

Leadership Style via Managerial Communicative and Organizational Skills

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Abstract. In modern economic conditions the process of optimizing the organization's activities has become an important area of research. Consequently, the issues of choosing the optimal leadership style, within the framework of this problem, require special attention, since they allow to optimize the activities of the leader, and, consequently, the organization as a whole. In the activities of an effective manager, one of the leadership styles dominates. The optimality of one or another leadership style is determined by the current situation and the development of communication and organizational skills. The article presents a brief theoretical review of the main modern psychological research on the problem of communicative and organizational skills; the problem of correlation between the expressiveness of communicative and organizational tendencies with the dominant management style of middle managers is considered. The results of an empirical study are presented and analyzed. The target group for such study is presented by the management personnel training under the program "Strategic Management".

1. Introduction

Global changes have taken place in the economy, geopolitics, culture, education and other areas of modern society, which led to the search for joint solutions to global problems of overcoming crisis phenomena that threaten sustainable socio-economic, political and cultural development. Many sectors of the economy are developing rapidly. Information and multimedia technologies, mobile devices with completely new functions and capabilities constantly come into use, the quality of transmitted multimedia streams improves every year, the knowledge received may not be relevant in a few years.

Employee requirements are constantly growing, you need regularly to learn, improve your skills in order to remain in demand, to keep your jobs and succeed in life. Today, workers in many specialties are forced to update and supplement their knowledge regularly in order to do their job properly and remain in demand in the labor market. The ability to quickly find and master the necessary information, often on their own, becomes very important [1], [2].

2. The relevance of research

The coherence and results of the work of the team, which at one time determine the competitiveness of the enterprise, directly depend on the effective management of the organization. This topic remains relevant today, as in a democratic society with a market economy, competition forms the basis of survival and development for companies. The works of F. Taylor, H. Mesconn, and others are devoted to the study of management, as a science. A.K. Gastev made a special contribution to the theory and practice of management. It should also be noted a significant contribution to the formation and devel-

opment of the theory and practice of quality management of such domestic scientists as G.G. Azgal-dov, O.K. Antonov, K.I. Klimenko, M.I. Kruglov, V.I. Sedov, V.L. Panov, Ya.B. Shor et al. Despite the fact that a great amount of research has been done over such a long period, there is still debate about which management style is preferable. The scientific novelty of the work lies in the development and implementation of the concept of psychological and managerial analysis of the communicative and organizational competence of managers as an instrument influencing the choice of management style of the company and the effectiveness of the corporate management system in modern Russia.

The purpose of this work is to identify the most optimal management style for middle managers. The tasks of the work: identification of management styles, characteristics of management styles, determination of the most significant factors when choosing a management style.

3. Main text. Theoretical part

In the transition to innovation policy, there was a problem of personnel shortages. The government considers investment strategies and new approaches to training of the necessary specialists [3].

In Russia, a program of state financing is being implemented for express-preparation of management personnel for business. The goal of the program is to train managerial potential that can ensure the development of enterprises of all sectors of the Russian economy, form a personnel reserve for work in top management positions in organizations of the real sector of the country's economy. The target group for training is specialists with a completed higher education, having at least five years of experience, of which at least three years are managerial, at the age of 40 years. The program contributes to the professional and career growth of young managers: about a quarter of graduates note rapid career growth [4].

During the operation of the enterprise, each manager is faced with the problem of coordinating his actions with the actions of his subordinates. "Management style", which refers to the generalized types of behavior of the head and his relationship with subordinates, influences the process of achieving the goals of the enterprise [5].

At the head of any enterprise there is always a manager or a management board managing the organization at every level of its development. The manager should know and evaluate how the accepted leadership style corresponds to each stage of the organization's development. Leadership is only a part of managerial activity, in which various managerial issues are solved by influencing subordinates. What is important is the chosen style of organization management, on which the success of the organization and the dynamics of the company's development depend. Each manager has a specific, peculiar only to him work style. He performs three different roles: - implementer - produces functional activities aimed at the result; - administrator - systematizes the work, turning it into effective; - strategist - makes decisions and acts in the present to ensure success in the future [6].

A lot depends on the management style, for example: the attitude of workers to work, their motivation, as well as the relationship of the subordinates. Thus, this area of management is of great importance in the management of an enterprise, since knowledge of the management style allows to solve the problem of the professional suitability of the administrative reserve [7].

Management style is predetermined by the characteristics of the organization, the existing business practices, the position of senior management, the prevailing value system and the type of culture. The management style is influenced by the human and business qualities of managers (knowledge, energy, common sense, ability to innovate, habits, speech features, gestures, facial expressions) [8].

The role of the management style of the direct manager in production is enormous in creating a favorable socio-psychological climate for the organization. "Style" is a word of Greek origin. Initially, this word meant a rod for writing on a wax board, and later began to be used in the sense of "handwriting." So we can assume that the leadership style is a kind of "handwriting" in the actions of the manager [9].

The sources give the most complete definition: "leadership style is a relatively stable system of methods, ways and forms of practical activity of a manager in the process of preparing and implementing

management decisions in relation to his subordinates with the aim of influencing them or encouraging their action (assignment)” [10].

Leadership style is a key factor in successful management. In turn, management efficiency is 80% dependent on leadership style.

K. Levin highlighted the following leadership styles: authoritarian, democratic and liberal. A characteristic feature of the authoritarian leadership style is the centralization of the authority of the leader, exactingness, the prevalence of power functions, strict control and discipline, result orientation, ignoring social and psychological factors. Democratic leadership style is based on collegiality, trust, informing of subordinates, initiative, creativity, self-discipline, conscientiousness, responsibility, encouragement, publicity, orientation not only on results, but also on ways to achieve them. Powers are decentralized, employees are actively involved in decision making. Team events are planned. Such an environment creates conditions for self-expression of subordinates, they develop autonomy, which contributes to the perception of the achievements of the goals of the organization as their own. Such interaction of the head and subordinates can be defined as cooperation. Liberal leadership style is used by people who do not like to take responsibility. The head sets the problem for the executor, creates the necessary organizational conditions for his work, sets the boundaries of the decision, and he himself moves into the background. He retains the functions of a consultant, an expert who evaluates the results. Subordinates receive satisfaction from the realization of their potential and creative abilities. Subordinates are spared from constant control and “independently” make decisions and try to find a way to implement them within the framework of the powers presented. Such work creates a favorable moral and psychological climate in the team [11].

In order to achieve high business performance, a modern manager should have well-developed communication and organizational skills, the management style of which depends on the level of development.

Communicative competence is considered in modern studies as “the interconnection of skills that enable interaction in a particular language, or more extensively — including theoretical knowledge of the language” [12].

So, F. Wolf, K. Bortsovski in their research considers communicative competence as a complex of certain clearly interrelated communication abilities that are necessary for adequate and effective interaction of young people, especially people from different cultures and social categories [13], [14].

The tendency to organizational activity finds expression in spontaneous self-inclusion in organizational activity, in assuming the role of organizer and responsibility for the work of other people, the need for organizational activities, and emotional and positive well-being during its implementation. These organizational skills are supplemented and specified by more local abilities that determine the effective performance of separate management functions. The main ones, according to the classification of A.V. Karpov, are the following: - The ability to goal setting; - ability to predict; - ability to plan; - ability to make management decisions; - communication skills; - motivating abilities; - abilities of control [15].

One of the components of the managerial abilities of a manager is speech - a good command of verbal means of communication. Organizational skills are the ability to organize the activities of people by convincing them of the need to perform a certain type of activity. Thus, the organizational and communicative abilities of an individual are embedded in a person’s personal potential, which determines the inner essence of a personality with its meanings, attitudes, values, worldview, orientation, and interests, which allows a person to interact more with others, reflecting the level of social success. Communicative and organizational inclinations act as a complex hierarchical structure, on the one hand, as a part of a single structure of human abilities, on the other hand, representing as an element of individual psychological characteristics of a person, ensuring the effectiveness of communication with others and psychological compatibility in collective activities. They are dynamic and are formed in the respective activities under the influence of internal and external factors.

4. Methods and Results

In the present study, the relationship between the leadership style and the level of development of the communicative and organizational skills of middle managers was revealed. To solve the tasks, specific psychodiagnostic methods were used: determination of the manager's management style using the self-assessment of NP. Fetiskin, V.V. Kozlova, G.M. Manuylova and the method of identifying the level of development of the communicative qualities of a KOS-1 personality by V.V. Sinyavsky, V.A.Fedorishin [16]. In the professions, which in their content are connected with the active interaction of a person with other people, communicative and organizational skills act as core, without which success in work cannot be ensured.

The main content of the activities of workers in such professions is team management, training, education, cultural, educational and personal services for people, etc. According to the results of the test, it becomes possible to identify the qualitative features of his communicative and organizational inclinations. The experimental base of the study was students of the Presidential program "Strategic Management".

Analysis of the results of diagnostics of the severity of the management style according to the method by Fetiskina N.P. allows us to speak of a high degree of severity of a democratic management style. Some of the subjects have a combination of management styles, a combination of authoritarian and democratic styles, when the manager applies flexible methods of working with people and daily approves an effective management style.

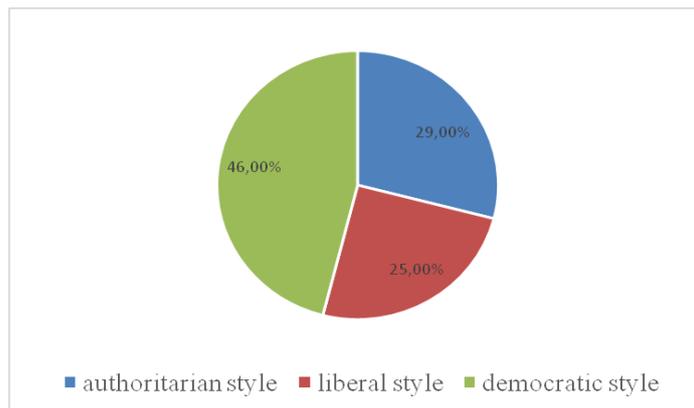


Figure 1. The severity of leadership style in the group of subjects.

A high level of expression of a democratic management style implies the ability to coordinate and direct the activities of the staff, provide independence to the most capable subordinates, fully develop the initiative and new methods of work, convince and provide moral support, be fair and tactful in the dispute, study individual personality traits and socio-psychological processes of the staff, develop publicity and criticism, prevent conflicts and create a welcoming atmosphere. This management style is considered very promising today.

The test results of the KOS reflect the real behavioral characteristics of the personality and the peculiarities of the person's self-perception [17]. The study showed correlations of management style and personality perception of the level of development of the communicative and organizational skills. Based on the data, it can be concluded that, in the sample as a whole, the intensity of organizational inclinations is associated with the authoritarian leadership style (the correlation coefficient is 0.71) and the communicative inclinations are associated with the democratic style (correlation coefficient 0.54).

Organizational skills are closely related to the professionalism of the manager. Managerial activity of managers is determined both by the system of professional skills and abilities, as well as by a complex of personal characteristics. Thanks to the communicative abilities and skills of the manager, the necessary information flow is created in the management process. The ability to verbal and non-verbal communication, empathy, reflection, and overall interpersonal skills give high productivity. The spe-

cific situation in the organization, the type of certain activities, the personal characteristics of subordinates and other criteria ensure that the manager chooses the prevailing style. Thus, the optimality of a leadership style is determined by the situation, which has many factors. These factors that primarily determine the style of leadership include principles and attitudes that determine the ability to use power. The role is also played by the specifics of the manager's mentality, the level of development of his communication and organizational skills.

5. Conclusions

It is important for the manager to be able to apply a variety of leadership styles, using them depending on the situations.

The personal predisposition of a person to different leadership styles is characterized by his temperament, which depends on the type of nervous system. Thus, it is nature that directs a person to one or another leadership style. However, the more a leader understands different leadership styles, the more diverse his methods of influencing the team, and therefore, the guarantee of success in a management position increases. Any style of a specific manager is a definite system that includes techniques from a variety of styles, but at the same time, with only one prevailing.

The development of managerial professionalism is closely related to the systematic increase in the level of professional knowledge and skills, as well as the improvement of professionally significant qualities and characteristics of a specialist. In recent years, the growing need for constant updating and deepening of the knowledge gained once, the formation of a culture of "lifelong learning" is pushing managers to improve their skills. Advanced training is aimed at helping a professional to remain "at the level" throughout the entire professional path [18].

In the process of advanced training, employees with potential leadership and management abilities manifest themselves, and therefore it is possible to build long-term development strategies for a company. For an employee who has mastered numerous skills, there are prospects for growth and demand, since he can adapt to the changing nature of work. The development of universal skills increases the value of an employee who can perform various jobs in a particular company [19].

From the foregoing, it can be concluded that it is very important for the manager to rationally approach the question of the optimal choice of management style. A dynamic style is an optimal one, which is characterized by the use of optimal tactics of management activities and its changes depending on the specific conditions, the real team and circumstances [Shchegortsov, V. M. The management style is determined by the specific situation in the organization / V. M. Shchegortsev // *Service personnel and staff.* - 2008. - № 3. - p. 36-39].

The results of the study can now be applied in a commercial organization, when conducting training activities for managers in order to increase their professional efficiency.

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