descriptive Statistics by Years of Service

Years		Q1	Q2	Q3	Q4	Q5	Q6	Q7
< 5	No. of Respondents	9	9	9	9	9	9	9
	Mode	5.00	4.00	5.00	5.00	3.00	5.00	5.00
	Std. Dev.	1.41421	.70711	1.36423	.7248	1.20185	.927696	.44096
5–10	No. of Respondents	6	6	6	6	6	6	6
	Mode	4.00	5.00	4.00	5.00	5.00	5.00	5.00
	Std. Dev.	.75277	.51640	.51640	.51640	1.21106	.81650	.51640
11–15	No. of Respondents	4	4	4	4	4	4	4
	Mode	4.00	4.00	5.00	5.00	4.00	5.00	5.00
	Std. Dev.	.50000	.57735	.00000	.50000	.57735	.00000	.00000
16–20	No. of Respondents	6	6	6	6	6	6	6
	Mode	4.00	5.00	5.00	5.00	5.00	5.00	5.00
	Std. Dev.	.54772	.00000	.51640	.51640	1.21106	.81650	.51640
> 20	No. of Respondents	26	26	26	26	26	26	26
	Mode	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	Std. Dev.	.81240	.90554	1.15092	1.16883	1.11562	.85934	.73589

Note. Q – Question

Source: Authors' research

According to the results shown in the table, with the number of years of service, the leader-follower relationship improves (Stojanović-Aleksić et al., 2016). These facts speak in favor of the fact that daily cooperation with employees, builds trust in the leader, and thus improves the relation-

ship between leader-follower. By working together, followers learn from the leader, but the leader also learns from the followers and adapts his leadership style to the needs and types of followers. This inevitably brings about an improvement in the quality of the leader-follower relationship.

5. DISCUSSION

In the conducted research on leadership styles from the behavioral aspect, it was concluded that there is no ideal behavior of leaders that can lead to certain effectiveness in relation to subordinates. The effectiveness of the leadership style depends on the behavior of the leader, as well as on the type of task being performed (highly formalized and the frequent task or new and unknown task) and on the type of followers (their independence, knowledge, training, etc.).

The conducted research on a sample of persons from the Ministry of Defense confirms the research conducted so far (studies conducted in Ohio and Michigan). Employees least prefer task-oriented leadership, i.e. directive leadership style. The most preferred leadership style is employee-oriented leadership. It is this conclusion that supports the importance of behavioral leadership theory. No matter how much the leader with his appearance, knowledge, moral qualities and intelligence provokes respect from the followers, in most cases the leader will be more effective who understands the employees, influences their self-confidence, and „gets" the most out of each employee with his support.

The limitation of this research is reflected in the small number of respondents in relation to the number of persons employed in the public sector, i.e. persons employed in the Ministry of Defense. Another limitation is the specificity of the Ministry of Defense as an organizational unit, and the existence of justified concerns that the sample does not reflect the factual situation in the entire public sector.

The Ministry of Defense has a much „stricter" hierarchical and organizational structure and highly codified rules of operation and conduct than other organizations in the public sector, and the question can justifiably be asked whether the Ministry of Defense can be taken as a representative sample of the public sector for leadership testing. A limitation of the research is the potential giving of „socially desirable answers" by the respondents. This does not reflect the true attitude and opinion of the respondents and does not give valid research results.

The scientific contribution of this research can be viewed from three aspects. The first aspect is to confirm the results of previous research which show that there is no ideal leadership style but that leadership behavior and style should be adapted to the situation, followers, and defined goal. Another aspect is the determination of the examined sample, that members of the Ministry of Defense prefer people-oriented relations and participatory behavior of leaders, although this is a whole in which, according to historical facts and organizational structure, a greater presence of task-oriented leadership is expected. The third aspect is the lack of numerous articles on the issue of leadership in organizations similar to the Ministry of Defense, and there is a certain scientific „gap" in research on this topic. The social contribution of the research is the fact that a step forward has been made in understanding the leader-successor relationship in the Ministry of Defense, and the practical application of the conclusions of this research can improve this relationship.

6. CONCLUSION

In leadership, the leader is not the only and most important factor. As defined at the beginning of the research, the leadership process is the cohesion between the leader, the follower, and the goal. The success of the leadership process depends on the existence of a correlation between the behavior of the leader, the characteristics of the employees, and the goal that is defined. We can have an ideal directive leader with a high degree of organizational ability, a precisely defined work plan, and deadlines for the execution of tasks, who constantly control the work of employees. Such a leader will be extremely effective in an organization where employees have a low degree of independence, depending on the control of their superiors, and perform tasks that they have not fully mastered. In contrast, in an organization where employees are independent with high knowledge of the processes they implement on a daily basis and which they have fully mastered, such behavior of leaders would at some times be counterproductive.

As the research concluded, the Ministry of Defense is not „immune" to the leadership process, i.e. to the establishment of a leader-follower relationship. Through the evolution of the leadership process and the emancipation of followers, "traditional leadership styles" (directive style or task-oriented leadership) are increasingly neglected and employee-oriented leadership styles are beginning to dominate. The Ministry of Defense, although historically a „rigid" organization, has recognized the need for evolution. This is evidenced by the fact that in 2008, the Ministry of Defense for the first time defined the personnel service as a general service of the MoD, that is, officers and non-commissioned officers of the personnel service were defined. Until that moment, the staff in the Ministry of Defense was dealt with by officers of other branches and services (infantry, artillery, quartermaster service, etc.). By defining the human resources department, importance is attached to human resource management, and thus importance is given to the leader-follower relationship. The leader (commander of the unit or institution) uses the personnel service as a link between him and his followers (employees in the MoD).

In accordance with all the above, in leadership, as well as in everything in life, it is necessary to find a measure. It is necessary to recognize the moment when the behavior of the leader needs to change (even to the detriment of the power that the leader has until that moment). If the moment is not recognized and the behavior is not adjusted to the situation or followers, the erosion of the leader's power is inevitable and perhaps irreversible.

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