



Research Article

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CONCEPTION OF LEADERSHIP OF MANAGERS OF BUSINESS ORGANIZATIONS IN UKRAINE

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Abstract

Relevance. The presented research was conducted on the basis of the study "Leader in Business Organization of Ukraine", conducted to clarify the practice of leadership and management in the modern business environment of Ukraine: diagnosis of management potential to form mechanisms for improving the effectiveness of business organizations [21]. We set a goal to empirically test what personal qualities are required for effective leadership according to the opinion of leaders and managers in Ukraine.

Methodology. Sample. 104 respondents, aged 28 to 52, participated in the study. The employees of companies from different spheres of business activity and forms of ownership participated in the survey.

The study was conducted using a social-psychological questionnairing. The research participants were asked to identify 10 personal qualities that are required for an effective Ukrainian business leader.

Reiults. For centuries, the phenomenon of leadership has been studied by philosophers, sociologists, psychologists, so the views on the nature of leadership are extremely diverse. Leadership is known by its very nature to be both the result of objective as well as subjective factors.

The study highlighted the clusters based on leadership characteristics that testify to the conception of business leadership of contemporary business executives and managers. The respondents identified 42 qualities that they believe are inherent in today's Ukrainian business leader. In the general selection with a frequency of more than 10%, there are 14 distinguished qualities (determination, consistency, reasonableness, being bright at decision-making in emergencies, enthusiasm, sense of humor, patience, perseverance, observation, riskiness, responsibility, competence, sociability, self-perfection/self-development).

Key words: *leader, leadership, leadership qualities, manager.*

Relevance

Studies of leadership prove that a leader becomes a person who is endowed with leadership qualities or has leadership potential that can be realized in the appropriate

situations. Top executives of successful companies understand that achieving results is possible due to the person who is the main asset of the organization (Maslov, E. V., 2015). That is why the most important task of modern business structures is the right selection of executives, who can determine the priorities of the company and under their leadership to bring them to life (Vovna, O. S., Klymov, A. A., 2016).

Let's consider the problem of leadership in historical perspective. Leadership is known by its very nature to be both the result of objective and subjective factors. The nature of leadership goes back to the distant past, since human history has always been regarded as the result of the work of eminent personalities. For many centuries, the phenomenon of this occurrence has been studied by philosophers, sociologists, psychologists, so the views on the nature of leadership are extremely diverse. Some authors believe that the causes of its appearance should be sought in the presence of special leadership qualities in the individual ("The Traits theory"). C. Lombroso interprets the desire for leadership as paranoia, Z. Freud and A. Adler – as neurosis. G. Lasswell views leadership as an attempt to compensate for low self-esteem. In addition, this phenomenon is defined as the desire to overcome physical disadvantages: low height (Napoleon, A. Hitler); paralysis (F. Roosevelt); the desire to overcome a personal offence (for example, the execution of a brother – V. Lenin). L. Gumilyov, in particular, considers the desire for leadership as an excess of biochemical energy, which is the result of a passionate outburst (Shalagynova L. V., 2007).

I. Volkov distinguishes between "leadership" and "management". In particular, under leadership, he understands the process of internal socio-psychological self-organization and self-management of the relationships and activities of the team members at the expense of the individual initiative of the participants. The author considers management as a process of managing the work of the team (Kuz'my'n E. S., Volkov, Y. P., Emel'yanov, Yu. N., 1974).

Leadership in the contemporary understanding of this problem is a purely psychological characteristic of behavior of the individual group members; management, however, is predominantly a social characteristic of the behavior of individual members of the group, a characteristic of group relations, primarily in terms of the distribution of management and subordination roles. The leader's group becomes a team, in which the members do not serve their duty, but they are filled with creative impulses. The leader is the member of this team, occupying a special place in it. This style of leadership is sometimes referred to in the literature as "New Leadership". It is characterized by significant support for subordinates' activities, not top-down pressure (Coulson-Thomas, C., 2013), and the distinction between leadership and management is almost disappearing. Such a leader generates ideas, crystallizes his or her own ideas, perfecting them in contact with employees, perceives the ideas of the team members as his or her own and helps in their implementation. His main task is not to make decisions, but to help other team members in finding problems that need to be solved, in shaping the goals and objectives of the collective activity. Accordingly, the function of control over the work of subordinates is replaced by the function of its coordination. The leader concentrates on finding ways to



reconcile the diverse, often conflicting interests of other employees, and the resources needed to solve problems. Therefore, the role of knowledge, the intellectual potential of the leader increases, as only this enables him or her to perform the functions and to find and put problems to the other team members.

G. Mintzberg states that we should encourage all managers to be leaders, and to define 'leadership' as a well-implemented management (Mintzberg, H., 2009).

1. Nowadays there are six key approaches to the study of leadership in an organization: the study of leadership traits; behavioral approach; exchange between leader and subordinate; transformational leadership; strategic leadership; distributed leadership (DeChurch, L. A., Hiller, N. J., Murase, T., Doty, D., & Salas, E., 2010). Each of these mentioned approaches focuses on specific issues, such as: forming leadership (Bass, B. M., 1991; Conger, J., 1988; Conger, J. A., Kanungo, R. N., Menon, S. T., 2000); social exchange between a leader and subordinates (Graen, G. B., Scandura, T. A., 1987; Schriesheim, C. A., Castro, S. L., Cogliser, C. C., 1999; Graen, G. B., Scandura, T. A., 1987; Oronowicz, M., Samuła, S., Kowalczyk, P., 2018). interaction of leaders with colleagues and in teams (Caplan, J., 2014; Pearce, C. L., Conger, J. A., 2002).

Among other contemporary professionals who hold senior management positions in the EU Member States and the European Commission, they also refer to leadership as a framework of which, according to the study by the Dutch Institute of Public Administration (Becking, K., Hopman, N., 2005), contains seven key competences:

- 1) open thinking and openness of behavior (flexibility, ability to learn, versatility);
- 2) innovation (initiative - proactivity, innovation - modernization, creativity – creative approach, bravery - courage);
- 3) integrity (honesty, transparency, accountability, dedication);
- 4) social skills (communication skills, ability to form coalitions and partnerships, negotiation);
- 5) result-orientation (information processing, judgements, determination, problem solving);
- 6) organization (organizational skills, planning and evaluation, staff development, delegation, ability to create teams);
- 7) knowledge according to management level (institutions, procedures, legislation, relationships and partner networks) (Orzhel', O. Yu., Palij, O. M., Kravchuk, I. V. (Ed.), 2007).

Recently, the interaction between the self-concept of personality and leadership has been studied, which allows us to determine the profile of the necessary leadership qualities, which can be developed then. There is a number of studies that prove that the set of qualities of effective management is different for managers at different levels of management (Jacobs, T. O., Jaques, E., 1987; Emel'yanov, E. N., Povarny`czyina, S. E., 1998; Charan, R., Drotter, S., Noel, J. (2000), but this problem needs further research.

Modern enterprises seek to maximize their business potential, but only a manager-leader can effectively manage a system that is focused on achieving high performance.

Methodology

The presented research was conducted on the basis of the study "Leader in Business Organization of Ukraine", conducted to clarify the practice of leadership and management in the modern business environment of Ukraine: diagnosis of management potential to form mechanisms for improving the effectiveness of business organizations (Maslyuk A. M., 2011). We set a goal to empirically test what personal qualities are required for effective leadership according to the opinion of leaders and managers in Ukraine.

The study was conducted during 2019-2020 using a social and psychological questionnairng. The research participants were asked to identify 10 personal qualities that are required for an effective Ukrainian business leader. The employees of companies from different spheres of business activity and forms of ownership participated in the survey.104 respondents, aged 28 to 52, participated in the study.

The selection characteristics are summarized in table 1.

Table 1. Selective characteristics of participants who took part in the survey

Respondent information	N= 104	%
1. Gender		
men	62	59,6
women	42	40,4
2. Higher education		
economic	36	34,6
juridical	24	23,1
technical	30	28,8
humanitarian	14	13,5
3. Work experience		
Up to 5 years	3	2,9
5-10 years	29	27,9
More than 10 years	72	69,2
4. Form of property		
Business owner	18	17,3
Employee	86	82,7
5. Position		
Top manager	21	20,2
Mid-level manager	55	52,9
Line manager	28	26,9

Results

The study highlighted the clusters based on leadership characteristics that testify to the conception of business leadership of contemporary business executives and managers. The respondents identified 42 qualities that they believe are inherent in today's Ukrainian business leader. In the general selection with a frequency of more than 10%, there are 14



distinguished qualities (determination, consistency, reasonableness, being bright at decision-making in emergencies, enthusiasm, sense of humor, patience, perseverance, observation, riskiness, responsibility, competence, sociability, self-perfection/self-development).

The obtained results are divided according to the forms of ownership of the business in which the interviewed respondents work, we present them in Fig. 1.

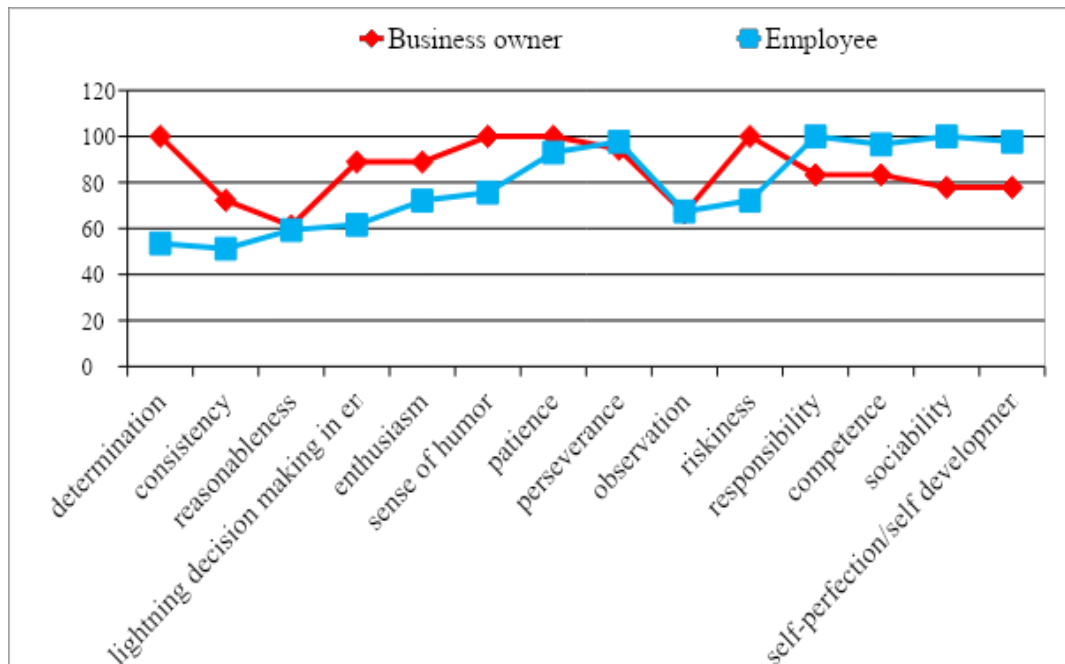


Fig. 1. Distribution of the results of the choices of leadership qualities depending on the ownership of the business (in %)

The presented results in a number of positions reflect significant differences in the understanding of leadership qualities of employees and business owners. Taking into account the peculiarities of the Ukrainian labor market and the legislation, business owners put the following features of leadership on the first place as determination, riskiness, patience and sense of humor (100 %). Observation is the least important leadership quality to their mind (66.7%) and prudence (61.1%). The hired managers consider responsibility and communication skills as the most important leadership qualities (100%), perseverance, constant self-development (97.7%) and competence (96.5%). The hired employees consider determination (53.5%) and consistency (51.2%) to be less important to the leader.

In the next stage of processing the obtained results, we analyzed the idea of leadership of managers according to their position (top manager, middle manager, line manager). The results obtained are presented in Fig. 2.

All the respondents indicated the importance of such leadership qualities as: responsibility, communication skills (100%). The conception of leadership of top and middle managers were close in the following positions: competence, riskiness, perseverance.

The process of leadership in the aspect of the sequence of performance of specific functions covers six phases: goal setting – analysis and formation of personal goals (determination, consistency); planning – plan developing, alternative variants, their activities; decision-making in specific cases (perseverance, responsibility, quick decision-making); organization and realization – preparation of the agenda and organization of the work process with the purpose of realization of the set tasks (self-improvement/self-development, patience); control – self-control and control of the results (if necessary – prompt adjustment of the goals) (competence, responsibility); information and communication is a phase inherent in all functions, since communication and information sharing are necessary at all stages (communicability).

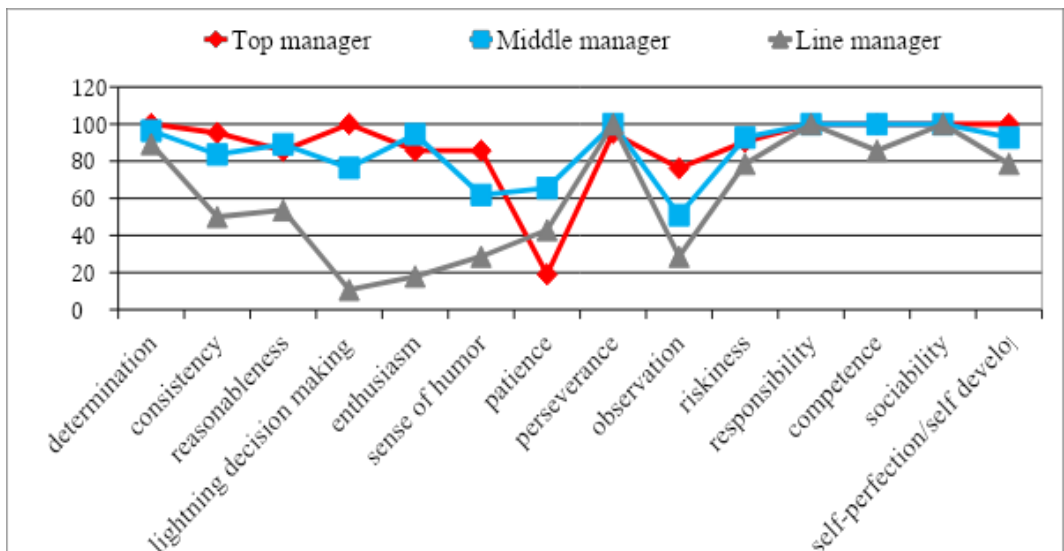


Fig. 2. Distribution of the results of the choices of leadership qualities depending on the position of the respondent (in %)

Certain functions are not necessarily one after the other, but may be intertwined (Gavkalova N., 2005).

Conclusions

An analysis of the empirical research revealed that Ukrainian top and middle managers have the closest possible idea of leadership to a business leader. Conceptions of a leader's personal qualities in line managers have little correlation with leadership functions.

Formation of leadership qualities should be carried out at all stages of becoming a personality. Leadership in today's complex socio-economic conditions of enterprise activity



is an indispensable factor of effective management. Distinguished personal qualities of a leader are necessary to improve the ability of the executives to carry out an objective-critical analysis of their own style in order to bring it to real leadership. The executives from other countries who will work in Ukraine need to take into account the key leadership qualities that are important to maintain a leadership position in Ukrainian organizations. It should be noted that the problem of leadership in Ukrainian business organizations needs further clarification and development.

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