

Yashil

IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

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08.00.01 Iqtisodiyot nazariyasi
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08.00.03 Sanoat iqtisodiyoti
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08.00.17 Turizm va mehmonxona faoliyati



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ORGANIZATIONAL FACTORS INFLUENCING LEADERSHIP STYLES AND PROCUREMENT OUTCOMES

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Abstract: The purpose of this article is to contribute to the development of successful procurement leadership practices while also providing practical recommendations for procurement managers and companies wishing to enhance their procurement outcomes.

Key words: procurement, leadership, management, strategy, stakeholder.

Annotatsiya: Ushbu maqolaning maqsadi xaridlar bo'yicha muvaffaqiyatli etakchilik amaliyotini rivojlantirishga hissa qo'shish, shuningdek, xaridlar bo'yicha menejerlar va xarid natijalarini yaxshilashni istagan kompaniyalar uchun amaliy tavsiyalar berishdir.

Kalit so'zlar: xaridlar, etakchilik, menejment, strategiya, aksiyador.

Аннотация: Цель этой статьи внести вклад в развитие успешных практик лидерства в закупках, а также предоставить практические рекомендации менеджерам по закупкам и компаниям, желающим улучшить результаты своих закупок.

Ключевые слова: закупки, лидерство, менеджмент, стратегия, акционер.

INTRODUCTION

The procurement department is essential to the success of any organization. Because a company's procurement department is in charge of the entire purchase process. Without materials, there will be no construction progress, and without raw resources, nothing will be produced. The procurement department is in charge of processing all of those items. Procurement practices that are effective can result in cost savings, enhanced supplier relationships, and increased efficiency. Leadership is also an important aspect of successful procurement, since leaders must be able to manage their employees successfully and match procurement goals with wider organizational objectives.

The purpose of this article is to research how leadership behavior has influenced the growth of the procurement department and influenced procurement outcomes. The research will look specifically at the relationship between leadership styles and procurement outcomes including cost reductions, supplier relationship management, and efficiency.

The evaluation of the literature will provide an overview of the various leadership styles and their possible impact on procurement outcomes. Approaches to transactional, transformational, and stewardship leadership, with a focus on how they might be applied and impacted in procurement. Furthermore, the review of research will look at the importance of human relationships, motivation, and team cohesiveness in obtaining successful procurement outcomes.

The research methodology will involve a mixed-methods approach, including a survey of procurement specialists, questionnaire with open-ended questions and rating questions will be provided to rate their leaders and provide examples for each question.

The findings of the study will contribute to the author by using reflexive practice where he will be investigating his own leadership behavior and provide recommendations for his own future leadership development. Moreover, research will contribute to his workplace as a case study, he will provide new insights into the practice leadership styles in procurement department. Finally, the research aims to identify areas for improvement in procurement leadership practices and provide recommendations for future research in the field.



RESEARCH METHODOLOGY

This article describes how author will answer the questions which were set out as a research questions in chapter one. Also this chapter will justify which methodology approach used during his research.

In this research paper, the author has chosen to adopt a “reflexive action” approach during the investigation. This approach will improve the practitioner’s own practice with the help of evaluation and action for improvement (Wallace and Wray, 2011). Thus he will use the mixed method approach in his research paper that aimed to investigate leadership behavior.

LITERATURE REVIEW

The aim of this research paper is to investigate leadership practices in Procurement department in International company. In reviewing literature review, the author had a problem to found some researches in this specific field. The author's literature review will be based upon three main areas. Firstly, he will look at leadership styles and their influence on procurement goals and their difference. Secondly, he will research organizational factors influencing leadership styles and procurement goals. Thirdly, he will explore the broader concepts of leadership in business. All of this sections will be useful in addressing the research questions established in previous chapter as well as effective leadership practices will be analyzed.

The literature on leadership is broad and divided into two categories such as transformational/transactional and stewardship leadership. In the past two decades, the most cited studies and research papers was focused mainly on these two categories.

According to Bass (1997), the best leaders are both transformational and transactional leaders. "Transactional leader works within the constraints of the organization: the transformational leader changes the organization". Below the transformational and transactional leadership styles will be researched.

Transformational leadership was initiated by Burns (1978) and he described a transformational leader who takes the organization "beyond expectations by providing vision and direction as well as motivating employees to own collective goals. Transformational leadership is one of the leadership styles that inspires and motivates employees to work together towards a common objective. Transformational leaders in the procurement department provide clear direction for tasks, provide a vision for the procurement function, and push for innovation and creativity in procurement procedures. Several studies have looked into the impact of transformational leadership on procurement outcomes, with mostly good results.

Bulut (2019), for example, discovered that transformational leadership favorably improved procurement performance in a Turkish hospital's procurement department. Transformational leaders influenced procurement performance more than transactional ones. They were able to inspire and motivate people to go above and beyond their job responsibilities, as well as create a shared sense of purpose and cultivate partnerships with suppliers.

Similarly, Meleady and Rudden (2017) discovered a favorable benefit of transformational leadership on procurement performance in the Irish public sector. Transformational leaders were shown to be more effective than transactional leaders at achieving procurement objectives because they were able to establish a sense of purpose and encourage colleagues to strive toward shared goals.

ANALYSIS AND DISCUSSION OF RESULTS

Transactional leadership is a leadership style that involves providing rewards and punishments to motivate employees. In the procurement department, transactional leaders provide clear expectations, set deadlines, and now, by using KPI to analyze the performance of their employees. The impact of transactional leadership on procurement outcomes has been studied less extensively than transformational leadership, but the findings suggest that it may be less effective in achieving procurement objectives.

Transformational leadership, for example, was found to be more effective than transactional leadership in enhancing procurement performance in Indian companies (Paul and Singh, 2015). Transactional leaders were discovered to be less effective at inspiring and motivating employees to meet procurement goals. Similarly, Meleady and Rudden (2017) discovered that in the Irish public sector, transactional leadership was negatively connected with procurement performance. Transactional leaders were shown to be less effective at developing relationships with suppliers and coordinating with other departments, both of which are critical for achieving procurement goals.

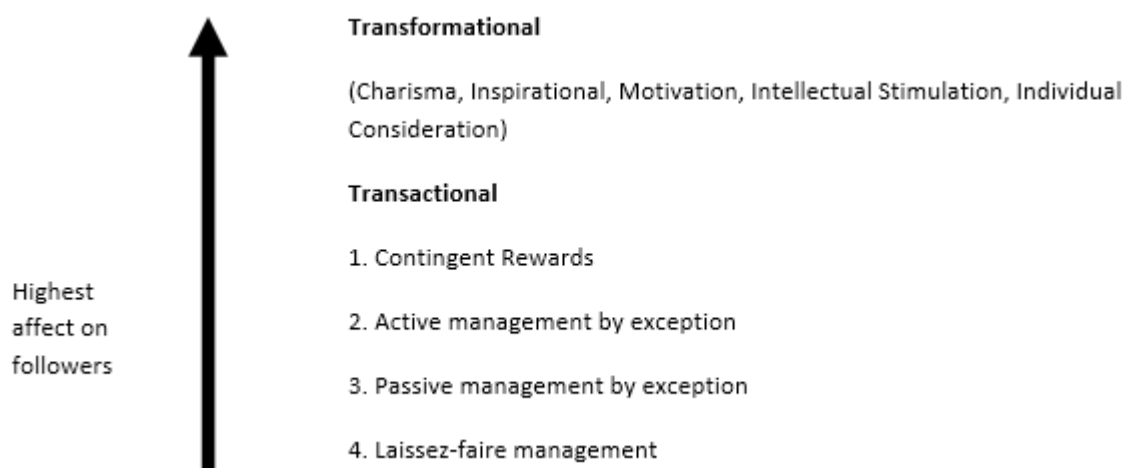
Stewardship leadership consists of three main behaviors:

- Relationship such as interpersonal relationship which fosters trust
- Contextual - The leader serves the interests of others by aligning organizational goals with those of the followers and by fostering a sense of purpose/community. Relationship and contextual factors enhance motivational support, such as “getting the best out of people”.

While comparing two categories of leadership, it can be concluded that transformational and stewardship leadership has similarities. According to Hernandez (2008) stewardship is “focus on others rather than self” which leads to the generation of commitment of staff members to accept the goals of organization. And this is the main difference between the two categories of leadership.

Bass (2010) has contributed a lot to the study of transformational leadership. In his research, he analyzed the past 2 decades and suggests that more research is needed to identify the difference between transformational and transactional leaders. Vandenberg (1999) agrees with Bass (2010) and also suggests to investigate more on transformational leadership and to research more on this topic.

Bass (1997) suggests that transformational leadership is more effective in comparison with transactional leadership throughout the world. He created a Multifunction Leadership Questionnaire (MLQ) has been used a lot in studies, and they have shown to be reliable in both business and government, as well as on most continents around the world. Bass (1985) conducted a research on the effectiveness of Transformational and Transactional leadership on followers. And he found that transformational leadership had more affected on his followers.



(Bass, 1997)

Schaubroeck et al (2007) conducted a research between 218 teams looking for transformational leadership and its influence, their findings reveals that transformational leadership has a positive impact on team performance. There are three factors identified that positively impacted on team performance:

- The confidence of leaders can have a strong influence in increasing the confidence level of the team
- Transformational leadership can shape the behavior of individual team member by providing them with support to conduct their jobs more effectively.
- They could make a strong team with promoted cooperation of team and reduce conflicts

Buckingham (2005) conducted a survey among 80000 managers throughout the world and identified that how managers learn the potential of their employees by considering every people in the group as a “unique”. His study revealed three main areas where leaders and managers should work on:

- The employees’ strength
- The factor that activates the strength of employees
- What is the learning style that prefer employee?

He believes that his research on the abovementioned points can be workable effort to leadership and management development.

Organizational Factors Influencing Leadership Styles and Procurement Outcomes:

The relationship between leadership styles and procurement outcomes in the procurement department is influenced by several organizational factors. These factors include organizational culture, procurement strategy, and stakeholder relationships.

Organizational culture refers to the shared values, beliefs, and practices within the organization. In procurement department, the organizational culture can impact the effectiveness of different leadership styles in achieving procurement objectives. For example, a company’s culture that strives for innovation and creativity



could be more categorized to transformational leadership, while a culture that emphasizes compliance and rules could be more categorized to transactional leadership.

The procurement strategy can impact the leadership style that is most effective in achieving procurement objectives. For example, a procurement strategy that emphasizes cost savings may require a more transactional leadership style, however a procurement strategy that emphasizes supplier relationship management may require a more transformational leadership style. Thus, the best leaders are both transformational and transactional, "Transactional leader works within the constraints of the organization: the transformational leader changes the organization" (Bass, 1997).

Stakeholder relationship refer to the relationships that the procurement department has with suppliers, internal departments, and other external stakeholders. These relationships can impact the effectiveness of different leadership styles in achieving procurement objectives. For instance, a strong supplier relationship might require a more transformational leadership style that emphasizes collaboration and partnership, whereas a company focused on compliance and risk management may require a more transactional leadership approach. According to Meleady and Rudden (2017), procurement leaders must understand and manage stakeholder relationships in order to effectively lead the procurement department.

Effective Leadership Practices for improving procurement outcomes:

Several studies have identified effective leadership practices for improving procurement outcomes in the procurement department. These practices include:

- Developing a clear vision and strategy for the procurement department.
- Communicating the vision and strategy to procurement team members and other stakeholders.
- Inspiring and motivating employees to achieve procurement objectives.
- Developing strong relationships with suppliers and other stakeholders.
- Encouraging innovation and creativity in procurement processes.
- Building a culture of continuous improvement in the procurement department.

According to Bulut (2019), effective leadership methods must be tailored to the procurement department's specific organizational context. Effective leadership is required for the procurement department to meet its objectives. Transformational leadership has been proven to be more effective in reaching procurement outcomes than transactional leadership, however the effectiveness of different leadership styles is influenced by organizational factors such as culture, strategy, and stakeholder relationships. To effectively lead the procurement department, procurement leaders must understand and work within the organizational context. Having a clear vision and strategy, inspiring and motivating staff, having strong partnerships with suppliers, employing metrics to assess and evaluate performance, and creating a culture of continuous improvement are all examples of effective leadership approaches.

In conclusion, the author found that most research on procurement departments focused on transformational/transactional and stewardship leadership while evaluating the literature review on procurement leadership. The review of literature focused on three major areas: leadership styles, organizational factors influencing leadership styles, and broader concepts of leadership in business. According to the findings of the research, transformational leadership was more effective than transactional leadership in accomplishing procurement goals. However, no specific research has been conducted on procurement department leadership employing transformational and stewardship leadership styles, which will be studied in this research paper.

CONCLUSIONS AND SUGGESTIONS

In conclusion with the question "What specific areas does your line manager need to focus on himself in order to improve your organization", respondents provided some recommendations that the manager of procurement department should make in further development of procurement department.

1. Strategic thinking: Line managers in procurement departments should focus on developing their strategic thinking skills to effectively plan and implement procurement strategies that align with organizational goals.

Effective procurement outcomes in the procurement department depend heavily on the strategic thinking of its managers. Leaders must be able to think strategically about the organization's procurement goals and objectives and create a feasible strategy for achieving them. This requires an awareness of the organization's overall strategy and a connection of procurement objectives with it. Moreover, leaders must have a deep understanding of the procurement process, including supplier selection and man-



agement, contract negotiation, and cost management. Strategic thinking in procurement was positively related to better procurement performance, including cost savings and supplier relationship management. Effective strategic thinking and leadership also involves continuous evaluation and adaptation to changing market conditions and organizational needs. Leaders who are able to think strategically and adapt to changing circumstances are more likely to achieve procurement success in the long-term (Weele, 2010).

2. The establishment of strong relationships with suppliers and other stakeholders is a crucial aspect of procurement. Leaders must be able to effectively manage supplier relationships, including contract negotiation, performance management, and conflict management. Effective supplier relationship management is positively related to procurement performance, including cost savings and supplier innovation, according to research by Fawcett et al. (2011).
3. For our manager it is important to learn how to distribute responsibility between the team so as not to take responsibility for everyone.

Distribution of responsibilities among team members is a crucial aspect of effective procurement leadership. Leaders must delegate tasks and responsibilities to team members so they can assume responsibility for their work and contribute to the team's overall success.

4. Data analysis. Analyzing data related to purchasing activities can provide valuable insights for improving processes, reducing costs, and identifying opportunities for optimization.
5. First of all, he has to work on himself more than before. The reason is he has more duties now than before. He should focus on his problem solving abilities as big auditory are likely to have big problems.

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