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Theoretical approach to leadership and management: Leadership and management of services with a hierarchical organizational structure

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Article Info

Abstract

This paper tries to define the term of leadership, focusing on the leadership and management of organizations with a hierarchical organizational structure. More specifically, it focuses on the leadership of the military services. This paper begins with a brief introduction about leadership and its conceptual approach by various researchers. In the same chapter there is a historical review of leadership and a description of past and present leadership styles. The first chapter ends with measuring the outcome of leadership through measurement tools. In the 2nd chapter, the analysis of the leader as a concept is carried out and the main characteristics of successful leaders are described. The next chapter continues with the conceptual approach to the term management, starting with a brief historical review and continuing with the analysis of the main functions of management. Ending with the description of the term administration, the 4th chapter attempts to compare the above concepts, i.e. leadership and management, recording their main differences. In the 5th chapter leadership and management in an environment of hierarchical authority is studied. Firstly, an introduction to military leadership and administration is made in order to highlight the special characteristics of this type of leadership. In addition, special reference is made to the military leader and the special characteristics he is required to possess in order to be able to lead in a military environment. This work ends with a record of the main conclusions drawn from the study of the above chapters.

Introduction

The fast pace of our times is a driving force that constantly changes everyday life at all levels. What we all see around us are the rapid changes in both the scientific community and its ever-evolving achievements, and the changes in the way all services and organizations are structured and operate. Of course, these changes do not always have a positive effect, but as time goes by, ways are constantly being found to innovate and achieve the goals set for the effectiveness of organizations. As it is logical, the need to adapt to the new era has led to changes in the field of management and leadership at the level of organizations and human resources. Leadership is one of the most important tools, which since antiquity has been mandatory in every social group, as through the leader the vision was given, which inspired the other members of the group to have a unified goal and to perform to the maximum. This great need for the existence of leadership in every group-organization has turned the interest of researchers to the investigation of leadership and as a result there is a plethora of definitions of leadership. Despite the numerous definitions of leadership, the common element is that it is a process in which the leader can and does influence a group of people in order

to achieve goals. In any organization leadership is a vital part of the organization as it is the leader who communicates the vision, guides, inspires, motivates and manages critical situations.

The leader is the head of every organisation and is the safety valve to ensure the future of the organisation. It is through the leader that the future of the organisation and the human resources he or she manages are determined. In addition, through the leader and the adoption of appropriate leadership methods and techniques, the chances of failure of the organisation are minimised or even eliminated. The present paper attempts to study the exercise of leadership in structures with a hierarchical structure such as the Military Services of the Armed Forces as military leadership is a separate category of leadership with several specificities in terms of structure and mode of operation. The military leadership is 5 to comply fully with the military rules, but at the same time it is also subject to the rules of public law. In the hierarchical environment of military organizations, the role of the leader is played by the commander who is guided by the senior staff and in turn guides the lower ranks of the hierarchy. From this fact emerges the essential difference between the leadership of other organizations and military structures, which is none other than the fact that the military leader is at the same time a follower in addition to being a leader. In conclusion, it is worth pointing out the necessity for the existence of leaders in every service-organization who, through the appropriate forms and techniques of leadership that they will follow, will manage to become the driving force to achieve the goals in the best possible way.

Literature Review/Methodology

For the purpose of our research, we have reviewed a significant number of published studies. The literature on this topic was studied thoroughly in order to create and compile a scientific study around this major problem. Both from the international and domestic literature, important results could be drawn.

Results and Findings

Leadership is a phenomenon that has preoccupied the global community since ancient times. However, to this day it could be said that there is still a need to explore it as a concept, since it is a complex concept that is constantly evolving and redefining itself according to our ever-evolving society.

The study of this phenomenon has occupied many fields of science such as Philosophy, Sociology, Economics, History and Political Science. It is worth mentioning that according to Professor Aristotle Kantas leadership as a phenomenon is studied by social psychology since as a phenomenon it concerns groups of people who interact while exerting significant influence on each other. Leadership as a concept has been rendered in multiple ways among which there are sometimes differences depending on the characteristic and the scientific field that each writer-scholar focuses on. So, over the years, different approaches to the concept of leadership have been mentioned. These different approaches reveal the multifactorial character attributed to leadership According to Williams & Anderson the concept of leadership due to its complexity cannot always be clearly explained and thus is not easily understood.

A noteworthy conceptual approach to leadership is the definition of leadership by Bourantas according to which leadership is defined as the process by which the thinking,

attitudes and behaviours of a group of people (large or small, formal or informal) are influenced by an individual so that these individuals voluntarily and willingly follow and give their best in order to achieve the set goals of the group. A leader is a person who can and does influence the behaviour of individuals in order to achieve his or her goals Another conceptual approach is the theory of Robbins & Judge according to which leadership is the ability of an individual to influence a group of people in order to achieve a vision or a set of goals.

Similarly, Tery defines leadership as the action of an individual to motivate his subordinates to strive willingly in order to achieve the objectives set by the organization. Furthermore, it is stated that leadership is about the interpersonal relationship through which individuals comply willingly and not by force.

Kotter states that leadership defines the future by aligning individuals with a specific vision-goal and inspiring them to achieve it. Bearing in mind the multiple conceptual approaches to the term leadership, one can easily see that it is a process in which there is interaction between a person - leader and a group of people - subordinates. It is worth emphasizing that apart from the existence of a leader and a team of subordinates, the existence of a vision - goal through which a series of actions - procedures will evolve to achieve its realization is essential.

This process could be described as a dynamic and constantly evolving process in which the leader has to take into account the needs of the individuals in his team and the organisation. Kilpatrick lists three components that make the leadership process dynamic, the leader, followers and position. In conclusion, in the essence of the above concept, we have to capture the benefits of the presence of a leader in an organisation. For this reason, it is of utmost importance in an organization to give the role of leader to the right person, who will be a driving force in the human resources and will be able to balance the power given to him with the needs of his subordinates, always motivated by the achievement of the objectives set. Leadership has occupied humanity since the time when man through the groups where he composed and operated tried to achieve their goals, such as for example his survival.

With particular interest, one can study Carlyle's (1840) view that a leader is a Hero, which contrasted with numerous views that claimed that "Hero" leaders referred to the conditions of the 19th century era. This theory of the Heroic Leader (Great Man Theory) was particularly popular in wealthy families, is found in several cultures in the past and concerns the individualistic approach to the theory of a leader-Hero. In the 20th century it seems that this theory was replaced by the genetic theory of leadership (genetic approach) which concerns the theoretical approach of the genetic characteristics of a leader which are innate and make a person a leader.

According to this theory, leadership was a gift, which was indeed inherited. This theory was especially supported by the royal families who argued that the able king has hereditary gifts. Then followed the theory of individual characteristics (trait theory) according to which a leader has specific individual traits that make him capable of leading. The difference with the previous theory lies in the fact that in this theory the required characteristics that make a person a leader are not considered hereditary.

A multitude of scholars were engaged in the investigation of

these characteristics which as it was finally proved that there are no specific individual traits that make a person a leader in any condition. Montana & Charnov argue that a leader does not become competent because of his positive characteristics but also through the tactics and practices which are acquired by exercising and studying themselves.

After the impossibility of finding the individual characteristics of competent leaders, researchers shifted their interest to the search for leadership behavior. Thus emerged the theories based on the leader's behavior (behavior theory) in which an effective leader acts with a specific behavioral profile. In this theory, the study and recording of the relationship between the leader and his subordinates begins. In this theory, the leader beyond his innate characteristics can acquire the ability to lead through the education and training he receives.

Leadership behavior, based on this theory, can be oriented towards two main behaviors
1. Task oriented
2. Person oriented

In the first category, the leader gives priority to the execution of work tasks by human resources, in contrast to the second category where the leader focuses on the person himself – subordinate

In the category of theories based on the leader's behavior are included three basic leadership styles which were presented by Lewin, Lipptt and White in the late 1930s.

The study of these three researchers resulted in the categorization of leadership styles as follows
1. Autocrat
2. Authoritative (laissez-faire)

In the authoritarian leadership style, the leader places more importance on command and control of subordinates in the organization. In this leadership style there is a clear separation between the leader and his subordinates. This type of leadership is not liked by associates because of the authoritarian approach that prevails as they feel that their needs are not taken into account.

The next leadership style, namely the authoritative one, is the leadership style that characterizes a leader who has an active role, or his role is quite limited. Productivity, competence and vision may be absent or deficient in this leadership style.

Modern forms of leadership make their appearance around the late 1970s with a common denominator being the ability of a leader to inspire his followers and guide them towards a shared vision

Transactional leadership, as its name suggests, refers to this form of leadership which is characterized by a transactional relationship between the leader and his followers.

The leader in this type of leadership somehow makes deals with his subordinates so that both sides gain what they desire. According to Burns in transactional leadership, rewards are given to subordinates in order to encourage them for maximum work performance.

Daft & Marcic document that the transactional leader clearly defines the roles of his subordinates and is able to provide the necessary rewards for achieving goals.

It follows that in this type of leadership, weight is given to the reward of the subordinates, which results through an agreement between the leader and his followers.

Transformational leadership made its appearance in 1973 by Downton who tried to capture the differences between leaders. Following Downton's book, Burns defined transformational leadership as leadership where the leader changes, expands and elevates the motivation of the members of a group In conclusion, it follows that in transformational leadership motivation is provided for development and innovation while at the same time the subordinates characterize the leader as charismatic since he is a leader who transmits the vision, inspires his followers and takes into account their emotional needs. Passive leadership or leadership to avoid is the third leadership style of the full range leadership theory (FRLT – Full Range Leadership theory) and it is essentially the form of leadership where it is characterized by a lack of leadership. Robbins assigns two dimensions to this leadership, namely:
1. Management by exception/passive (MBEP), in which the leader intervenes and acts only when a problem occurs that has not been solved earlier by his subordinates.
2. Leadership to avoid (Laissez-faire), according to which there is an avoidance of assuming responsibilities by the leader. In a sense in this leadership the leader essentially decides not to lead as a result of which the appropriate solutions are not given, there is no guidance and the necessary decisions are not made.

Many times we have all heard some people described as charismatic leaders. Initially, "charisma" is defined by the Greek language as "gift", an innate ability possessed by someone or a mental or spiritual quality. This term was associated with leadership and leaders by the sociologist Max Weber who was the one who characterized a leader as charismatic. According to him, a charismatic leader can stand out and be distinguished from the rest because of his special qualities. Later, he added to his theory that charismatic leaders enjoy strong bonds with their followers, but these bonds can also be broken.

House stated that there is an interactive relationship with strong effects between the leader and his followers. The leadership theories as well as the leadership styles described above aim to find a leader who will achieve the objectives of the organization he leads. The success of the leader is about the success of the entire organization, i.e. the entire team. A leader gives the organization its "identity", the shared vision and the path to follow in the overall course.

Its role for coherence and efficiency is great. There are many times that an organization can be made up of many intelligent people, yet the goals are not achieved. It follows that the role of the leader creates harmony and that all individuals feel that they are members of a group, characterized by empathy, teamwork and solidarity. In addition, the leader imparts the organization's values and principles and ensures the team's level of cooperation.

According to Giberson *et al*. The personality and values of an organization's leader are directly intertwined with the organizational identity and values of the organization as a whole. They also argue that the leader's own values are reflected through organizational goals. Baltzell argues that the principles and values of the leader are reflected through his career in the organization, while at the same time he considers that for effective operation it is necessary for the members of the organization to be governed by common principles and values.

Also, two basic parameters concerning the characterization of a person as a leader, are both the will of a person to lead and how capable he is in the end to lead. In the literature there are numerous lists that describe the required characteristics of leaders, or rather the abilities that give a person the title of leader.

Attempting to standardize leadership qualifications runs the risk of downplaying this multifactorial and complex phenomenon. Baron & Greenberg, also supporting the theory that leaders are personalities with specific characteristics, have listed the following as common characteristics of successful leaders:

1. Dynamism, the leader must be characterized by determination and remain focused on achieving his task
2. Honesty, the leader's relationship with the other members of the organization must be characterized by honesty and mutual respect
3. Cognitive ability, the assimilation of information by the leader
4. Self-confidence, the competent leader believes completely in himself
5. Creativity and flexibility, on the one hand the leader must innovate with his ideas and his work but on the other hand he must be able to adapt to the prevailing conditions.

The long list of characteristics recorded for an effective leader includes the following, as captured by Buradas

1. The vision, the leader's ultimate goal for the organization
2. Effective communication and the creation of an appropriate communication network
3. Mutual trust between members
4. The culture, the leader must create a common value system within the organization
5. The selection of suitable partners The five (5) characteristics model is a relatively modern tool for analyzing the leader's personality. It is a hierarchically structured model which is divided into five categories-characteristics.

These characteristics are structural elements of every leader's personality and according to scientists they are independent of age, cultural identity and culture.

This particular model is widely accepted by the science of Psychology for the investigation of personality.

These five characteristics are distinguished as follows

1. Extraversion
2. Agreeableness
3. Conscientiousness
4. Emotional stability/neuroticism
5. Receptivity to new experiences (openness to experience)

More specifically, extroversion refers to the person who likes to interact with the people around them. The leader with this trait is sociable, highly talkative and usually active and ambitious.

The condescending leader is an approachable person, a person who is cooperative, tolerant and receptive to his environment. They are the people that most people choose to work with since they are kind, creditable people and give special importance to interpersonal relationships. In terms of conscientiousness, a person with this trait is reliable, organized and always aims to achieve goals while also being

quite ambitious. Also, he is distinguished by self-control, he is not a particularly demonstrative person and restrains his spontaneity. Emotional stability-neuroticism can be distinguished into individuals with high emotional stability and low neuroticism and individuals with low emotional stability and high neuroticism. The former are characterized by calmness and composure, while the latter are more anxious and characterized by strong insecurity, psychological fluctuations and do not easily cope with stressful situations.

The last of the five characteristics refers to receptivity to new experiences. A receptive leader is the person who is positive to new challenges, innovates and explores beyond the defined. People with receptivity are intelligent, sociable, multitasking and active in the body. A particularly valuable tool for capturing a leader's orientation to human resources and project output is Robert Blake and Jane Mouton's leadership grid. With this grid, the leader's interest in people and work can be determined respectively. This grid is called Managerial Grid or Leadership Grid. The timelessness of the administration is therefore easily perceived knowing that the study of history is directly concerned with the recording and imprinting of the work of powerful leaders whose names have been written in the history of the world in "big letters".

According to Chytiris, the creation of rules for administration appeared with the need to achieve objectives, as for example for the successful outcome of a war campaign it was necessary to define principles and administration, such as the existence of a chain of authority, authorization through the delegation of authority, the presence of officials and the unity of authority. Leaving the campaigns and leaders of earlier eras in the closet of history and traveling to the next steps of history it could be said that the most important station for the study of administration is the era of the industrial revolution. Only in the last century, therefore, management seems to be studied intensively and at a rapid pace through numerous surveys and with various research methods.

Arriving now in the modern era, the investigation of this phenomenon remains undiminished as organizations are constantly evolving, both socially and economically, which creates the need for training the executives of each organization. Thus, the imperative to record and develop management thinking resulted in the creation of a constantly evolving science, that of management. As mentioned above, management is studied with particular interest by researchers. The investigation of this phenomenon began with the attempt to approach the term "Management" conceptually.

It is worth noting that there are many scientific studies from which the conclusion is drawn that this is a complex and multidimensional phenomenon.

A typical example of the complexity of the definition of administration is the fact that many definitions have been recorded for Administration, while also its conceptual delimitation encounters several difficulties. The conceptual separation between the terms "Leadership" and "Management" is also particularly important. The conceptual approach to leadership was carried out in a previous chapter and therefore in this chapter the analysis of the concept of management is attempted. However, Holloman's theory is pointed out according to which a leader emerges from within the group while the individual who exercises command is not chosen by the group but is imposed. It therefore appears that the exercise of management is a different phenomenon from leadership with the following basic structural differences between them:

1. The exercise of management does not arise through the recognition of the other members of the group but is imposed on an organization while at the same time the members of the organization obey the instructions without being able to be characterized as followers
2. The person who is called to exercise management is the one who sets the goals of the organization where their achievement is superior to the group itself
3. During management there is a social distance between the manager and the members of the organization.

Of course, beyond the above contrasts between the two phenomena, it is necessary to connect them as part of a whole with the ultimate goal of achieving the goals set in an organization. The concept of "management" could be said to be directly linked to entrepreneurship, since in every business there is a necessity for the presence of someone who will exercise management. Thus, despite the disagreements between researchers, the concepts "administration", "management" and "administration" are often considered synonymous. Every organization or business, as already mentioned above, has as its ultimate goal the achievement of the goals that have been set. So, for the success and efficiency of the organization, an administration that functions rationally and utilizes all available resources is necessary. It is worth noting that administration is a sequence of various administrative functions-procedures, which are interconnected and interdependent while at the same time adapting to the needs of each organization.

Administration therefore includes four (4) basic functions
1. Planning
2. Organizing
3. Directing
4. Controlling

The above functions form a constantly evolving management process which ends with the review (feedback) and the final evaluation of the process itself. Regarding the order in which the above functions must be applied, it could be said that theoretically it is necessary to observe the predetermined sequence of functions. However, each administration should be flexible and adapt to the needs and the prevailing conditions

Organization is the next function after planning and concerns the effective allocation of human resources and material resources of the organization. The operation of the organization is the stage in which both the role of each employee and the regulations and conditions under which the respective activities are carried out are defined. In more detail, at this stage all those actions that must be carried out in order to achieve the organization's goals are identified. In addition, the guidelines are given and tasks are assigned to the human resources as well as the material resources that will be used to carry out the necessary activities are also determined. As can be seen from the above, the organization concerns a dynamic and evolving function of the administration since for the effectiveness of the organization it is necessary to have adaptability and flexibility to the prevailing conditions.

The function of this administration concerns the supervision and guidance of the members of the organization. Essentially, management is about the proper management of human resources. During this function, instructions are given to the

members of the organization so that there is coordination and the member-employees can satisfy the goals of the organization. The management includes the supervision of all processes as well as the securing of all necessary resources. It is worth pointing out that with the appropriate management, the uninterrupted and efficient operation of an organization is ensured. Also, management is not about simply issuing orders and tasks, but on the contrary, it is directly linked to the correct communication, guidance and encouragement of the members - workers.

In this function, human resources play a particularly important role and managers must ensure the existence of the appropriate conditions to ensure the proper functioning of the organization. Thus, in this function the selection, training and proper planning of the members of the organization is of the utmost importance since human resources are a key point in every organization. In addition to the above, this function also includes the formation of a climate of cooperation and solidarity, as the smooth operation of each organization is directly affected by the prevailing climate that exists within it. Managers are the individuals who have the responsibility and authority to take the necessary actions to achieve the goals of the organization they lead. These executives are responsible for the smooth development of all procedures related to the management functions mentioned above.

As can be seen, these executives play a decisive role in every organization and hold positions of administrative responsibility at various hierarchical levels. The concepts of leadership and management are often used interchangeably. Nevertheless, leadership is a different concept from management, argues Kotter and lists the differences between the two concepts in the following table As Buradas argues, with leadership, the necessary motivations are given and change is promoted, while with management, the fulfillment of goals is achieved through administrative functions.

To the necessity for the coexistence of leadership and management, Northouse adds that an organization cannot be effective if it only has strong leadership or only strong management. More specifically, he believes that an organization that aims for success is necessary to have effective leadership and management, since their functions complement each other and contribute to the organization's ultimate goal, which is the achievement of goals.

So, a leader is needed to inspire the other members of the organization and the manager to develop and maintain the functionality of the organization. Every organization - service aims at its smooth and efficient operation in order to achieve the goals set. As mentioned in a previous chapter, the administrators bear the greatest responsibility since they are responsible for the proper operation and supervision of the organization. The complexity of the situations they have to manage, the need for making the right decisions and the appropriate management of human resources and material resources were also mentioned.

In addition, the people who are called to exercise management in an organization - service must be able to adapt to the particular conditions and needs depending on the environment in which the organization operates. The military leadership - administration has also concerned the science of Sociology since the structures with hierarchical authority constitute, at a social level, a group which is characterized by a strict structure and constitutes a group which is differentiated from the rest of society.

In this chapter, an attempt is made to capture the particular

characteristics concerning the leadership and administration of services in which a hierarchical organizational structure prevails, and more specifically, the Military Administration is described.

Finally, the ever-evolving administration of the military services is highlighted, where more and more capable leaders emerge through continuous training and education. Military administration is a special form of administration which is characterized by complexity, while at the same time there is diversity in terms of tasks and responsibilities, in times of peace or war. As you can see, decisions in military services are often very critical. The decision making process in such structures is of particular interest as it is a constantly changing environment.

The administration of these services is done through a vertical hierarchy where the transition of tasks is done with a pyramidal organization, i.e. from the upper levels of the hierarchy to the lower ones, with the aim of the best possible management of the services. The strict structure of the military services makes the exercise of command a particularly complex matter as the military leader is responsible for the achievement of the mission as well as for the welfare of his subordinates. The concept of command gives the military services a legal character for the exercise of power. The legal character for the exercise of power is absolutely necessary for a military commander since he himself is called upon to complete a critical and difficult task in society, that of defending both territorial areas and ensuring the physical integrity of his subordinates.

According to the General Staff of the Army military leadership is based on the trust that the military leader needs to have towards his subordinates and at the same time be aware of any movement, strategy that the army plans or follows. Another characteristic of military leadership is decision-making. Of course, in any form of leadership, decision-making is a very important element of the leadership process. But in the case of the military services, decision-making is a conscious process that requires the choice of a specific direction and requires familiarity, discipline and the application of rules of international law.

Decision making is a dynamic and evolving process which according to Bryman includes the following steps
1. Identifying the problem
2. Gathering the necessary information
3. Drawing up action plans
4. The analysis of action plans
5. Making decisions
6. The choice of the action plan
7. The implementation of the action plan.

In closing this paragraph, it is necessary to emphasize that the exercise of authority of a military commander is detailed and institutionalized and is legally exercised over his subordinates based on his position in the hierarchical pyramid. As will be described in more detail in a later chapter, a military commander follows and acts according to the chain of command, which gives him specific duties and responsibilities. The military leadership, as stated above, is the leadership that legally exercises power. Logically, the military leader holds the authority to give orders to his subordinates, but at the same time he is also the one who bears overall responsibility for both the operation of the military organization and the fulfillment of objectives.

According to Jenkins the primary mission of a military leader is the proper preparation of his subordinates for a war situation. He also argues that the more correctly this preparation is done, the fewer the chances of a war conflict. From the above, one understands how important the role of a military leader is and how necessary it is for his subordinates to follow him without any hesitation in any situation.

Also, a necessary qualification for the military leader is the development of a relationship of trust between the members of the army as well as creating a climate of interest and emotional identification. Of course, many times this leader will have to show rigor and possibly appear authoritarian, especially when there are special and critical conditions which may endanger the army itself. As Dimitroulis argues, the role of the military leader is such that, in addition to inspiring and motivating the troops, he must at the same time maintain order and discipline in order to avoid any deviations. Discipline is defined as the prompt, automatic, and patterned obedience to orders, by a specified number of individuals, due to trained predisposition.

Of particular interest is Jomini's view according to which discipline produces order and order produces coordination, thus power. In a military unit discipline means prompt and efficient execution of the orders given in every situation. Ensuring discipline requires adherence to certain basic principles, such as the establishment and enforcement of rules of discipline, the establishment of appropriate and enforceable standards, both for training and wartime conditions, and decision-making when necessary.

As for the duties of the military leader, according to Fotion they are divided into three (3) types
1. Defined duties
2. Managed tasks
3. Assigned duties

In addition to duties, a military leader must be characterized by military ethos and possess military virtues.

Military morale consists of three (3) components
1. From the fundamental values that constitute the moral background of the nation
2. From the fundamental military values
3. From the belief and faith in the above fundamental values, which are manifested through discipline and military conduct.

As for the military ethos, it means the devotion to the military body and the nation, the sense of duty and of course the execution of the work always safely.

Robinson argues that every military officer is required to possess four different values
1. Vision
2. Diversity
3. Confirmation
4. Compromise

Regarding military values in general, it is worth noting that there is a multitude of values that have been recorded worldwide and that are considered necessary for a military leader. What has been observed is that although there are some differences per country in terms of which values are considered more important, there are also some that appear

common in many countries.

Examples of common values in many countries are democracy and fraternity, while the differences between countries mainly concern the distribution of values.

The Army General Staff states that military leaders must ensure

1. The development, maintenance and protection of the professional perception of their subordinates
2. The protection and safeguarding of the reputation of the Army
3. Addressing and solving problems legally and ethically
4. Instilling the military ethos in their subordinates, namely obedience, duty, respect, selflessness, honesty, integrity and cheerfulness.

The concepts of leadership and management, which have been studied in this paper, although they have been explored for many decades by the scientific community, remain as topical concepts since their impact contributes decisively to the success of any organization - service. Human resources, which is one of the most basic building blocks of an organisation, is a volatile factor that evolves and creates a dynamic that can change the course of an organisation. It is clear, therefore, the importance of having a form of leadership in which the other members of the organisation are coordinated and guided with the leader taking into account their characteristics and dynamics. Leaders are those personalities who have the ability to inspire and influence the other members of the organisation, giving them the motivation to develop and self-improve, always with the overriding aim of achieving the set goals.

An important point worth noting is that the success of the service organisation depends both on the leader himself and on the strategy he decides to follow. For this reason, many studies have been carried out in order to determine the most appropriate leadership style, which will suit the organisation itself and the goals to be achieved.

The leader is required to exercise good management, aware of his/her responsibility and role, and to shape the work culture of the organisation by utilising the potential of the other members of the organisation and assimilating their needs. In particular, the exercise of leadership in services with a hierarchical organizational structure, such as the military services, is a distinct form of leadership with a strong differentiation from other organizations. Often the term military command is confused with operational command or military practices.

Command science seems to influence and offer valuable tools to military command, which is called upon to adapt, implement targeted interventions and possibly create a new theory of leadership to evolve the military services, giving new perspectives and impetus for action and development. In conclusion, as far as future research is concerned, it would be of particular interest to examine the effectiveness of adopting alternative forms of leadership in a military environment and to document the imminent changes that will occur in this case.

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