
Denotation of Leadership Efficiency

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Abstract:

Purpose: Identification of the term efficiency on the basis of the literature on the subject and description of the author's concept of leadership efficiency.

Design/Methodology/Approach: Despite the constant interest in the issues of efficiency, the literature on the subject does not provide a clear answer to the emerging doubts regarding the essence of efficiency and the possibility of its maximization. Efficiency is an ambiguous and variously interpreted concept. The article reviews the literature on the conceptual framework of efficiency with an emphasis on leadership efficiency. Then, an original concept of leadership efficiency was proposed, the basis of which is value for the client. The proposed concept was developed using the deductive method, i.e. inferring from what is general about what is special.

Findings: An original concept of leadership efficiency.

Practical Implications: Ability to choose the leadership cap. On an assessment or self-assessment basis, it allows leadership to be placed at an effective level.

Originality/value: It can be a kind of a signpost for orientation as to the direction of actions aimed at improving the efficiency of leadership.

Keywords: Efficiency, political, social, business leadership.

JEL classification: C13, C22, C53, F31, G11.

Paper Type: Research study.

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1. Introduction

The pace of changes taking place in the environment (e.g. socio-political) is currently not conducive to maintaining stable conditions for the functioning of the organization (Puszko, 2018; Puszko and Machowczyk, 2009; Osbert-Pociecha, 2005; 2006). The mechanism of competition causes the desire to be more and more efficient from individual entities, undertakings or processes. The need to be flexible, innovative and efficient is therefore a basic imperative for the functioning and development of economic entities. Despite the constant interest in the issues of efficiency, the literature on the subject does not provide an unequivocal answer to the emerging doubts regarding both the essence of efficiency and the possibility of its maximization. The multitude of research proposals translates into a multitude of approaches used. And although it may seem that a given approach is more appropriate for explaining the issue under study, it is worth looking at efficiency from different perspectives and through the prism of several different theories. Perhaps the combination of various approaches will allow to better capture the complexity of the considered construct and increase the usefulness of research in the area of efficiency (Puszko, 2018; Majowska, 2012).

The aim of the article is to identify the term efficiency based on the literature on the subject and to describe the author's concept of leadership efficiency.

2. Theoretical Basis of the Concept of Efficiency

According to the dictionary of the Polish language, efficiency means performance, effectiveness (Sobol, 2002). In economics, the concept of efficiency is derived from the definition of social welfare, building Bergson's social welfare function, which is a set of value judgments. According to Samuelson and Nordhaus (2005) efficiency is the most effective use of society's resources in the process of meeting people's shortages and needs. Moreover, they point out that efficiency is the process by which the public extracts maximum satisfaction from consumers by the means available. Efficiency is assessed on the basis of the ratio of the results achieved to the inputs required to obtain those results. Efficiency is an expression of the ratio of effects to inputs (Skrzypek, 2012; Pasieczny and Więckowski, 1987). According to Acocela (2002) economic efficiency is shaped by dynamic efficiency, which includes adaptive and innovative efficiency. Adaptive efficiency is a measure of the company's ability to adapt to changes in the environment and the ability to properly solve related problems. Innovation efficiency is a measure of a company's ability to innovate.

The issue of efficiency occupies a central position in the discipline of management science (Barłożewski, 2017). So far, however, no single commonly accepted approach to its understanding, measurement and evaluation has been developed. In the Polish literature, the sources of the definition of this term can be found in praxeology, where, according to Pszczołowski (1978) it means a positive feature of

actions that give a positive assessed result, regardless of whether it was intended (effectiveness and effective) or unintentional (action) only effective. In this definition it is mentioned that the concept of efficiency is often used interchangeably with the terms "effectiveness" and "efficiency".

Kieżun (1978) indicates - also referring to the achievements of praxeology - that efficiency occurs in several forms. These are, efficiency, profitability, economy (the most important criteria) as well as cleanliness, accuracy and reliability (supplementary criteria). In this approach, the action will be considered the more efficient, the more of the mentioned forms of efficient action it contains. It adds that an efficient action must, at least to a minimum extent, achieve the intended goal, i.e., be effective. In the literature on the subject, apart from the approaches presented above, there are a number of other approaches to the interpretation and definition of the concept of efficiency. The definition of the term efficiency in the management literature is presented in Table 1.

Table 1. *Defining the term efficiency in management literature.*

Author	Definitions of efficiency
Zieleniewski (1974)	A quantitative feature of an action, reflected in the relation of utility effects obtained at a certain time and aimed at satisfying the recipient's needs (...) and the expenditure (resources) necessary to achieve this effect, incurred over time.
Rüegge (1975)	It comes down to identifying and analyzing the relationship between total system effects and system inputs.
Gzuk (1975)	It determines the ratio of inputs to achieved results, adequate to the goals assumed in the action program.
Drucker (1976)	It is conducive to achieving the intended goal, expresses comprehensive relations of effects to incurred expenditure, and is subject to structural and dynamic assessment.
Pszczółowski (1978)	It means a positive feature of actions that give a positive result, regardless of whether it was intended (effective and efficient action) or unintentional (only effective action).
Pasieczny, Więckowski (1987)	It is assessed on the basis of the ratio of the results achieved to the inputs required to obtain these results.
Bielski (1992)	The result of a specific project undertaken as part of the activity of an economic entity, which is a factor in the relation of effects to incurred expenditure.
Drucker (1995)	Degree of goal achievement.
Stoner, Freeman, Gilbert (1997)	A measure of efficiency and effectiveness, a measure of the extent to which set goals are achieved.
Penc (1997)	Organizational effectiveness is the company's ability to adapt to changes in the environment on an ongoing basis and strategically and to use its resources productively to achieve the adopted structure of objectives.

Skrzypek (1999)	Efficiency can be understood as the cost-effect relationship, the ability to quickly adapt to changes, a measure of the organization's ability to implement the strategy of achieving goals.
Wrzosek (2005)	The efficiency category refers to the relationship between the effects of an action and the inputs required for the appropriate degree of goal achievement.
Kamińska (2007)	The process of achieving maximum consumer satisfaction with the available resources.

Source: (Zieleniewski, 1974), (Rüegge, 1975), (Gzuk, 1975), (Drucker, 1976), (Pszczolowski, 1978), (Pasieczny, Wieckowski, 1987), (Bielski, 1992), (Drucker, 1995), (Stoner, Freeman, Gilbert, 1997), (Penc, 1997), (Skrzypek, 1999), (Wrzosek, 2005), Kamińska (2007).

Efficiency can be understood as an effort-effect relationship, the ability to quickly adapt to changes, a tool for measuring effectiveness and efficiency, the speed of response to market challenges and expectations (Skrzypek, 1999), the process of achieving maximum consumer satisfaction with the use of available resources, a measure of the organization's ability to strategy implementation and goals.

Efficiency is a complex, aggregate category, and its concept evolves along with the evolution of enterprises (Łobos and Mazur, 2016). The interpretation of efficiency presented in Table 1 indicates the multifaceted and multidimensional nature of this term. The dimensions of efficiency in the evolutionary perspective are presented in detail (Puszko, 2018).

There are also two types of efficiency in the literature: organizational efficiency and management efficiency. The efficiency of an organization is understood as its efficiency and effectiveness, measured by the degree of its achievement of appropriate goals. Leadership efficiency is a measure of a manager's effectiveness and efficiency, a measure of the extent to which he sets and achieves relevant goals. With regard to efficiency, there are two points of view: internal, which focuses on the issues of classically understood productivity, and external, which takes into account the opinions of customers regarding the value they perceive (Skrzypek, 2012). To conclude the considerations so far, the following attributes of the term efficiency can be specified:

- the principle of shaping and evaluating relationships is nature,
- a multidimensional category, which is a "resultant" of effectiveness, efficiency, productivity, profitability, adaptability and anticipation, innovation, etc.,
- is the basis for multi-criteria assessment of decisions and undertakings,
- a measure of the ability to implement the strategy and the realization of the company's goals and a tool for building its competitive advantage,
- determinant of the improvement of management processes,
- a key element and determinant of the company's success and development,
- equifinality, meaning reaching the desired efficiency through various paths (Blaik, 2015; Puszko, 2018).

When analyzing efficiency from an evolutionary perspective, it can also be seen that more and more attention is paid to the analysis of non-material aspects. This changes the perspective on the efficiency of enterprises, as it requires taking into account other areas of operation than before (Barłozewski, 2017). Efficiency relates to the economy, business, enterprise, process, finance, decisions, investments, motivation, etc. (Juchniewicz, 2005; Kamińska, 1999). It can also be considered in terms of leadership.

3. Leadership Efficiency

Although the interest in the practice and development of leadership skills has spanned thousands of years, leadership itself is both the most widely studied and the least understood (Kosy and Książek, 2014). This tendency is already visible on the basis of definitions. The definitions of leadership are presented in (Puszko and Małyśiak, 2020). For the purposes of this article, leadership is any activity that affects the attitude of the group (Morris and Seeman, 1959).

In the literature on the subject, there are 5 main trends in leadership efficiency (Hogan, 1994; Austen, 2010):

First, leaders can be judged on the actual performance of their teams or organizational units. And so, in the first case, the efficiency of leadership can be measured by determining the attitude of followers, the level of commitment or motivation to work. In the latter case, leaders are seen as effective when the organization achieves positive results (Eagly, Karau, and Makhijani, 1995; Howell and Costley, 2006; Austen, 2010).

When reviewing the literature on leadership effectiveness, one can find ambiguous views on the relationship between leadership and organizational performance. The following measures of results are used: profitability, productivity, cost per unit of production. On the one hand, researchers such as Yukl and Van Fleet (1992) write that leadership is key to organizational performance and profitability, on the other hand, there are also different positions. For example, Thomas (1993) believes that while he believes leadership is related to performance, it is difficult to find convincing evidence.

Waldman, Ramirez, House, and Puranam (2001) even state that there is no relationship between leadership and organizational performance. Instead of relating the leader's actions to the organisation's performance, leadership efficiency can be viewed in relation to the success of their projects. In this perspective, however, most researchers evaluate the efficiency of leaders in terms of the consequences of their actions in relation to their followers and other stakeholders. The results of effective leadership may be the development of leaders, groups or organizations, their preparation to deal with a change or crisis, the satisfaction of followers with the leader, employee involvement in the implementation of the organization's goals,

high leadership position. Most often, leadership effectiveness is measured by the extent to which its group / individual achieves its goals (Dhar and Preshant, 2001).

Secondly, the leadership efficiency can be assessed by their superiors, subordinates or colleagues of the leaders. Hughes, Ginnett, and Curphy (1999), stated that in order to assess the success of leaders, one should ask subordinates about their level of satisfaction or the perceived effectiveness of the leader. Therefore, determining whether a given leader can be considered effective is often based on the opinion of those working with him (McCauley, 2004). An important indicator is the attitude of followers towards the leader, which refers to the ability to meet the needs and expectations of subordinates, their commitment and respect for the leader. This can be measured by the level of retention, absenteeism, complaints, performance degradation. Sometimes the leader's performance is measured by the leader's contribution to the quality of group processes, group cohesion, increased cooperation and motivation, lowering the level of conflicts between group members, and improving the speed and quality of decisions (McCauley, 2004; Austen, 2010). It is worth noting that, according to Hogan and Gordon (1994) the assessment made by subordinates may contribute to the improvement of leadership effectiveness. Research shows that leaders who receive feedback on their performance improved their performance.

The third category of studies assesses the potential of leaders on the basis of interviews, simulations, and assessment center. Much of the discussion on leadership effectiveness is devoted to the person of the leader and his characteristics. Among the factors that determine effective leadership, the most important are competences (characteristics of a person resulting in high results), weaknesses (often treated as a lack of competences), behavior (observable actions), knowledge (concerning leadership and the specific context of leadership), experience, level of maturity (understanding oneself and the environment), and the style of leadership.

Fourth, it is also possible for leaders to self-evaluate. While this way of judging says little about actual leadership performance, for leaders who tend to overestimate their performance, Hogan and Curphy (1994) and Austen (2010) consider themselves to be a symptom of leadership deficiencies and show that the lack of competence is usually equated with such factors as lack of trust, reluctance to maintain discipline, inability to make decisions, excessive control.

Thus, efficiency can be measured in two ways: objective (process-oriented) measurement is made using financial indicators or the degree of achievement of goals, such as, for example, profit margin, market share, profitability, and subjective (result-oriented) measurement using measures based on the assessments of subordinates, superiors or colleagues (Hartman, 1999; Austen, 2010). The efficiency of a leader may take a direct or an indirect dimension. Direct efficiency refers to the leader's decisions and actions that have a direct impact on what is done and how it is

done. Indirect efficiency refers to the leader's decisions and actions that are mediated by other variables (Dhar and Prashant, 2001).

4. The Concept of Leadership Efficiency

Despite the fact that the efficiency of leadership has been of interest to researchers since the second half of the last century, it is still insufficiently operationalized and methodologically founded (Oyinlade, 2006). This has become a premise for the development of an original concept of leadership efficiency, which is based on value for the client.

Efficiency - is achieving maximum value for the internal client and external client in terms of political, business and social leadership. When analyzing the effectiveness and theories of leadership, it can be seen that there is a very large amount, variety, liberalism and lack of dichotomy related to their typology. This is due, inter alia, to the fact that the research on the phenomenon of leadership is carried out by specialists in several social sciences: the science of organization and management, political science, and sociology. And each of them uses different tools and techniques (Afryka, 2014).

For the purposes of this article, the following classification of leadership theory from the domain point of view was adopted:

1. Political: It concerns the field of science dealing with politics and methods of exercising power (political science) (<https://sjp.pl/politologia>). Politics is treated as the activity of state authorities, the activity of some social group or party aimed at gaining and maintaining state power, and skilful and diplomatic action in order to achieve certain goals (<https://sjp.pl/polityka>, 2020). According to Lexicon of political science (Antoszewski and Herbut 2002) political leadership is based on the ability to gain supporters through the belief that there are common goals, values and aspirations. It means the relationship between a political leader and his (her) supporters, occurring in a specific environment, and the main field of activity is the sphere of politics. A political leader is a person who, thanks to dealing with politics and specific personality traits, initiates, manages and unites the activities of the group thanks to his position. One can become a political leader through the influence of personal or institutional authority. The issues related to stress in the discussed area, with an emphasis on the military, are presented in Ciosek (2006).

2. Business leadership: It relates to organization and management and can be analyzed on several levels (Aftyka, 2014):

- psychological - business leadership gives the leader and participants in the leadership process a sense of a certain ability to perform tasks that bring specific financial benefits and satisfaction. Feeling of material security and fulfillment, satisfaction with a job well done.

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- practical - in business leadership, the knowledge, skills and competences of process participants translate into effective practical application, in particular: the ability to select and manage human, material, financial and information resources in order to successfully perform economic tasks. The following are also of practical importance: dynamics of economic processes, competitiveness of business ventures and innovation.
 - theological - the business leadership process seeks to deliver value to the marketplace to obtain a financial benefit in the form of profit. At the same time, it dynamizes the development of competitiveness, and above all, the innovation of the organization in order to increase its market share.
 - educational - business leadership aims to enable the participants of the process to acquire knowledge in the field of economics: economic doctrines and organization concepts, contemporary economic systems, organizational forms of business ventures and management. As well as the ability to model and predict the course of selected processes in an organization or institution using advanced methods.

3. *Social leadership*: It concerns the science of society (sociology) (<https://sjp.pl/socjologia>, 2020) and includes:

- functionalism, characterized by perceiving society as a system maintained in a state of equilibrium by internal self-regulating mechanisms and explaining individual social phenomena by indicating their functions, i.e. the impact they have on the whole of the social system within which they occur, and especially how they contribute for its survival;
- the theory of conflict, the special feature of which is focusing attention on the various conflicts that occur in each social system, throwing it out of balance and causing change;
- a theory of social exchange, which focuses on explaining human behavior (and the functioning of complex social structures) as an endless series of acts of exchange of rewards and punishments between individuals;
- symbolic interactionism, emphasizing the reflective nature of social activities and paying special attention to the processes of shaping the "social self" of an individual during interactions (mutual interactions) with other individuals;
- phenomenological sociology with its empirical variety, which is ethnomethodology;

It is particularly distinguished by its focus on the study of the "experienced world" (everyday) of human beings and the programmatic disregard for objectivized social structures, to which research was given special importance by the "traditional" sociology she criticized (<https://encyklopedia.pwn.pl/haslo/socjologia;3977137.html>, 2020).

According to Szczudlińska and Kanos (2010), social leadership can be understood as:

- a certain ability to win followers, influence, create visions and stimulate people to act in order to achieve a common goal,

- as a process of influencing people operating in public and non-governmental organizations in order to achieve common goals.

Social leadership should consist in cooperation and permanent communication with people and the maximum use of opportunities, attitudes, behaviors, and values of group members and community. It is leadership where action is taken, it creates situations that determine initiative, and it empowers people to act. Social leadership is not just representation - an activity based on one-sided message. A social leader is to be an animator, sponsor of innovation, designer, not a ruler or even a guide. The decisions taken should be an implication of a partnership consensus and not a result of the ruling position of the decision maker. Therefore, social participation is crucial. It is a serious mistake to identify a leader - a social leader with a person holding public office by choice. It is incorrect to say that every local government official is a social leader. Of course it can happen, but the reality shows that it is usually only a representative of the society. He is, of course, supposed to meet the expectations of his voters and fulfill his program promises, but this gives grounds for calling him a social activist.

With regard to the term client proposed in the definition of leadership efficiency, it should be noted that in sciences (e.g. economics) it is difficult to clearly define this concept. It is related to the broad perspective of its perception and the role it plays (for example in the market). According to the literature (Rogala and Borys, 2011), the key criterion for classifying customers is their separation in terms of their perception. You can distinguish between internal customers, i.e. those who are inside the organization, and external customers, i.e. those who actively operate outside the organization. Employees of the organization constitute the leading position among internal clients.

The world literature on the internal client is relatively scarce. It is based on the results of research papers published in scientific journals (Hauser, Simester, and Wernerfelt, 1996; Brooks and Lings, 1999; JunShCai, 2010); Gurjeet, Sharma, and Seli, 2008; Mosahab, Mahamad, and Ramayah, 2010). The first research works appear in the 1990s and capture the internal client in a narrow / one-dimensional range. Only a few works in the above-mentioned period treated the internal client in a broader scope, i.e., the internal client - the internal supplier (Hauser, Simester, and Wernerfelt, 1996). The terminology standard PN-EN ISO 9000, 2006 presents the definition of a customer that "touches" the concept of an internal customer. Paying attention to the internal customer resulted, among others, in that the slogan "customer our master" has taken on a broader dimension and led to the equalization of internal and external customers in rights and obligations (Bank, 1996; Bugdol, 2003; Sikorski, 2002; Goranczewski and Szeliga-Kowalczyk, 2017).

In this context, the leader is treated as a job provider with internal and external clients. The internal client is a person who is directly in the leader's field of influence and receives the results of the work done by the leader. It can be an employee of the

company, a member of a political party headed by a leader, or a soldier. An external client is a person who is indirectly in the leader's field of influence and receives the effects of the work done by the leader. In the case of political leadership, it can be society, in the case of business leadership, the person purchasing the company's products or services.

The efficiency of leadership is measured by the customer value indicator, i.e. a measure for the calculation of which uses ratings according to criteria and weights assigned to criteria, and is calculated according to the formula:

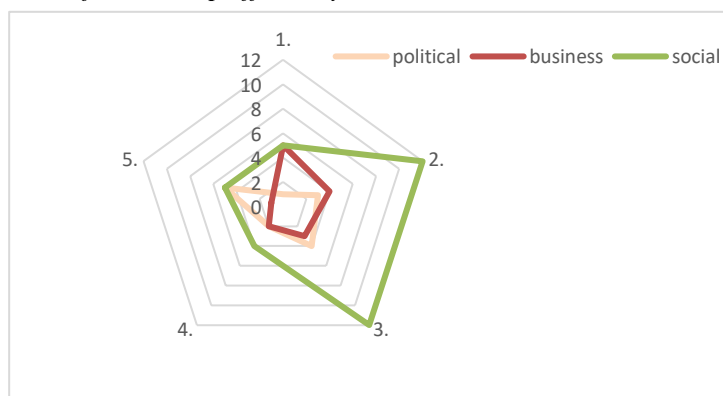
$$V = \sum_{n=1}^N I_n \cdot P_n \quad (1)$$

where, V - value index, I_n - weight of n criterion, P_n - evaluation according to the criterion (Bozarth and Hanfield, 2007).

The concept of leadership efficiency in a model approach is presented in Figure 1. The developed model makes it possible to choose the level of leadership. On an assessment or self-assessment basis, it allows leadership to be placed at an effective level. It can be a kind of a signpost to orientate yourself as to the direction of actions aimed at improving the effectiveness of leadership.

The proposed concept and model were developed using a deductive method (i.e. inferring from what is general, about what is special (http://www.edupedia.pl/words/index/show/493649_slownik_filozoficzny-metoda_dedukcyjna.html)(2020).

Figure 1. Model of leadership efficiency



Source: Own study based on source: See, Table 1.

5. Summary and Concluding Comments

Efficiency is an ambiguous and variously interpreted concept. The article recognizes the concept of efficiency, leadership effectiveness and describes his own concept of effective leadership.

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