The Style of Leadership in the Perception of Managers and Their Leaderships

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Abstract: The research whose results are presented here had the objective of identifying the leadership style adopted by the managers of a language course, in the perception of the managers themselves and their leaders. The theoretical basis was based mainly on Rensis Likert and Patricia Pitcher, leading scholars who propose taxonomies to classify management styles. Based on the classifications proposed by them, a questionnaire was developed, which was applied to employees of the company studied and managers. Another method of data collection used was to conduct an interview with the managing partner. The research also included analysis of internal documents of the organization. The results show that, according to the Likert taxonomy, the employees classify the style of their managers in a position between the consultative and the participatory. The leaders also revealed a perception about their own leadership behavior very close to that which was manifested by the leaders. In the classification proposed by Pitcher, both the workers and the managers expressed the perceived predominance of the style called "artisan", with some influence of the "artist". The expression of autocratic Likert (1971) or technocratic Pitcher (1995) styles was not mentioned, which reveals a favorable aspect to the achievement of the strategy adopted in the organization, which seeks to be, as declared by the managing partner, markedly entrepreneurial. However, there were some discrepant points in the perception of the leaders and leaders, who, although they have not manifested themselves in a very significant intensity, can serve as a subsidy for management development actions of the organization.

Key words: leadership; leadership styles; people management

JEL codes: M2

1. Introduction

Since the advent of the so-called School of Human Relations, in administrative theories, concern has spread about the psychosocial environment and people within organizations. Since then, the leadership has begun to be studied, in order to identify the behavior models accepted by the leaders and their implications in the organizational environment. "Leadership research moved away from studying the characteristics of the leader to place greater emphasis on the things he did: the leadership style of the leader" (Marquis, Huston, 1999, p. 37). Leadership style has become the key to achieving organizational results despite the influence of cultural elements.

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Nowadays, there is a transformation in work environments and social media subjects that are engaged in senses and values because people are living in an era that seeks to show society what they are and what role they play in the organization. This is confirmed in Gidden's view that "instead of entering a period of postmodernity, we are reaching a period when the consequences of modernity are becoming more radicalized and universalized than before" (Giddens, 1991, p. 13).

From this perspective, we see the need to investigate how leadership styles are applied in organizations, since people management has become increasingly complex and challenging for both leaders and their leaders. Leaders' decisions have a strong potential for influencing individuals' behavior and social structures, since today's society is characterized by freer individual consciousness and strong interdependence among members of organizations. These characteristics reveal the importance of determining how the leadership styles in companies have been adopted and their impact on workers.

The research, whose results are presented here, was developed in an organization providing service in the education sector, specialized in the teaching of foreign languages located in Juiz de Fora, MG, Brazil. The performance of research in this organization was conditioned to its non-identification. Thus, it will be called, in this work, as "Company X".

Responses were sought for the following problem situation: What is the leadership style adopted by the managers of the company studied, in the perception of the managers themselves and their leaders?

The general objective was to identify the style of leadership that has been predominantly adopted by the managers of the company studied, in the perception of the managers themselves and their leaders. As specific objectives, the following were adopted:

- Distinguish the main characteristics associated with each style of leadership;
- Identify how these characteristics are perceived in the organization's day-to-day life.
- Identify how company managers review their leadership;
- Raise how the company's employees analyze the leadership to which they are subjected;

The relevance of the study can be attested by the fact that, recently, there has been a change in the behavior of individuals in their work environment, in what they are and represent in society. By consulting the literature, one identifies an inversion of historical facts in which the human figure was seen only as a disposable and acceptable object and, today in this new perspective, man is considered as central figure of the organization. Organizations are expected to respect, leadership and team spirit as well as the valorization of the human figure as a driving force in the dissemination of knowledge.

Thus, there is a need to investigate how leadership styles in organizations have been applied, as the current leadership has become increasingly complex and challenging for both leaders and leaders. It is important, therefore, a verification of how the leadership styles in companies have been adopted, analyzing how they are perceived by the leaders. From this analysis, more precise information can be gathered for the organizations in the improvement of the relations between leaders and led. Subsidies can also be generated for future investigations on the topic raised. In addition, the managers of the company studied will be able to use the search results as subsidies for future leadership development plans.

As for the delimitation of the research, the theoretical basis is the statements of Lakatos and Marconi (1999), who report that delimiting a research is to establish limits for the investigation. The delimitation can be in relation to the aspect, to fix circumstances, especially of time and space that will be covered by the research, to the extension and a series of other factors that will be judged concomitantly to the limitations of the investigation. The

research presented here, being a case study, specifically focuses on the analyzed company, taking into account its characteristics and the market of action. The conclusions reached cannot therefore be generalized to other organizations.

The issues of psychological impacts that may arise from each alternative that could be adopted by the organization's leaders were not considered. The lack of consideration of these aspects is justified by the need to narrow the research focus and limitations of the researcher himself, graduating from the Administration course without a specialization in the area of Psychology.

It should also be emphasized that the research was based exclusively on the perception of those involved - leaders and leaders, not using other indicators.

This paper is structured in six sections, including this introduction. The next one is devoted to the presentation of the theories studied, which served as theoretical framework of reference to research. The third highlights the methodology followed. Then, it comes to the section dedicated to the presentation of the company studied and the analysis of the results obtained in the field research. Finally, we present the conclusions that the study allowed to arrive and final conclusions.

2. Literature Review

For the better conduction of the research, it became necessary to search for support in theories that approach subjects related to the object of study. Thus, this chapter highlights the contribution of scholars on the theoretical basis that was based mainly on Rensis Likert and Patricia Pitcher, scholars who proposed taxonomies to classify managerial styles.

2.1 Leadership Styles

In addition to the contribution of Rensis Likert, one of the classic authors and precursors of the studies of this theme, highlighted above, are approached following the proposals of some scholars of so-called behavioral theories. In the end, the studies of Patricia Pitcher on leadership, which represent a more contemporary perspective on the study of the theme.

2.1.1 Leadership Behavioral Theories

Among the behavioral theories, it is also necessary to present the theory of leadership styles.

One of the first surveys on leadership behavior was co-ordinated by Lewin (Robbin & Coulter, 1998), identifying three basic styles: autocratic, democratic and laissez faire.

- Autocratic style: it is linked to the centralized leader who makes the unilateral decisions, determining the tasks, leaving no room for participation for the leaders.
- Democratic style: the leader involves his subordinates in the decision-making process, encourages the participation of all and seeks to delegate authority.
- Laissez faire style: leave the group at ease to deliberate on the work to be done and how to do it. (Robinson & Coulter, 1998).

Both within the academic and business worlds, leadership are one of the fastest growing branches of study. As already mentioned by the several authors cited, leadership is a relational phenomenon that exists within a universe of interests and achievements that has become a matter of organizational order. That is, "it is the process in which the individual exerts influence over a group of individuals to achieve a common goal" (Northouse, 2004, p. 3). In the same direction, for other authors such as Behling, Rauch and Yukl (1998, pp. 2-3), "leadership is the

process of influencing the activities of an organized group toward the achievement of a goal."

As Northouse (2004) asserts, it is a theme with universal and instigating appeal, analyzed by theories with different focuses. In the first place, we find the theories that developed with a focus on the leader (Stogdill, 1974; Blake & Mouton, 1985). At the other moment, we focus on the context of leadership (House, 1971; Fiedler, 1993; Hersey & Blanchard, 1993). In a third moment, the focus is on the interaction of the leader and his follower (Dansereau et al., 1975). The most recent studies focus on the changes that leadership and the leadership process aim to achieve (Bass, 1990; Heifetz, 1998).

Thus, each of these different moments will be discussed, and the two last mentioned previously will be given more relevance for the object of study in question of the present research; contextualizing with the views of the several authors discussed in this study.

2.1.2 Leader-oriented Theories

These theories that emphasize the leader's role in the leadership role value the "Great Man" theory. It is believed, in this theory, that leaders are born with certain characteristics that justify them being the leader and the difference of the other followers because they do not have personality traits. The personality traits were triggered from studies conducted by Stogdill (1974), who began to study those who most influenced the exercise of leadership.

According to Northouse (2004), some of the main features of this theory are: intelligence, self-confidence, determination, integrity and sociability. It should be noted that trait theory does not represent any kind of leadership styles. In addition, the key to the studies was the determination of individual characteristics related to a person's personality that assist in the exercise of leadership.

2.1.3 Context-Oriented Theories

One of the most widespread context-oriented theories in the literature is Situational Theory (Hersley & Blanchard, 1993). This chain states that each situation will have a demand for leadership practice according to the situation in which the leader is involved. In this sense, there are two thoughts that can be played by the leaders: the support behavior that is focused on the people through the stimulus to communication and the behavior of direction that has its core in the tasks, through presentation of objectives and orders.

Another theory of this group is the contingencial (Fieldler, 1993). This approach places the context in the first instance by evaluating the three situational variables that are: leader-follower relationships, task structure, and positional power.

In another study about the theory focused on the organizational context, we find the theory Goal-Path (House, 1971). It comes out of the assumption that those who are led will have a higher level of motivation as they feel free to carry out the tasks of their responsibility. According to the same author, four leadership styles are identified:

- Participatory leadership: the one in which the leader provides all the necessary instructions for accomplishing the tasks including what the leader expects of each employee.
- Support leadership: it is the friendly and accessible behavior of the leader in relation to its leaders, seeking to meet their needs.
- Participatory leadership: it is the style that opens the way for those who are able to participate in the organizational decision-making process.
- Results-oriented leadership: it is the leadership style that challenges each one of the leaders to carry out their tasks at the highest levels of efficiency.

Another context-focused approach is the Theory of Times. According to Hill (2004), teams are defined as groups composed of interdependent members, who share common goals, and who must coordinate their activities to achieve collective goals. It is understood that the primary function of the leader is to assist the team in achieving the goals by holding it together.

2.1.4 Theory Focused on Leader-Led Interactions

Dansereau et al. (1975) deal with leadership from the interactions and relationships established between the leader and his or her leaders. This approach presents two types of interactions between the leader and the leader, being: in group relationships, which are based on expanded responsibility and for the performance of the leaders. And out group relations are those that are restricted to the definitions previously established in the formal contract of each subordinate.

This relationship is found by Northouse (2004, p. 153) where he says: "The core of this theory is the attempt that leaders and subordinates are closely based on the formal hierarchy."

2.1.5 Theories of Change

Transformational Theory configures how a process of leadership modifies and transforms those led (Nothouse, 2004). That is, it refers to the "ways" that the leader uses to persuade others by raising the level of motivation and morality of the leader and led.

Turning on this issue, Bass (1990) states that the process of transformational leadership can be based on the charisma of the leader to generate radical transformations in the work environment by communicating the great expectations that must be achieved.

In Heifetz's (1994) conception, the leader's work is not about transformation, but about the adaptation of the group to a certain challenge, to what he called adaptive work. In other words, the author affirms that people cannot break with their behavior patterns, that is, they must adapt the organization and its people, whenever their deeper beliefs are highlighted, or when the values that lead them to success become irrelevant to the moment.

Therefore, the theories focusing on change are aimed at valuing the self-esteem of those led by the leader's performance, which in turn will impact unanimously on the organization as a whole. From the observation of these theories, it is verified that the leader needs to have flexibility in the relation with the led ones, alternating his style of action in function of the situational aspects.

The next section discusses the leadership study developed by Pitcher discussing the three types of leaders found by the author, namely: The Artist, The Craftsman and the Technocrat.

2.2 Study of Pitcher Leadership

In the study of Pitcher (1995) published in her book "Artists, Craftsman and technocrats: the dreams, realities and illusions of leadership", the author's notes were made using the method of longitudinal research carried out by and then published in his book.

The study was the result of eight years of research conducted by the author under the guidance of Professor Henry Mintzberg, seeking to identify leadership profiles and their impact on organizations. In her publication, the author approaches the topic management and leadership from the analysis of the profile and the posture of its managers, reaching three types of leaders artists, craftsmen and technocrats.

One of the presuppositions adopted in this author's studies is that emotion interferes with decisions. According to her, society has put in power men and women who appear to be more objective, cool and calculating, less emotional — the Technocrats.

The point is that, according to the author, the most commonly accepted assumption is wrong: now science is

beginning to prove that, while emotion may hinder judgment, its absence can also do so.

That is, when you study leadership, you cannot leave aside the emotions that are based on the relationship between leaders and their leaders. Corroborating this understanding, Jim Kouzes and Berry Posner (2008, p. 22) in their book "The New Challenge of Leadership" state that leadership is a relationship between those who aspire to lead and those who choose to follow them. So it is the quality of this relationship that matters most when one is willing to do something truly great. A leadership relationship characterized by fear and mistrust will never produce anything of lasting value. However, a relationship characterized by mutual respect and trusts will overcome the greatest difficulties and leaves a significant legacy.

Thus, according to Pitcher, it is common to find people in power with high intellectual capacity, analytically brilliant, and rational, but who have a proven negative judgment. In this sense, the author throws light on three myths in concluding that leadership depends on the leader's interaction with time and context, stating that they are interrelated. The first is that a specific type of leader is needed: the charismatic visionary. The second, and most pernicious, is that anyone can become a leader. The third affirms that if one teaches the leader how he ought to be, so he will be. For Pitcher (1995), it is essential that there be diversity in the management team: people who know how to inspire loyalty and participation, dreamers and people with a gift for details. The great trick is to keep them working together and in the same direction, avoiding the technocrats in positions of authority as they represent a great barrier to teamwork.

The following Table 1 presents adjectives, with each column representing the predominant characteristics in each leader profile, according to the author's surveys, namely: The Artist, The Craftsman and the Technocrat.

Table 1   Prevailing Characteristics In Each Leader Profile

Artist	Artisan	Technocrat
Unpredictable	Balanced	Rational
Funny	Friendly	Difficult
Creative	Honest	Uncompromising
Daring	Sensitive	Hard
Intuitive	Responsible	Intense
Stimulant	Trustworthy	Detail
Affective	Realist	Determined
Visionary	Stable	Boring
Entrepreneur	Reasonable	Stubborn
Inspiring	Predictable	Logical

Source: Pitcher (1995, p. 3)

In this way, Pitcher (1995) affirms that, in business reality, people have mixed characteristics, that is, of one and the other profile, being rarely identified by a single ideal type. Leaders, however, have central tendencies in one of these leader profiles cited by the author.

From a general perspective, the literary content addressed in the present research reveals that, although leadership styles have evolved over time, the autocratic style still predominates in Brazil, Brazilian cultural characteristics such as nepotism in job positions and in the market of work in general.

What is affirmed in the considerations of Arruda (2006; Motta & Caldas, 1997, p. 30): "Brazilian companies are marked by decisions that tend to be characterized by intense social interaction as well as by an active involvement of the superior leaders , usually authoritarian."

Thus, appreciating the contribution of the various authors mentioned in the theories discussed here, it is generally perceived that leadership is understood as a process of influencing team members in order to achieve the

goals of the organization as a whole. This means that a leader must always be critical, show resilience to changes in the environment and always know how to balance each challenge found in his leadership, ensuring his followers trust and loyalty in the goals delegated by the organization, having the participatory style as a beginning to exercise more effective leadership.

It is necessary, whenever necessary, to resort to other styles judged to be effective in that particular problem situation. For, since one cannot count on the standardization of human behaviors, one must try to understand how each style of leadership influences within each individual and its respective consequences for the results of the organization.

3. Methodology

3.1 Type of Research

According to the division proposed by Vergara (2005), the research can be classified as follows:As for the ends, it is explanatory, since it evaluates in an analytical way a problem situation, involving an in-depth evaluation of information about leadership styles in organization X, in an attempt to explain the context of a phenomenon and detailing the characteristics of a given situation with the aim of understanding it better. It is also applied, because it deals with a concrete reality, found in the investigated company.

As far as media is concerned, it has a bibliographic character, since the theoretical reference is based on publications such as books, scientific journals, academic materials and computer networks. It is also characterized as a field research, since it is carried out in the establishment where the element is studied, involving methods of information gathering such as interviews or observations. It is also a case study, since it analyzes a peculiar situation, restricting itself to an organization only, not ensuring, therefore, a generalization for the other organizations.

3.2 Method of Approach

According to Andrade (2001), the methods of approach are more general, being responsible for the reasoning used in the development of the research, that is, "[...] general procedures, which guide the development of the fundamental stages of scientific research."(Andrade, 2001, pp. 130-131). Among the methods of approach are the methods: the inductive, the deductive, the hypothetical-deductive and the dialectic.

In this perspective, the method of approach adopted was predominantly the deductive one, in which the thought traverses a path starting from general facts for particular facts. That is, it involves conclusions about phenomena from the known theories and the assumptions adopted. However, we have analyzed the predominant leadership styles in company X adopted by the leaders and the styles of leadership perceived by the leaders, highlighting some steps for the use of the inductive method.

3.3 Guidance

The research has adopted Quali-Quanti orientation, which, according to Patton (1987) allows to study the questions in depth and in detail and the categories of analyzes are not predetermined. In the research presented here, it was privileged the perception of the subjects investigated, their subjectivity, which typically characterizes the qualitative approach.

3.4 Data Collection

The data collection was carried out initially through bibliographical research, with consultations with books and scientific articles. At the field research stage, questionnaires were applied to the managers and employees who

exercised the leadership role in their respective manning areas in the organization studied. The questionnaires applied were adapted from the propositions of Ferreira et al. (2015), of which 15 were for employees and 3 were for company X, in 2016.

An interview was also conducted with the main manager of the company studied to gather information about the organization's history, its current configuration and plans for the future, thus subsidizing the construction of the chapter dedicated to the presentation of the case being studied.

3.5 Treatment and Analysis of Data

As already pointed out, a qualitative treatment was made, seeking to understand the phenomena from the point of view of the participants. The basic method was content analysis, correlating what was raised in the field with the theoretical basis of the reference.There was also a quantitative treatment of the data, and analyzes of the descriptive statistics were performed in the SPSS (Statistical Package for the Social Sciences) program.

3.6 Limitations of the Method

It is worth remembering that it is not possible to be objective in the qualitative methodology, because the subjectivity of the researcher is tied to the investigation. Even if one tries not to compromise the achievement of the established objectives, the researcher's subjectivity naturally manifests in this type of approach.

As already defined in the section dealing with delimitation, the study does not allow generalizations for other organizations, since it covered a single company, with its own peculiarities. Another restriction is that the questions of psychological impacts that may arise from each alternative that could be adopted by the leaders of the organization were not considered, which is justified by the limitations of the researcher himself, graduating from the Administration course without a specialization in the area of Psychology.

4. The Organization Studied

4.1 Characterization of the Company

The "X" company is a service provider within the educational segment and carries out the foreign language teaching activities (English and Spanish) with the "Y" franchise unit. It is located in the region of Juiz de Fora, Minas Gerais. Your history is summarized below.

4.2 History

According to data available on the website of the organization "Y", it is noted that it was created in 1973, in Porto Alegre, Rio Grande do Sul. It is inserted in the education sector, specifically specialized in teaching foreign languages (English and Spanish), attending from the demands of the children's public to those of the adult public.

Upon receiving significant acceptance from its target public, it was decided to inaugurate other units around the state of Rio Grande do Sul and also in the interior of the state of São Paulo. From the 1980s, the "Y" organization achieved satisfactory growth in its market by deciding to adopt the franchising system. In 1998, the National Administration of the company "Y" was inaugurated, in the district of Paraíso, in São Paulo. Currently, according to data provided by the company, it has 605 units covering the entire national territory. In addition, it has a quantitative of 500 thousand students.With regard to the main technologies and equipment used by the organization studied, it is noticed that it uses online platforms which, according to management's statements, allow students to interact more dynamically and interactively with the learning tools. The following is a brief history of the franchisee in the region of Juiz de Fora, Minas Gerais.

4.2.1 Brief History of the Franchise in the Region of Juiz de For a, MG

The enterprise of the "X" company appeared in the city of Juiz de Fora in the year 2000. The idea came about through a work that the current manager was developing at the time in one of the units of the company "Y" in the city of Rio de Janeiro. By identifying with the values of the company, the founder of the franchise decided then, together with her husband, to open a branch in the city of Minas Gerais. According to the testimony given by the founder in an interview granted, the decision was taken with great enthusiasm and also a challenging task for both, since they did not know much the city.

Other information given by the founder was that at that time I learned that three English courses had failed in this city, which left the clients of this region with a negative perception of this sector. Faced with this situation, instead of being discouraged, the founder says that managers have taken as a challenge to regain the trust of potential clients. For that, they highlighted, in the advertising campaign developed at the time, that the best language course in the city would be offered, which she believes actually occurred.

Still, according to the founder's testimony, the company was able to establish itself as the main cause of the success achieved by investing in a better infrastructure than those that had already appeared in the city by its competitors who did not succeed in this regard. In addition, the company "X" was also pioneer in the application of modern education technologies, thus obtaining a greater credibility and acceptance before its public more dynamically and interactively with the learning tools.

5. Analyses and Discussion of Data Obtained in the Field

This chapter presents the results obtained in the field research, performed as described in the previous chapter. The first section presents what was raised in the questionnaires applied in relation to the possible framework of management practices adopted in the taxonomy proposed by Likert (1971) presented in chapter two. In the later sections, analyzes are presented based on Pitcher's theory (1995), also discussed in the second chapter. And, finally, the characterization of the respondents.

5.1 Management Style, According to Likert Classification

In the following issues, those interviewed were asked to evaluate the behavior of their supervisors, marking, in each line, the column that best portrays the profile observed in them. Then the managers were summoned for a self-assessment answering this same questionnaire.The tabulation was done by assigning 1 point to each marking performed in the 1st column; 2 points for the 2nd column and so on. The calculated average allows us to observe which managerial style, according to the division proposed by Rensis Likert, the managers (leaders) of the company are more identified, using the criterion proposed by Ferreira et al. (2015), who consider the following division:

Table 2   Criteria For Determining Leadership Style

Measuring Media Band	Corresponding Style
1.0 to1.7	Autocratic explorer
1.71 to 2.5	Benevolent autocratic
2.51 to 3.4	Advisory
3.41 to 4.0	Participative

Source: own elaboration, based on the propositions of Ferreira et al. (2015)

As already pointed out in the chapter that presents the theoretical framework, Likert understands that leading is to make the best use of the capacity of individuals in the organization, favoring the productivity of the organization. In this conception, the leader should stimulate the group work and the exchange of ideas among the leaders, emphasizing the pursuit of the objectives of the organ In this sense, the author adopts the participatory style as being the most appropriate. Studies conducted by him have shown that this is the type of leadership that most favors the motivation and commitment of the people led, significantly impacting their productivity.

The predominant style is verified by the general average achieved, which is highlighted at the end of the table below. It is recommended, however, that the averages obtained in each row be checked. In this way, it is possible to detect aspects in which a leader leaves more to be desired, which would correspond to the lower average lines. When several leaders present reduced averages in a given line, the corresponding managerial competence needs to be better developed in the company.

5.2 Leadership Style as Pitcher Rating

As already pointed out, the leadership style of the managers of the organization studied was based on the taxonomy proposed by Patrícia Pitcher, which proposes the existence of three different styles of leader.

The predominant style is determined by the markings made in the so-called "check-list of adjectives" below transcribed. Respondents were asked to choose up to 10 adjectives from the 30 lists that best represented their immediate superior, as can be seen in Table 3.

Table 3   Characteristics of Leaders, in the Perception of the Leaders

Artist Style		Artisan Style		Tecnocrate Style	
Characteristic	Fi	Characteristic	Fi	Characteristic	Fi
Unpredictable	2	Balanced	5	Rational	2
Funny	9	Friendly	11	Difficult	0
Creative	8	Honest	10	Uncompromising	0
Daring	1	Sensitive	10	Hard	1
Intuitive	4	Responsible	9	Intense	7
Stimulant	6	Trustworthy	9	Detail	1
Affective	6	Realist	5	Determined	6
Visionary	3	Stable	1	Boring	0
Entrepreneur	3	Reasonable	8	Stubborn	0
Inspiring	2	Predictable	2	Logical	0
TOTAL	**44**	**TOTAL**	**70**	**TOTAL**	**17**

Source: Research Data

In general, it is noticed that, in the perception of the ones led, there was predominance of the Artisan style, but with good presence also of the Artist style. The Technocratic style did not reach a significant mark in the corresponding characteristics. These results corroborate Likert's (1971) classification, providing evidence that in this organization the leaders, according to the perception pointed out in the responses of the leaders, do not have, therefore, predominant characteristics of "autocratic" or "autocratic explorers" leaders.

In this way, it can be seen that the analyzed organization already carries with it a positive characteristic, since, as defended by Likert and several other scholars, employees tend to have a more productive and productive relationship with non-autocratic leaderships. The leaders, doing their self-assessment, according to the criteria

already mentioned, generated the results presented in Table 4 below.

Table 4   Characteristics of Leaders, in the Perception of the Managers Themselves

Artist Style		Artisan Style		Tecnocrate Style	
Characteristic	Fi	Characteristic	Fi	Characteristic	Fi
Unpredictable	0	Balanced	1	Rational	0
Funny	2	Friendly	3	Difficult	0
Creative	3	Honest	3	Uncompromising	0
Daring	0	Sensitive	2	Hard	0
Intuitive	0	Responsible	2	Intense	2
Stimulant	1	Trustworthy	2	Detail	0
Affective	0	Realist	1	Determined	0
Visionary	0	Stable	0	Boring	0
Entrepreneur	0	Reasonable	2	Stubborn	1
Inspiring	0	Predictable	1	Logical	0
TOTAL	**06**	**TOTAL**	**17**	**TOTAL**	**03**

Source: Research Data

In the process of self-evaluation of leaders, as seen from the markings in Table 5, the perception they had of their leadership is in line with that presented in the evaluation of the leaders. Note, therefore, the predominance of the Craftsman style, but with good presence also of the Artist style. The Technocratic style did not reach a significant mark in the corresponding characteristics. In this sense, Pitcher (1995) emphasizes that diversity in the management team is paramount, that is, the presence of people who know how to inspire loyalty and participation, dreamers and people with a gift for details. It is advisable to avoid technocrats in positions of authority as they may represent a barrier to teamwork.

For Ferreira et al. (2015), in small companies, businesses are usually initiated by artists and artisans, since technocrats do not have enough imagination to start a new business, except in the field of consulting, where they find prestige and can apply the revenues prescribed. These same authors point out that, in business reality, people have multifaceted characteristics, that is, of one and the other profile, being atypical the identification by means of a single ideal type. Leaders, however, have central tendencies in one of these behavioral profiles cited by the author.

Therefore, it can be seen from the data found in the organization studied, as predominant characteristics of the Craftsman and Artist styles, which can be justified by the size of the company and the managerial profile of its founders, also already discussed in chapter four.

5.3. Motivation for work

In order to verify the relationship that the employees of the company maintain with their work, the leaders and leaders were asked to self-evaluate, that is, how much they feel motivated to carry out the work, assigning a grade between 0 and 10, where "0" represented total lack of motivation for the execution of the work and "10" strong motivation to carry it out. The data can be observed in Table 5 below.

Table 5　Motivation for Work

Factor	Led Average	Leaders Average	Difference	% Dispersion
Motivation	8.2	9.0	0.8	8.0

Source: Research Data

In the last column, the percentage of dispersion is indicated considering that 100% would be 10, corresponding to the difference between the minimum degree, which is 0.0 and the maximum, that would be 10.0. As you can see the leaders obtained an average of 9.0 while the leaders reached an average of 8.2.

It can be seen, therefore, that the leaders obtained a more positive perception of their motivation, although the leaders are not too far apart, since the observed dispersion was only 8%. Moreover, in this question the percentage of non-response was null. Therefore, from the data can be perceived that the people in the organization according to the results presented in Table 6, are motivated to carry out their activities.

After answering the question previously mentioned, respondents were also asked to answer a series of factors related to motivation for work, and leaders and leaders were asked to evaluate how each one has manifested in the company, from the following scale: 1 = Very dissatisfied 2 = Unsatisfied 3 = Satisfied 4 = Very satisfied.The means averages for both groups of research objects in this organization are distributed in table 4 below. In the last column, the percentage of dispersion is indicated considering that 100% would be 3.0, corresponding to the difference between the minimum degree, which is 1.0 and the maximum, which would be 4.0.

Table 6　Average Between the Leaders and the Led Factors of Motivation and Satisfaction with the Work

Factor	Led average	Leaders average	Difference	% Dispersion
Feeling secure and stable in employment	3.4	4.0	0.6	20.0
Interpersonal relationship with co-workers	3.5	3.6	0.1	3.3
Recognition received for their efforts	3.2	4.0	0.8	26.7
Attribution of tasks commensurate with their professional capacity	3.8	4.0	0.2	6.7
Opportunities for learning and professional growth	3.1	3.6	0.5	16.7
Perception of being well informed about your work	3.4	3.6	0.2	6.7
Challenges consistent with your qualification and your expectations	3.7	3.6	-0.1	-3.3
Feeling of self-satisfaction with their professional life	3.4	3.3	-0.1	-3.3
Autonomy that counts to perform its tasks	3.4	4.0	0.6	20.0
Adequacy of rewards received for his contribution to the company	3.2	3.3	0.1	3.3
Clear perception of mission, too many objectives strategic definitions	3.7	4.0	0.3	10.0
Freedom you receive to organize your tasks in your own way	3.6	3.6	0.0	0.0

Source: Research Data

As can be seen in Table 7, in comparison between the leaders and the leaders, it has been that the leaders were the only ones to reach maximum marks for this category in five factors. Such factors were "Feeling of safety"; "Recognition received"; "Assigning Responsible Tasks"; "Autonomy that counts ...", and "Clear perception of the mission". On the other hand, those surveyed positioned themselves between 3.2 and 3.8 for these same factors, thus showing that although the leaders were considered very satisfied in the organization with these factors, not the same perception felt by the leaders presenting a dispersion between 6.7% to 26.7%. As for the factors related to the challenges compatible with the qualification and expectations and the factor of feeling of

self-realization, it is verified that the leaders positioned themselves more severely than those led, however, in percentage terms there was a high dispersion.

It was also asked to the leaders that the 3 factors among those listed above that most impact on the favoring of their motivation in the organization, being more cited the following:

- 1st place: Recognition received for your efforts
- 2nd place: Interpersonal relationship with co-workers
- 3rd place: Freedom to organize your tasks in your own way

It is verified, therefore, that the leaders of this company consider the "recognition received by their efforts" as being the most important factor for facilitating the motivation to carry out the activities carried out according to the function that each one occupies in the respective organization. It is important to note that the factor "interpersonal relationship with co-workers" and "freedom to organize their tasks in their own way" are highlighted, which highlights the possibility of attention on the part of leaders in this regard.

Finally, it should be pointed out that the factor that was ranked 3rd, obtained identical averages both by the leaders and those led, with dispersion of 0.0%, which reaffirms the possibility of unanimity according to the perception of both groups surveyed in this organization.

5.4 Characterization of Respondents

The questionnaire's characterization section sought to identify the following information: gender, age group, educational level, working time in the company and, finally, the area of activity for the administrative and pedagogical leaders and for the leaders general, pedagogical coordination and administrative supervision).

To further deepen the analysis, the results of the frequency distribution were divided into two groups: respondents who act in the company as leaders and respondents who act as leaders.

5.4.1 Genre

The distribution of the gender among the 17 respondents, that is, the segregation between leaders and leaders is shown in Table 8 below.

Table 8　Gender of respondents

Genre	LED		Leaders		TOTAL	
	Frequency	%	Frequência	%	Frequency	%
Female	11	78,6	3	100	14	82.4
Male	3	21,4	0	0	3	17.6
Total	14	100,0	3	100	17	100.0

Source: Research Data

According to the gender, 78.6% are women and 21.4% are men. This is explained by the fact that there is usually more women in the area of pedagogy. In the group of leaders, there is a predominance of women. Such an event can be justified by a pattern of memory that characterizes leading organizations, in addition, it should be noted that an organization composed of 15 employees.

5.4.2 Age group

The age of the respondents is distributed in age groups, according to Table 9.

It is observed that, in the age range of 26 to 35 years, the majority of respondents (41.2%) are found. The second most incident is 36 to 45 years, with 29.9%. Based on these data, it can be assumed that the company prioritizes the hiring of younger people. The lower frequency of employees in the 18 to 25 age group can be attributed to the retention of talent that, according to the manager's testimony, characterizes the company, which

manages to maintain a low turnover, given that it offers good working conditions. That is: the current employees entered the company very young and remained in it.

Table 9   Age Range of Respondents

Age Range	LED		Leaders		Total	
	Frequency	%	Frequency	%	Frequency	%
From 18 to 25 years old	2	14.3	0	0.0	2	14.3
From 26 a 35 years old	6	42.9	1	33.3	7	41.2
From 36 a 45 years old	3	21.4	2	66.7	5	29.9
From 46 a 55 years old	1	7.1	0	0.0	1	4.9
From 56 a 65 years old	1	7.1	0	0.0	1	4.9
66 years or over	1	7.1	0	0.0	1	4.9
Total	14	100.0	3	100	17	100.0

Source: Research Data.

5.4.3 Degree of Schooling

The level of education of the respondents is shown in Table 10 below.

Table 10   Degree of Schooling of Respondents

Schooling	LED		Leaders		Total	
	Frequency	%	Frequency	%	Frequency	%
Until complete or incomplete elementary school	2	14.3	0	0	2	11.8
Until complete or incomplete high school	5	35.7	1	33.3	6	35.3
Incomplete higher education	0	0	1	33.3	1	5.9
Complete Higher Education	5	35.7	0	0	5	29.4
Postgraduate complete or not (Specialization/MBA)	2	14.3	1	33.3	3	17.6
Total	14	100	3	100	17	100

Source: Research Data.

It is noticed that the majority of the employees have education equal to or higher than the complete high school and many have undergraduate or graduate. This can be justified by the area of education in which the company operates, which usually requires a higher level of education and the reason why most of the workers occupy the position of teacher.

Leaders are already concentrated in middle school, complete or incomplete, to incomplete higher education. In this sense, it should be noted that in the case of the founder and principal manager, she has higher education. In the area of pedagogical coordination, as it is a specialized area, it has as requisite higher education or postgraduate in the area.

5.4.4 Working time in the Company

Respondents were also questioned as to the time they served in the company, i.e., the time spent in company X studied, which is detailed in Table 11 below.

From the data presented in Table 11, it is observed that the majority of employees are in the working time range in the company for "five years or more". This can be explained according to reports of the managing partner himself, because the people who work in the company are satisfied with the work environment of the organization.

Table 11   Working Time of Respondents

Time of Work in the Company	LED		LEADERS		TOTAL	
	Frequency	%	Frequency	%	Frequency	%
Less than 1 year	3	21.4	0	0.0	3	17.6
More than 1 year and less than 5 years	4	28.6	0	0.0	4	23.5
Five years or more	7	50.0	3	100.0	10	58.8
Total	14	100.0	3	100.0	17	100.0

Source: Research Data.

It can be added to this result also, the average obtained in Table 1, regarding the perception of the leaders in relation to the style of leadership employed in the company, which in this case was on the border between the Advisory and Participative style, however, which is close to the second, which corroborates with the retention data of those in the company, because the Participative style provides a more productive and satisfactory work environment in organizations, as previously discussed by Likert (1971).

5.4.5 Area of Operation

Finally, the description of the area of action of the respondents is addressed, being the ones assigned in the areas (administrative and pedagogical) and for the leaders (general management, pedagogical coordination and administrative supervision).The distribution of frequencies to the leaders and leaders can be seen in detail in Table 12 below.

Table 12   Area of the Action of the Respondents

Occupation Area	LED		Leaders		Total	
	Frequency	%	Frequency	%	Frequency	%
Administrative	5	35.7	1	33.3	6	35.3
General Management	0	0.0	1	33.3	1	5.9
Pedagogical	9	64.3	1	33.3	10	58.8
Total	14		3	100.0	17	100.0

Source: Research Data.

It can be seen in Table 12 that the majority of those headed are concentrated in order of importance in the "Pedagogical" area with 64.3%, followed by the "Administrative" area reaching 35.7% in this order.

The leaders achieved proportional results for the three areas of activity outlined above, with 33.3% each. The total concentration by area is greater in the "Pedagogical" area of the company "X", which can be easily understood, as this company falls into the education segment, being therefore these key points of its activity, representing 58, 8% of the total.

6. Conclusion

From the beginning of the twentieth century it has been found in the literature of the administrative sciences that the human labor force was perceived as a simple productive piece. It was governed by the philosophy of homo economicus, that is, individuals were treated as common resources of production, and these were easily controlled by expectations of financial rewards.

With the passing of the years, new approaches have been developed and human resources management began to seek the integration of workers within organizations as part of a dynamic and interconnected system. The

Behavioral Theory emerged, spreading the philosophy of the "homo administrativus", attributing the idea that man is no longer motivated by the economic, but by the style of administering. It is in this context that the need to get to know people in a deeper way, giving greater attention to their subjective aspects, can directly affect their productivity in the work environment. It is then up to the administrator to know how to understand human nature and guide them towards a common purpose, that is, to know how to lead a team.

Nowadays, there is a transformation in work environments and social media subjects that are engaged in senses and values because people are living in an era that seeks to show society what they are and what role they play in the organization. It is in these circumstances that the present research was elaborated, having as general objective, as already explained, to identify the style of leadership that has been predominantly adopted by the managers of the studied company, in the perception of the managers themselves and of their led.

To achieve this goal, specific objectives have been set. The first was to distinguish the main characteristics associated with each style of leadership. In order to arrive at the answer of this, a theoretical revision was made on the topic leadership, going through the varied approaches with regard to leadership styles. It is interesting to note that the main authors were Likert, Pitcher, Kouzes and Posner, Northouse, Yukl.

The second specific objective was to identify how these characteristics are perceived in the organization's day-to-day life. Based on the theoretical assumptions of Pitcher (1995), through the application of a questionnaire containing a table with 30 adjectives, they were distributed in three columns, hiding the correspondences between autocratic styles, artisan and artist.

With this, it was possible to find, through the frequency of markings, according to the perspectives of the leaders and led the predominance of the Craftsman style, but with significant presence also of the Artist style. The Technocratic style did not reach a significant mark in the characteristics corresponding to it. This result can be justified by the entrepreneurial profile of the owner company "X", which is evidenced by the characteristics attributed to the Craftsman style.

To reach the other specific objectives, a research instrument was elaborated and applied with a representative sample, composed of 16 employees, of whom 3 were leaders and the others were led. However, the questionnaire was answered by 15 people, because an employee was on medical leave at the time. With regard to the third specific objective, we sought to identify how managers analyze their leadership. In this case, a questionnaire was applied to the 3 managers of the company "X" in which there was a framework of behaviors based on Likert's theory (1971) where the leaders should mark in the column a value ranging from 1 to 4.

The criterion proposed by Ferreira et al. (2015) is presented in frame 2, noting that the general average reached is at the border between the consultative and participatory style. Although it is within the limits of the first, it is very close to the second. Given that Likert, as already pointed out, advocates the participatory style as the most effective, it is noted that in the company surveyed, the leaders are very close to this style.

It should also be noted that the leaders attributed higher markings on the items "team setting" and "rewards" in which they reached averages of 3.6 and 3.6 respectively. On the other hand, those in the same category attributed averages of 2.7 and 2.7 in this order.

Finally, in order to reach the fourth specific objective that was to be taken as the company's employees analyze the leadership to which they are submitted, the same questionnaire was also applied to managers, but with adaptations in the same, to the profile of the thus tracing a comparative of perception that both groups had in relation to the leadership that they are submitted in company "X".

It was noticed that in four evaluated aspects the average obtained was exactly the same. In nine others, however, the leaders revealed a more favorable self-assessment than their own. Already in three other aspects, the self-evaluation was inferior to the manifested perception by the ones led.

The evaluation of the way in which the team's objectives were established reached a 30% difference between the perceptions of the leaders and those of the leaders, with the former manifesting a more optimistic observation than the latter (average of 3.6 vs. 2.7). This fact demonstrates that, according to the division proposed by Likert (1971), leaders understand that goal setting is passed through group action. On the other hand, the leaders perceive that the objectives of the team are passed through the issuing of orders after discussion.

From this significant discrepancy between the perception of the leaders and the leaders, it is verified that the leaders could take some action so that the leaders also reach the perception of the objectives through group action, that is, with the establishment of goals in an equitable way .

With regard to the evaluation by the employees in relation to other company practices observed in the workplace as motivation and satisfaction, the overall result was positive.

It was perceived that the leaders of this company consider the "recognition received by their efforts" as being the most important factor for facilitating the motivation to carry out the activities carried out according to the function that each one occupies in the respective organization. Already, in relation to satisfaction, both groups judged themselves satisfied with the working environment of company "X".

Finally, concluding and responding to the research problem, the perception of the leadership style adopted by the managers of the company studied, in the perception of the managers themselves and their leaders is that the leaders perceive the leadership as being between the consultative and participative style.

Although it is within the limits of the first, it is very close to the second. Considering that Likert, as already pointed out, advocates participatory style as the most effective, it was noticed that in the company surveyed, the leaders are very close to this style.

As for the leaders, these revealed a perception about the very behavior of leadership very close to that which was manifested by the leaders. The result achieved, contrary to what was achieved w Therefore, it is perceived that the organization "X" fits into the participatory style, which is a positive factor for it, besides favoring a more adequate and productive environment. As a suggestion of future studies, we can mention the development of complementary researches that seek to investigate the impacts that the managerial style observed has generated on the quality of life at work and the results achieved by the studied organization. It would also be feasible to develop studies similar to those presented here in other organizations with those led, corresponds to the participatory style, but the score is very close.

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