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THE IMPACT OF PERSONAL NEEDS ON THE FORMATION OF LEADERSHIP

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ВПЛИВ ОСОБИСТІСНИХ ПОТРЕБ НА ФОРМУВАННЯ ЛІДЕРСТВА

Purpose. The clarification of the impact of needs for affiliation, needs for authority, and needs for achievements on leadership formation in the system of local government.

Methodology. To achieve these goals and solve the determined tasks interdisciplinary and systematic approaches were used as well as a number of general and special methods, among them: generalization, comparison, forecasting methods and others.

Findings. The analysis of personal needs that form the behavior of a leader and affect his/her activity proved that for the proper functioning of the local government, citizens are advised to analyze the behavior of potential candidates to work in the system of the local government, paying special attention to the commitment of the people to three basic needs: achievements, relation to power and the need to be with people.

Originality. Personal needs were disclosed and it was experimentally proved that people with a clear need for achievements are advisable to attract to work in a local government system, as they perfectly perform tasks that provide an opportunity to experience personal responsibility for the outcome and the possibility of feedback. Persons with a clear need for power and a high level of internal inhibition and the affiliation level which is below the level of need for power are people with leadership motive syndrome and they can create the optimal leadership environment to meet needs of citizens of the relevant territory. Individuals with a strong affiliation motive and less strong motive of power and achievements can hold positions on the boards of various levels, as they are more likely to focus on caring for the welfare of citizens.

Practical value. The practical value lies in the fact that the results of the study allow formulating specific proposals and identifying ways to improve the activities of the local government on the basis of involving people who are internally targeted to meet the needs for achievement, power and affiliation.

Keywords: *local government, leadership, needs, affiliation, power*

Introduction. The axiomatic assertion that the system of the local government in Ukraine should work towards the ultimate outcome, which is good faith to meet the needs of the community, implies that the system must focus primarily on needs of each ordinary citizen. However, experience suggests otherwise. People working in the local government system are not focused on achieving visible results in improving lives of local communities; they do not want to communicate with voters, generating contempt for government, its agencies and representatives.

However, in the context of current events, when there is a rapid search for a new model of the government in Ukraine and the role of local governments strengthens new challenges are faced regarding finding people who are able to form leadership environment aimed to organize a qualitatively new system of local government.

There are ongoing research studies, in particular, this article is directly related to the research depart-

ment of the regional government, local government and city management of the National Academy of Public Administration under the President of Ukraine, which were carried out within a complex research project "Mechanisms of public administration of functional capacity of human resource capacity of public authorities and local governments in organizing the provision of qualitative public services: a theoretical and methodological support of them".

Analysis of the recent research and publications shows that foreign researchers of leadership are: R. Dilts, A. Meneghetti, G. Minsbergh, R. Stohdill and others. Personal needs that affect a leader's activities have been investigated by R. Beylz, J. Veroff, D. Winter, Cornelius, J. McClelland, B. Raven, K. Oyster, E. Hollander, J. French, D. Faro and others.

Domestic researchers who have studied leadership are V. Mickle, A. Romanovsky, A. Rudaska, L. Pashko and others.

Unsolved aspects of the problem. Despite the fact that leadership has repeatedly been the subject of

research in scientific works of domestic and foreign researchers, systematic research on personal needs that form the leadership system of the local government has not yet been conducted.

Objectives of the article. The objective of the article is to clarify the impact of affiliation, need for power and achievements on the formation of leadership in the local government system.

To achieve the purpose of the article the following tasks are to be resolved:

- to ascertain the essential characteristics of need for power, need for achievement, need for affiliation to form leadership behavior;

- to experimentally prove the value of needs that form leadership for people working in the local government system;

- to suggest ways of improving the local government through the involvement of persons internally targeted to satisfy needs for achievement, power and affiliation.

Presentation of the main research. For almost a century, scientists around the world have shown continuing interest in developing theories and models that allow predicting the trend of choice or conduct. In recent years, they all have agreed that the power of motivation is one of the determinants of choice of behaviour, including leadership.

Some scientists use the term "motivation" to describe the final call to action of potential (momentum of action) after being influenced by expectations and values; other scientists use the term 'motivation' in a narrower sense, namely to designate the actualised motive before it was influenced by expectations and values, forming a preference to perform specific actions. We have found that actualized motivation and a call to action are not the same things. For example, the performance of a successful mayor can actualize the power of motivation, but this motivation leads different people to different actions which largely depend on the values, capacities and skills of the individual.

It is well known that there are many personal needs that affect activities of the leader, but the main needs that motivate behaviour are: the need for achievement, need for affiliation, and need for power [1].

Motives are characterised by certain goals. People with a strong need for affiliation tend to be among people. People with a strong need for the authority want to have an influence and to change this influence depending on their age and experience. People with a strong need for achievements want to do their job better. However, there are many other factors which determine actions of the individual when combined with these goals.

For the purposes of the article it is important to explore how needs can motivate and shape the behaviour of a leader, because the local government of Ukraine is characterised by elected positions; thus, on the basis of the behaviour of a person, who is a candidate for the office in the local government system, it is possible to predict their actions.

As noted above, the behaviour of a leader is significantly affected by the need for achievement, need for affiliation and need for power.

Nowadays, our society is beginning to value efforts that a person makes to perform particular conspicuous tasks; such people are adapting their actions to satisfy their needs for power, achievement and affiliation and to benefit the society. It is well known that if a person is granted the right to choose, it gives them a sense of control over a situation which improves their actions.

The first thing to be considered by voters and residents while electing heads of local communities, members and representatives of community organizations includes achievements that the candidate can present rather than sound.

Perennial exercises of oratory during the election race on promises to improve lives of citizens are more likely to fail. Among their representatives people want to see individuals who can achieve the result, in other words, people motivated to achieve a result.

Modern scholars argue that the achievement motive or the need to achieve is more properly to be called 'motive of effectiveness' because it reflects the recurrent concern about how to do something better. It provides for a certain standard of comparison, internal or external, and perhaps is best conceived in terms of efficiency. To do better, or improve their skills, means getting the same results applying less effort, obtaining better results by the same action or, much better, getting better results applying less effort. Thus, people with a strong need for achievement prefer situations where there are opportunities for self-improvement. They are not attracted by situations lacking any possibility for self-improvement, in such cases, they work worse. To understand for themselves if the work better, people with a strong need for achievement choose situations that provide an opportunity to feel personal responsibility for the outcome and the possibility of feedback in order to get information on how effectively they work [2].

Thereby, people with a strong need for achievement are people who can effectively express themselves in the local government system because it provides an opportunity to feel personal responsibility for the outcome and the possibility of feedback from voters.

The second issue to which voters should pay attention is the desire of a potential candidate to rule. People with a strong need for authority are associated with many competitive and overly assertive actions, as well as with an interest in achievements and in maintaining their reputation and prestige. The need for power features strong sexual identity. Thus, men's strong need for power is detected by overt aggression and competitiveness, as well as in the accumulation of resources used to influence other people. The need for power depends on the maturity of the individual.

This need appears in two ways depending on the internal inhibition of an individual. Individuals with a clear need for power and low internal inhibition can be seen a tendency to superiority over others. They cheat,

dodge, avoid responsibility, behave improperly and are usually socially irresponsible. However, people with a clear need for power and high levels of internal inhibition are characterised by a dramatically different behaviour. They try to display their power on behalf of others, rarely give rein to their own desires, occupy high positions and believe in hard work and sacrifice. People with such motivational profile, namely, with a clear need for power and high levels of internal inhibition and with the level of affiliation that is below the level of need for power, are called people with the leadership motive syndrome. However, it should be remembered that a person with the leadership motive syndrome being in a situation of uncertainty and stress can be aggressive.

This is confirmed by studies conducted by Beylz in the field of definition of a better leader based on the use of determinants: the need for achievement, need for power; need for affiliation and the abstinence rate proved that only three variables independently contribute significantly to the index of performance by a leader that are the need for power; the need for achievements and the positive behavioural index [3].

The third issue citizens are to pay attention to during the election of heads of local communities, members and representatives of community organizations is openness to people, the need to be with people. People who apply for positions in the local government should experience the need for affiliation.

Affiliation is unconscious need or desire to be among people. The most common definitions of the concept of affiliation reveal it as:

- need (motivation) for communication, emotional contacts, friendship and love;
- attempts to be in a group with other people, the human need to create emotionally meaningful, warm relations with other people, and the need for friendship and love;
- the need for emotional rapprochement with others, establishing strong friendly relations [4].

The first time the term 'affiliation' was introduced by the famous American psychologist Henry Murray, who considered it essential need of a human.

Lacking of affiliation can cause feelings of loneliness and alienation. The need for affiliation increases in a person who gets into a stressful situation, accompanied by self-doubt, anxiety, feelings of helplessness and loneliness. A person is looking for other people, with whom he/she can check or ask and consult whether he/she has chosen the correct way of solving his/her problems. It is known that the proximity of other people leads to lower anxiety.

McClelland shows in his research that people with a strong need for affiliation, especially men, thinks that in dealing with human problems goodwill is more important than prudence [2]. The special features of people with a strong need for affiliation include the following:

- they can come to terms with the opposite opinion of a stranger only if they like the person;

- they have a high index of needs for social approval of their actions;
- they have much more close friends than others;
- they have the need to compare themselves with others and thus get rid of uncertainty;
- they have the need to receive positive stimulation through interesting real-life communication;
- in general people with a strong need in affiliation are more focused on collaboration and compromise;
- they strongly avoid conflicts and do not express criticism towards others;
- they avoid competitions;
- they avoid any competitive games;
- they fear of negative feedback from other people;
- they have a fear of being rejected from the group;
- they have strengthened external affiliative pathogenes that increase the success of joint activity of people with a low need for affiliation more than the successful joint activity of people with a strong need for affiliation.

It is proved that a person with the expressed affiliative motive is better in coping with assignments.

The American researcher French has established the important theoretical moment of connection between the need for achievement and the need for affiliation and more success in the performance of tasks because you need to know not only the motivation of the leader in the situation, but also persuasive incentives for which he/she works.

This is clearly shown by the experiment conducted by us in Brovary district of Kyiv region that was aimed to identify patterns of influence of personal needs of heads of village/city councils on the number of times they were elected to this position (Table).

The experiments carried out on the basis of personal acquaintance with the heads of local communities and communication with the inhabitants of these settlements and familiarization with the implementation of socio-economic development of these communities in recent years have found the following trend, which is reflected in the Table: in percentage, 12 % of village heads have no need for affiliation, while, by the way, have been elected to this position several times; it means that the fact that the head of the community does not need constant contact with them does not matter to the residents of the settlement; 48 % of leaders of communities showed the expressed need for affiliation, but is not the dominant, and if this need is related to the dominant need for achievements, this kind of people have been re-elected to be heads of local communities the most times; 40 % of village heads have the dominant need for affiliation, however, the vast majority of them are people who talk more than work for the community, so they are 1 or 2 terms in their positions, and only 12 % of village heads who have the dominant need for affiliation and clearly expressed needs for achievements and power have been elected for the post of heads of communities from 3 to 5 terms and just before the local elections and the new administrative-territorial division of Ukraine, they are the people whom the

Correlation of influence of personal needs of heads of village/town councils on the number of times they were elected to this position

№ p/p	Name of the locality (village council) in Brovary district	Personal needs of heads of villages			The number of times they were elected as heads of the village/town council
		affiliation	power	achievements	
1	Bohdanivska village council	-	+	+ -	4
2	Bobrytska village council	+ -	+	-	1
3	Velykodymerska village council	+ -	+	+	5
4	Gogol village council	+	+	+ -	3
5	Zherdivska village council	+	+	-	1
6	Zazymska village council	+	+	+	5
7	Zavorytska village council	+	+	-	1
8	Kalynivska village council	+	+	+	4
9	Kalytianska village council	+ -	+	-	2
10	Kniazhytska village council	+ -	+	+	4
11	Kulazhynska village council	-	+	+ -	2
12	Krasylyvske village council	+ -	+	+	3
13	Litochkivska village council	+ -	+	+	2
14	Litkivska village council	+ -	+	+	1
15	Mokretska village council	+ -	+	-	2
16	Ploskivska village council	+	+ -	-	1
17	Pohrebska village council	+	+	-	1
18	Pukhivska village council	+	+	+ -	3
19	Rusanivska village council	+ -	+	+	3
20	Rudnianska village council	+	+	-	2
21	Rozhnyvska village council	+ -	+	-	1
22	Kornynska village council	+	+	+	3
23	Svitylnianska village council	+ -	+	+ -	2
24	Semypolkivska village council	+ -	+ -	+	3
25	Tarasivska village council	+	+	+ -	2
26	Trebudivska village council	+ -	+	+	4
27	Shevchenko village council	-	+	+ -	2

* Legend (+) – the need is expressed; (+ -) – the need is expressed, but is not the dominant; (-) – the need is not expressed

community nominates as chairmen of united communities.

Thus, heads of communities who are effective managers, that is their activities are aimed at constant achievement of results in improving the life of the community, have been elected to this position again and eventually improve their ability to communicate and involve the public in the administration, while their need for power becomes more socially oriented with due time.

Another experiment conducted by us proved that Members of Parliament with a strong need for affiliation worked more with voters and attended all meetings of the Commission in the case when the chairman

of the standing committee, whose members they are, has friendly relations with them. The heads of the permanent parliamentary commissions, who do not have friendly and warm relations with members of their committees, have constant breakdowns of their meeting of the committee because committee members do not come to the meeting, although they have a high need for affiliation, in other words they communicate with voters and attend sessional meeting. At the same time Members of Parliament with a low need for affiliation who do not come to the constituency, regardless of the relations with the Head of the Deputy Commission, cope with parliamentary tasks better; this only confirms the fact that the deputies with strong

motives other than affiliative, such as expressed need for achievements, or for power work better in other work conditions.

Since a person with a strong need for affiliation masters the social relations quickly, are more open to people than to other objects, and, therefore, more willing to communicate, we can assume that they try to maintain many contacts with different people. For those with a clear need for affiliation it is very important to communicate with others and to receive a feedback. However, commitment and positive relation to people largely depends on other factors, such as their expectations of success from their attempts to make contact with other people.

The above experiment with Members of Parliament when temporary structuring of the work on the task to a greater extent increases the success of its implementation by people with low rather than high levels of need for affiliation, confirms this.

Summarizing the above, and considering the study of foreign scientists, we can state that there are few people with a strong need for affiliation among top managers, because they spend a lot of time communicating with subordinates and trying to maintain good relationships with them, but it is not always possible because sometimes they have to make tough, unpopular decisions. The only exception where people can express themselves with a strong need for affiliation is the position of the personnel department head who should have a clear need for affiliation because they are required to deal with conflict situations, to know everything about each employee and to have friendly relations with all.

There are different types of affiliation; McClelland described a special motivational syndrome, which manifests itself in a high need for affiliation, high need for power and low level of restraint. He called this motivational pattern "personal enclave" and proved that individuals with "personal enclave" charged by authoritative figures derive confidence from close personal contact and clearly respond to external threats.

For those who have a high need for affiliation feature anxiety regarding the success of their activity. Analysing motivational determinants of risk for those people, it is worth noting that their avoiding of failure is a mirror of the need for achievement.

As is well known, the three most studied individual motives, namely the need for achievements, the need for affiliation and the need for power are the engine of the behaviour of a person who creates a leadership. According to McClelland, this is also true for the public and certain groups of people who actively manifest these motives. The more there are people with distinct motives to achievements in the society, the faster it develops, introducing innovations and improving social life. When projecting these research studies onto the system of the local government in Ukraine, we can state that the quality of life predictably rises because of the collective needs of the residents of communities for achievements.

It has been proved that the high investment in education really accelerates economic growth, as an increasing number of educated people are oriented on achievements and are motivated to improve their lives. But it should be emphasised that it is not only the total higher education of most of the population is the key to improving the life, but rather the combination of it with a high collective need for achievements that is, there has to be a desire to use this knowledge. These research studies can be used by local authorities for sending talented children to study at the expense of the community to meet the collective needs for achievements in a particular area of the community, as people who are sent for training acquire relevant knowledge, and their need for achievements, affiliation and power can be implemented with the consent of the community by selecting them in the appropriate position and mandate to perform certain socially significant tasks. But the high collective need for achievements and a high level of education have a downside - it can lead to political instability, redistribution of spheres of influence and violence.

Global studies show that children are more obedient, families observed a significantly lower level of violence, and adults regularly help each other in nations with a high level of collective need for affiliation. Thus, such societies show more attention to people or respect for what is called civil rights. These data on the collective needs are perfectly adjusted in theoretical terms with the known correlation needs for power, achievements and affiliation at the individual level. Here as well a strong motive of power can be restrained by a strong motive of affiliation, which raises concern about the welfare of citizens that can guarantee the rights of citizens in a particular area. If the affiliation motive appears weaker than the motive of power, officials of local governments can impose their decisions without considering the public opinion.

The affiliation is closely related to social support that is a feeling that you are supported by others. Social support includes four elements: emotional support (the belief that someone takes care of you, worries and loves); informational support (information on how to perceive different events and phenomena); estimated support (social comparison and answers to the question, whether or not your feelings about a particular phenomenon are right); instrumental support (receiving of a concrete effective assistance). This social support as a manifestation of affiliation is extremely important in today's local government reform in Ukraine.

As a result, the conducted analysis in this article regarding needs for achievements, for power and for affiliation that shape the behaviour of a leader, enables to state that for the proper functioning of the local government citizens are advised to analyse the behaviour of potential candidates to work in the local government system, paying special attention to the orientation of these people to achieve, relation to power and the need to be with people.

In the article, based on experiments and research, it has been found that potential leaders, who can form the leadership environment in the local government system focused on rallying people around the socially significant results, can be individuals who feature internal need to achieve results, have power based on responsibility and on the need for affiliation.

Conclusions and recommendations for further research. The received results of the research are basic to identify potential leaders of the local government system in Ukraine. In addition, the experiments conducted by the author allow indicating individuals who are able to become leaders of communities, community organizations, Members of Parliament, etc. at the stage of selecting potential candidates to work in the local government system.

It is advised to conduct further experiments on the formation of leadership in representative bodies of local governments and local councils because they are held most responsible for the proper sustainment of citizens.

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Мета. З'ясування впливу потреб в афіліації, потреб у владі та досягненнях на формування лідерства в системі місцевого самоврядування.

Методика. Використовувалися міждисциплінарний і системний підходи, а також низка загальнонаукових і спеціальних методів, серед яких: узагальнення, порівняння, прогностичний методи та інші.

Результати. Проведений аналіз особистісних потреб, які формують поведінку лідера та впливають на його діяльність, довів, що для належної роботи системи місцевого самоврядування громадянам доцільно аналізувати поведінку потенційних кандидатів для роботи в системі місцевого самоврядування, звертаючи особливу увагу на орієнтацію цих людей на три основних потреби: на досягнення, відношення до влади та потребу бути з людьми.

Наукова новизна. Розкрита сутність особистісних потреб та експериментально доведено, що осіб з чітко вираженою потребою в досягненнях доцільно залучати для роботи в систему місцевого

самоврядування, оскільки вони прекрасно виконують завдання, які передбачають можливість відчутти персональну відповідальність за результат і можливість зворотного зв'язку. Особи з чітко вираженою потребою у владі та високим рівнем внутрішнього гальмування й рівнем афіліації, що є меншим за рівень потреби у владі, є особами з синдромом мотиву лідерства, і саме вони можуть створити оптимальне лідерське середовище для задоволення потреб громадян відповідної території. Особи з сильним мотивом афіліації та менш сильними мотивами влади та досягнення можуть займати посади в радах різних рівнів, оскільки вони більш за все орієнтовані на турботу про добробут громадян.

Практична значимість. Полягає в тому, що отримані результати дають змогу сформулювати конкретні пропозиції та визначити шляхи вдосконалення діяльності системи місцевого самоврядування на основі залучення до роботи осіб, внутрішньо націлених на задоволення потреб у досягненнях, владі та афіліації.

Ключові слова: *місцеве самоврядування, лідерство, потреби, афіліація, влада*

Цель. Выяснение влияния потребностей в аффилиации, потребностей во власти и достижениях на формирование лидерства в системе местного самоуправления.

Методика. Использовались междисциплинарный и системный подходы, а также ряд общенаучных и специальных методов, среди которых: обобщение, сравнение, прогностический методы и другие.

Результаты. Проведенный анализ личностных потребностей, которые формируют поведение лидера и влияют на его деятельность, доказал, что для надлежащей работы системы местного самоуправления гражданам целесообразно анализировать поведение потенциальных кандидатов для работы в системе местного самоуправления, обращая особое внимание на ориентацию этих людей на три основные потребности: на достижение, отношение к власти и потребность быть с людьми.

Научная новизна. Раскрыта сущность личностных потребностей и экспериментально доказано, что людей с четко выраженной потребностью в достижениях целесообразно привлекать для работы в системе местного самоуправления, поскольку они прекрасно выполняют задачи, которые предусматривают возможность почувствовать персональную ответственность за результат и возможность обратной связи. Лица с четко выраженной потребностью во власти и высоким уровнем внутреннего торможения и уровнем аффилиации, который меньше уровня потребности во власти, являются лицами с синдромом мотива лидерства и именно они могут создать оптимальную лидерскую среду для удовлетворения потребностей граждан соответствующим образом.

ющей территории. Лица с сильным мотивом аффилиации и менее сильными мотивами власти и достижения могут занимать должности в советах разных уровней, поскольку они более всего ориентированы на заботу о благосостоянии граждан.

Практическая значимость. Заключается в том, что полученные результаты позволяют сформулировать конкретные предложения и определить пути совершенствования деятельности си-

стемы местного самоуправления на основе привлечения к работе лиц, внутренне нацеленных на удовлетворение потребностей в достижениях, власти и аффилиации.

Ключевые слова: *местное самоуправление, лидерство, потребности, аффилиация, власть*

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