Prevalent Leadership Profile: A Research on Management of Innovation in the Military Organization

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Abstract—In this work we investigate prevailing leadership in a military organization. Our study has a multi-disciplinarily nature as it focuses on Organizational Innovation and the profile of a leader as well as a little investigation on history of the development of a military organization Our main objective is to identify the profile of a strategic prevalent leadership at the Firemen Corporation in Porto Velho, Rondonia – Northern Brazil. We propose to describe the process of nomination for someone to exercise the role of a leader used in the military structure. In this context, we make a survey of the prevalent elements considering the profile of leadership in the face of organizational innovation having in mind the expectation of the people involved in the process of research. At the end we conduct a critical analysis comparing the prevalent elements identified in our study with the expectation of innovation revealed by the military structure investigated. We apply the method of content analysis through convenient procedures. As a result, we present the elements which show prevalence for the definition of the leadership profile of the investigated military structure. We hope our research can contribute to the studies in the field of leadership, as we still have few references in the area of knowledge.

Keywords— Leadership, Public Security, Prevalence, Military Management.

I. INTRODUCTION

An initial study on leadership points out that the various forms of the definition of leading have as a consequence the belief that one individual commands and the other obeys. Over the years a new concept has been observed, which translates into the innovation of the art of leading. This innovation generates the shifting of the paradigms presented by several authors as the human need for evolution and, thus, maintains the order of a dynamic society flowing through the understanding, balance and mutual cooperation between individuals.

This research points out the results of the study on innovation and leadership, alongside the Master's Program of Business Administration of the Federal University of Rondônia, having Organizational Innovation as a theme and focusing on the strategic leadership profile. The principles of Trait Theory for defining the characteristics of leadership and the counterpoint between the Institutionalism Theory and the Theory of Domination, presented by Max Weber, as well as the paradigm shift

occurred from New Public Management Theory, guide this investigative process.

II. OBJECTIVES

This study aims to analyze the prevalence of leadership for organizational innovation, focusing on the leadership profile of managers in the Military Fire Brigade of the State of Rondônia. According to Abbade and Brenner (2009), the characteristics of the management sectors, such as human resource management, planning, operations and the observation of the behavioral elements, should be examined for better results. The general objective is to identify the prevalent leadership profile, through management of innovation in the Military Fire Brigade and, for that reason, the work has as its specific objectives: to describe the designation process used in the military structure for the exercise of the leadership role (1); to survey the predominant elements in the leadership profile in face of organizational innovation contained in the expectation of those involved in the researched process (2); to perform a critical analysis among the prevalent elements identified in view of the need for innovation in the studied military structure and in the perception of current managers (3).

III. METHODOLOGY

This study follows a qualitative approach through the interpretation of observed phenomena and the contemplation of these results found in the military organization which we have studied. For Creswell (2014), the qualitative research is established by means of the criteria derived from a survey project by which the purpose of the research is defined.

Our research seeks to identify the prevalent elements of leadership in the management of the Military Fire Corporation of the State of Rondônia and in some institutions academically linked to the Fire Department through the Officers Training Course, analyzing the participation of officers who perform managerial functions and theirpersonnel in obtaining results and in decision-making.

A questionnaire was applied to the students of the course, based on the Likert scale, with five options and values assigned to them, allowing the formulation of graphs. The use of tools such as Microsoft Excel assisted in the formulation of these results, observing variables in order to produce the reliability of the presented data.

The form provided for the sergeants training course was made available on the distance-learning platform of the course; the student, upon accessing the system, was instructed to respond to the form anonymously. The results were stored in the server of the Corporation, the Military Fire Brigade of the State of Rondônia, and the report was made available to this researcher.

The form aimed to find the 5 (five) most predominant leadership characteristics indicated by the respondents, as well as the 5 (five) less predominant. In order to evaluate the degree of occurrence of these characteristics, a questionnaire was included to measure this data that is common to all military personnel.

IV. THEORETICAL-EMPIRICAL REFERENCE

This study has the Institutionalism Theory as its basis and doctrinal foundation and it observes the characteristics which are peculiar or pertinent to the military regiments, sculpted in the practice of leadership in the daily life of this type of corporation.It is important to consider the legitimacy of actions, which is the reason we seek to present valid propositions in the transformation of new administrative practices, and their logical arguments, based on the Theory of Domination and the New Public Management Theory, in the search for the explanation that meets the facts, clarity and logical argumentative conciseness of this investigative work.

To the students in the training course, a questionnaire was applied based on the Likert scale, with five options and values assigned to them, allowing the formulation of graphs. The use of tools such as Microsoft Excel assisted in the presentation of these results, observing variables in order to produce the reliability of the presented data. The presented data was demonstrated through tables, graphs or figures in order to allow a visualization of the results found.

V. IDENTIFYING THE PREVALENT LEADERSHIP PROFILE

The result of this study is based on theoretical and conceptual principles, on the methodology of the preparation and on the data collected in the military organization subject to management of innovation. The relationship between the leader and those who are led is summed up in the way leadership is exercised within this military body. The corpus dealt with in the literature raised points to the corroboration of how social transformations directly influence the achievement of the objectives. However, the measurement of systematized prevalence may offer the most appropriate means to answer the research question, from which the arguments contained in the following sub-topics should be considered:

5.1 Description of the Designation Process used in the military structure to exercise leadership roles

The spheres of action that separate the hierarchical rank in the Military Corporations are fundamental to configure levels of command and subordination. Examples are the operational activities performed by the military categorized as officers and those categorized as enlisted rank/soldiers, who are subordinate to the officers. Both

functions are essential for the accomplishment of the missions of the corporation to which they are all associated. As provided in the Federal Constitution of Brazil in force in its Article 144, the Military Police and Fire Brigade of the States are military organizations called auxiliary forces, treated as a reserve of the armed forces, and a specific law is authorized to discipline their organization and their functioning. Shaped in the statutes and legislations of the Armed Forces, the Military Fire Brigade of the State of Rondônia, which had its emancipation from the Military Police in 1998, instituted the continuity of the posts and graduations originating from militarism, such as those between enlisted rank/soldiers and Officers.

For the management positions characterized in the corporation, such as: Commander of Military Unit, Barracks, or Administrative Sections, the Coordination or Boards, which are functions foreseen for Officers, although some highlighted sections may be commanded by Lieutenants or Sergeants, according to the necessity of service.The posts to the military in the corporation are granted respecting the meritocracy regarding the classification in their courses, from which the planned positions are offered and they choose where they wish to act after the course ends. Another form of designation is after the completion of specialization courses, such as: operational courses or technical courses, in which the military is placed in a specific section, consistent with the investment made by the State in that military. The current command carried out a study on the competencies of each officer of the corporation and assigned its officers with managerial functions, based on the precepts of *New Public Management*, which corroborates the theory presented by Matos (2015), according to which the new managerial model commits to efficiency and effectiveness, shifting from traditionalist bureaucracy to participatory management.

5.2 Survey of the Elements of Prevalence in the Leadership Profile in face of the expectation of Organizational Innovation

The leadership vision in any organization can be viewed down or up from the hierarchical scale. The present research carried out a study at all levels of the corporation. This way, the perception of the 2016 class of the sergeants training course was evaluated through a form.In this environment, 20 (twenty) structured assertions were submitted from the theoretical focus contained in this documentin order to obtain the respondents' perception. On fundamental aspects related to leadership, both subordinate and command were categorized. Table 1 presents the questions of the questionnaire applied and the answers are synthesized in Table 2, summarizing the performance of the respondents in this *in situ* consultation.

Table.1: Questions about concepts and leadership for the Sergeants Training Course

ELEMENT	DESCRIPTION
P1	Age group of the person consulted
P2	Sex of the person consulted
P3	Degree of education of the person consulted
P4	Time working for any of the Public Security Bodies
P5	Position within the corporation
P6	Exercises Management, Leadership or Director function
P7	I am fit for my the function I have
P8	I feel I am an important member in the organization.
P9	I exercise a function because of my technical knowledge or because of a specific vacancy, proven by professional curriculum.
P10	The function that I exercise requires specific technical knowledge
P11	I possess specific technical knowledge for the function that I exercise
P12	In my perception, my immediate superiors are fit for the function they exercise
P13	My superiors perceive my needs and aspirations within the organization.
P14	I have my superiors as an example to be followed in the organization.
P15	In my perception, my hierarchical subordinates are fit for their functions.
P16	My superiors care about my opinions and well-being within the organization.
P17	In my perception, there is a need for new training courses for the functions performed.
P18	My position/function is by appointment.
P19	I give opinions that are discussed in planning meetings.
P20	I participate in meetings that discuss the methods and procedures performed.

Source: Elaborated by the authors.

Table.2: Questionnaire answers about Training and Leadership

	p7	p8	p9	p10	p11	p12	p13	p14	p15	p16	p17	p18	p19	p20
■ Totally Agree	63	73	40	75	38	60	39	40	34	42	96	14	33	34
■ Partially Agree	42	27	32	28	59	35	44	34	52	33	12	17	35	32
■ Indifferent	3	9	20	6	6	6	9	14	11	12	4	17	24	21
■ Partially Disagree	2	2	6	2	6	7	14	10	12	14	0	7	9	7
■ Totally Disagree	2	1	14	1	3	4	6	14	3	11	0	57	11	18

Source: Elaborated by the authors.

The criticism of Table 1 and Table 2 above makes it possible to consider the significant numbers resulting from the positioning of the respondents. Thus, for variable p17 in Table 6 above, which addresses the need of training for the performance of new functions, indicating the 112 (one hundred and twelve) respondents, 96 (ninety-six) fully agree with such need. This position corroborates with Oliveira (2012), as this researcher indicates self-improvement as one of the training factors for leadership. In recognizing the importance of this need it is assumed that the individuals are conscious to assume positions of command in the corporation. In addition, in relation to the evidence indicated above, 59 (fifty-nine) individuals indicate that they have specific technical knowledge for the functions they perform; however, 59 (fifty-nine) respondents state that they do not hold positions or functions by appointment, which confirms that they have real technical expertise. This fact corroborates the prescription of Vieira (2002), who points out the technical expertise before the subordinate ones. The result of the questionnaire applied asserts that 76% of respondents, most of whom are between 26 and 39 years of age, are male, have finished High School, with a service time of more than 5 (five) years, and are considered able to perform the function of a military firefighter. Among the respondents, 21% correspond to officers and 79% are enlisted rank/soldiers.

5.2.1 Characterization of the leadership in the military command in the organization studied in this research

According to Martins (2015), Institutional Theory versus *New Public Management* points to the adaptation of the private sector in public administration, being shaped according to the pillars of militarism indicated by Abreu (2015), as the hierarchy, which is one of the sources of leadership that comes to be shaped as new elements of leadership. Table 3 presents the explanation about this comparison in the organization studied by this research.

Table.3: Leadership: Theoretical framework

THEORETICAL SUPPORT	DOCTRINAL PRINCIPLE	PRACTICE IN MILITARY ORGANIZATION
INSTITUTIONAL THEORY Carvalho, Vieira and Silva, (2012); Pereira (2012).	Exercise of Leadership through the position occupied.	Functions occupied based on military hierarchy.
NEW PUBLIC MANAGEMENT THEORY Carneiro and Menicucci (2011); Martins (2015)	Ability to generate meaning for the community, motivating people to act for the common good.	Functions by technical-professional qualification.
DESIGN THINKING Lima and De Carvalho, 2013); Vianna et al., (2012); Biscaia (2013).	Development of creative skills, such as imagination, ideation and prototyping.	Functions by qualification.

Source: Elaborated by the authors.

The Institutionalism Theory itself, according to Pereira (2012), deals with the organization through norms and regulations, and empirically in the military hierarchy it is one of the precepts that keeps the institution intact, although over the years it has shown a need for change in external factors that come to satisfy the primary needs of military institutions, such as the corporation under study, becoming, thus, transforming elements in these organizations.

Leadership innovation has been observed as the implementation of a new or significantly improved solution, aiming to strengthen the competitive position and to improve performance and knowledge; therefore, it is possible to interweave the innovation with the participation

of the leadership demonstrated in coordinating works that involve the need for improvements and the capacity to make decisions, through productive practices not previously thought, which is pointed out in the literature, according to Torquato, Willerding and Lapolli (2015), who describe the process of innovation through participation.

Participation in corporate decision-making is also evaluated; in this regard, 58% evaluate that they totally or partially agree with participation in the meetings regarding the methods and procedures of the corporation, also combined with the evaluation of 67% who inform that they wish to be observed by their superiors.

This analysis is shown in Figure 1, where the synthesis of this relationship of qualification and leadership is found, being referenced in the literature as pointed out by Vieira (2002). The author indicates characteristics that involve competence, discernment and tact, placing the intellectual skills above political influences or patronage.
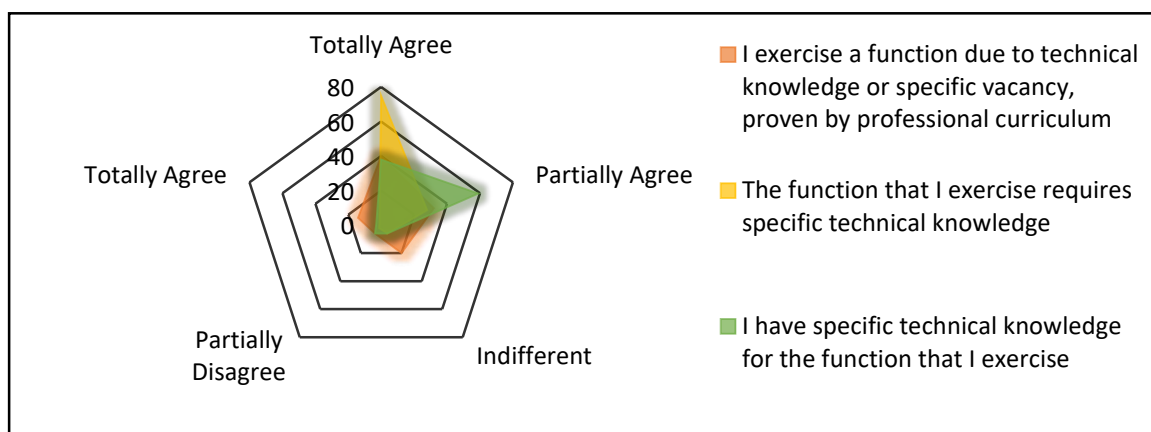

Fig.1: Professional traning of respondents
Source: Elaborated by the authors.

5.2.2 Characterization of the prevalent leadership

The structured form points to the most present view of leadership from the point of view of the characteristics identified in Hunter (2014) and Posner and Kouzes (2011), prevailing the five (5) most visible characteristics of the respondents, as identified in Figure 2.
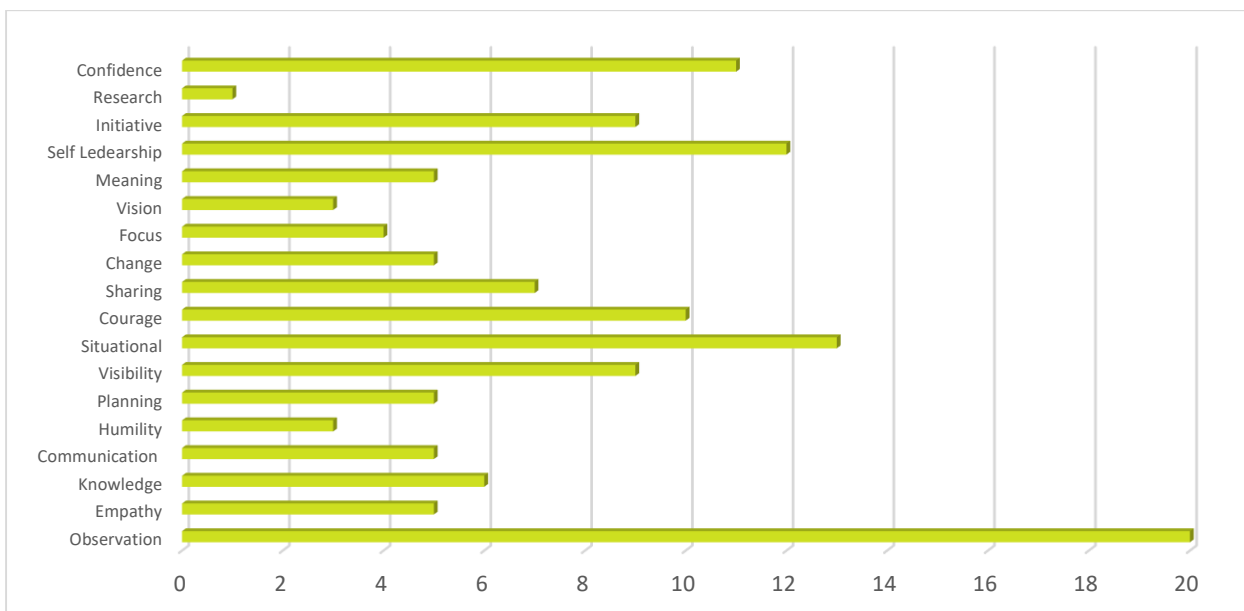

Fig.2: Characteristics of Leadership that are most present in Managers in Military organization.
Source: Elaborated by the authors.

The figure above contemplates the characteristics presented in the literature pointed out by Maxwell (2013). In order to develop skills capable of influencing a modern leadership, a view is taken within a point of the organizational structure, also presented by Ferreira (2012) as the very characteristic of influencing people.The prevalent Leadership is pointed out in this study as the one that presents the most predominant characteristics in face

of the vision of the military towards its managers and hierarchical superiors. According to Collins (2017), four characteristics stand out as most prevalent, being: self-confidence, humility and ambition. The respondents understand that observation is the characteristic that prevails among the others, because it represents the analysis of the organizational environment in search of effective solutions for each problem. This characteristic represents the need to innovate, always aiming to evolve, reaching the objectives of the organization. This corroborates the study of De Oliveira (2012), contemplated by the notes necessary in the act of observing to plan, and listed in the study on Principle of Leadership, according to the Army manual. The designation of competent officers who are able to listen to their subordinates through participatory leadership demonstrates that this characteristic becomes prevalent nowadays as a solution, generating respect and trust for other members of the military in all hierarchical ranks.

The second most present characteristic pointed out by the respondents, is the situational one, which according to Gustavo (2016), is a characteristic that involves integrity with solution targeting, which complements the first, since it represents the ability to direct the team to obtain better results, observing the problem and seeking intelligent and sustainable solutions for the corporation. Such is a fact that was observed during the analysis of the corporation of the Military Fire Brigade of the State of Rondônia.

The respondents put self-leadership as the third prevalent characteristic in leadership and it represents similarity with those listed in the literature we used in our work. Self-leadership represents the ability to lead themselves, creating possibilities for success for the organization. Allied to one's self-leadership, there is confidence. It is the result of the capacity to coordinate actions for the effective solution to the organization's objectives, receiving endorsement for the credibility of the actions, as presented by Vieira (2002), in the personal development by the responsibility of his subordinates and the knowledge of himself leading to the perception of his own characteristics and its limits.

The fifth characteristic most evidenced by the respondents is courage, resulting from the ability to make decisions in the face of the events of the organization, knowing how to take risks with wisdom in the actions assigned to him in pursuit of the objective of the corporation. This finds similarity with Maxwell (2013), in his note to the law of victory and of the great impulse, which shows the steps from starting from scratch and moving on to making decisions on the way to victory.

5.3 Critical analysis of the prevalent elements identified in face of the expectation of innovation in the studied military structure

The corporation under study, whose existence corresponds to just under two decades, presents an administrative maturity that is a result of several corporations with secular traditions, as in the case of the Military Fire Brigade of the State of Rio de Janeiro and Brasília. The Military Fire Brigade of the State of Rondônia - CBMRO has existed for 19 (nineteen) years and presents an index of innovation in several sectors, being nationally recognized. This fact is verified through the recognition of the National Fire Brigade – the deliberative body and representative of all National Fire Brigade bodies, which highlights the direction of the Council through the presidency of the General Commander of the Military Fire Brigade of the State of Rondônia. In the period of 2012-2014, stand out: the Civil Defense operations triggered in the State during the flood of 2014, with zero deaths; the recognition of the Government of the State and the optimization of the public resources raised through the Fund of Re-Equipment of the Fire Department – FUNESBOM; and the technological modernization and improvement of the military, with specialization courses for several areas.

The corporation under study had through the Law 2699/12 (RONDÔNIA - 2012) the creation of the Air Operations Group, which demonstrates the innovation exercised by the leadership of its General Commander, in order to offer new services for the noble mission of saving lives. Allied to this fact, we identify the prevalence of innovative characteristics of leadership in the CBMRO, finding the 5 (five) characteristics pointed out by the respondents, leading to the determination of the creation of a new tool capable of reaching the goal of the corporation. This fact goes back to what the aspiring sergeant students point out as necessary for the recognition of leadership, for which it was provided the training of human resources to operate this type of service. Management was also the target of this reflection of participatory leadership; through meritocracy, some fundamental functions of financial and administrative management were occupied by professionals with knowledge and who were better trained in courses funded by the Corporation.

A survey conducted by the newspaper O Globo (2017), which interviewed about 300 (three hundred) presidents, superintendents, directors and managers of medium and large companies in Brazil, points out three main qualities of a good leader: inspiring others, have ethics and having decision-making skills.

VI. CONCLUSIONS AND SUGGESTIONS

The prevalent leadership in the organization studied reflects a paradigm shift to existing models within the militarism present in military manuals and legislation. The existing isomorphism between civil organizations and public organizations, more specifically the Military Fire Brigade Corporation of the State of Rondônia, admits the

understanding that the new public management within a military organization has new notorious characteristics related to leadership, and the results point to the mastery of management over those it leads. The confidence in the technical qualification is one of the observed factors in the present study as a primordial fruit for the new model of leadership. It also results in a conclusive analysis, according to the sample, which exists besides the concern with the qualification of intellectual capital, the concern for the welfare of all of those involved in exercising a participatory leadership.

The innovation visualized in this research points directly to the internal services of the organization, which allows the study of ideas and the prototyping for practice when viable. For this work, the innovation in military organizations is characterized by the transition from institutionalist theory to New Public Management, observing the clear principles of Design Thinking involving these transformations and exercising a paradigm shift. Thus, the characteristics pointed out in the literature studied and presented by Collins, Hunter, Posner and Kouzes highlight the prevalent elements presented by the studied organism: observing and providing confidence for problem solving or the generation of new management models, which are natural characteristics to confirm leadership.

In summary, the research presented results visible in the observation of the respondents and the documentary analysis of the publications in general bulletins, minutes of meetings and reports. We can see convergent points in the evaluation between the hierarchical subordinates and the managers of management functions which are listed. A primordial characteristic listed in the literature and ratified by the respondents is that the ideal leadership in a military organization has, in evidence, characteristics of participatory leadership, from which the leader observes the environment, performs an analysis and through his technical knowledge proposes measures to obtain effective results.

The prevailing leadership profile identified in the study reveals that it is necessary to promote professional valorization of all of those involved in the corporation. However, one can observe that it is not yet at the level desired by the respondents, according to the perception pointed out by the need for new training and recognition of the work developed. Concomitant to this fact, we observed that the corporation attends part of this professional valorization with the fomentation of technical qualification through the several courses to the military. At this point, we can see the presence of the Design Thinking tool, which is emerging in the corporation when it comes to the innovation model allied to the listening of ideas and creativity carried out daily by those involved. It is also presented in documents for innovation in improvements in daily relief services; leading the organization to innovate

with acquisition of materials to support the activities of firefighters.

As a suggestion for the organism studied, we encourage a management through participatory leadership, which results in a constant learning, aiming at the strengthening of the servant leadership, demonstrating that the prevalent characteristics highlighted in the study allow innovations in the way the organization is managed. The prevalent characteristics can be used for a proposal of isomorphism of civil organizations and military organizations, creating through the points raised here a favorable environment for the achievement of new Leaders and the improvement of management in organizations.For the academy, the present study can be used as a laboratory of indicators to elaborate new studies in the face of leadership, whether in a public or private body.

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