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## LEADERSHIP STYLE MODEL BASED ON MANAGERIAL GRID

*The article explains leadership approach and behaviour based on managerial grid, presenting these issues through theoretical inputs and supplementing with the authors' survey carried out in electro-technology companies. The main aim of the article is collection and processing of data from this survey and the subsequent evaluation. The article examines the approaches taken by managers of companies when managing employees. The article also contains the verification of the proposed hypothesis focused on a particular leadership style – the authoritative one.*

*Keywords: leadership model; survey; managerial grid.*

## Петер Галло, Марсела Таушова, Ярослав Гонов МОДЕЛЮВАННЯ ЛІДЕРСЬКОГО СТИЛЮ НА ОСНОВІ УПРАВЛІНСЬКОЇ СІТКИ

*У статті зроблено спробу пояснити лідерські стилі та варіанти поведінки лідера на основі управлінської сітки; теоретичне обґрунтування доповнене результатами авторського опитування, проведеного на електротехнічних підприємствах Словаччини. Збір та обробка емпіричних даних надали можливість оцінити реальні підходи менеджерів до управління співробітниками. Результати аналізу доводять початкову гіпотезу авторів про те, що домінуючим стилем лідерства на досліджених підприємствах є авторитарний.*

*Ключові слова: модель лідерства; опитування; управлінська сітка.*

*Рис. 4. Табл. 3. Літ. 10.*

## Петер Галло, Марсела Таушова, Ярослав Гонов МОДЕЛИРОВАНИЕ ЛИДЕРСКОГО СТИЛЯ НА ОСНОВЕ УПРАВЛЕНЧЕСКОЙ СЕТКИ

*В статье сделана попытка объяснить лидерские стили и варианты поведения лидера на основе управленческой сетки; теоретическое обоснование дополнено результатами авторского опроса, проведённого на электротехнических предприятиях Словакии. Сбор и обработка эмпирических данных позволили оценить реальные подходы менеджеров к управлению сотрудниками. Результаты анализа доказывают изначальную гипотезу авторов о том, что доминирующим стилем лидерства на опрошенных предприятиях является авторитарный.*

*Ключевые слова: модель лидерства; опрос; управленческая сетка.*

**Introduction.** Market is currently characterised by unstable and constantly changing business environment. Therefore, it is very important for a company to monitor these changes and be able to accommodate to these changes to a required extent. Direct impact on economic companies, sometimes positive, but mainly negative, will be sooner or later reflected in everyday life (Cehlar and Mihok, 2013). Current market environment brings forward negative aspects for companies in a form of more intelligent and more aggressive competition. A still significant feature of these objectives is the internal interest of companies (in relation to making profit), and in most companies, the projection of consumer interest operates in these objectives only as "a need" to adapt to social requirements, respectively to generally declared orientation to changes in corporate governance – emphasizing social responsibility

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(Ubreziova et al., 2013). A company thus must be thoroughly aware of its labour force and realize the fact that proper labour force facilitates the achievement of the required benefit for owners and shareholders. Managers are deciding not only by intuition, expert knowledge or practical experiences, but they use also other forms as supporting tools for decision-making (Teplicka et al., 2012). With regard to the aforesaid, it is necessary to focus company's attention on the proper selection of managers, as their abilities, flexibility and decisions are what determines further development of a company. Managers need to establish a proper decision-making mechanism and choose an efficient leadership style. When a company wishes to choose the right manager who would produce clear benefits for the company, their personal characteristics, character traits and previous experience must be assessed. It requires a lot of skills, time and support from top management to implement the management methodology and processes into everyday company operations (Miklosik and Janovska, 2015). A company must always be one step ahead of competitors and by proper managerial decisions it can thus strengthen its competitive advantage. This is particularly why it is very important for a company to hire suitable and qualified people as managers, who would offer a company managerial tools capable of interconnecting company's strategy and operational objectives. This will result in efficient operations and constant improvement of activities.

**Leadership.** Management and leadership are not identical notions. To certain extent we can state that the most effective managers are usually efficient leaders and management belongs to their fundamental managerial functions, but it is necessary to distinguish between management and leadership. Management is a much older notion than leadership. Leadership represents a part of management and it is one of fundamental managerial functions (Antosova, 2011).

- **Management** includes decision-making, planning, control, organizing of job positions, as well as appointing competent persons to such job positions, or motivation for performance. These managerial functions, however, cannot be accomplished in full quality, if a manager is not able to lead people and does not know which human factors affect the required achievements.

- **Leadership** is a dynamic process of affecting people, when one person influences, for a certain period of time, in certain organizational conditions, other team members, in order to participate, at one's own discretion, in the fulfilment of team's objectives.

According to (Lukasova and Novy, 2004), leadership is one of the forms used when asserting one's influence on employees and which are referred to, within HR management, as the system of working with people. An essential precondition of management is the power and the related authority.

- **Power** is regarded to be a wider notion than authority; it is the ability of an individual to change or affect opinions or behaviour of other team members. There are various power fundamentals that may originate in legitimate power, expertise, trust, and remuneration possibility.

- **Authority** represents the right resulting from a particular function within organizational structure, i.e. the right of a person acting in certain function to make decisions and thus influence subordinates. It is a legitimate power.

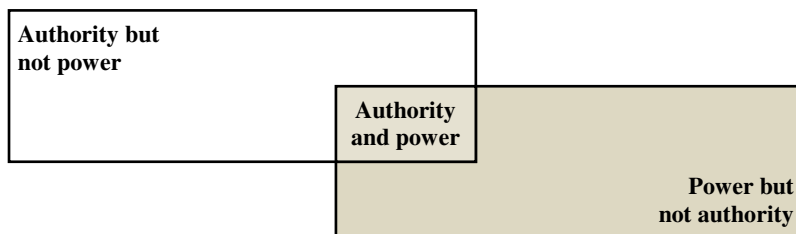


Figure 1. Relationship between authority and power (Antosova, 2011)

**Leadership styles based on managerial grid.** R.J. Blake and J. S. Mouton (1962) created a two-dimensional model with two persons, describing various managerial styles based on the degree of their concern for people and for production. Concern for people is growing on one side, representing an effort to satisfy employees, and on the other side, the concern for a task escalates, expressing the effort to achieve the best possible results. Individual styles are described as follows:

- **1.1 Impoverished management** represents a manager who does not demonstrate a great concern for task accomplishment or creating a pleasant working environment for employees. They usually make only minimal efforts to carry out the required work necessary to maintain their membership in the organisation.

- **1.9 Country club management** means that a manager pays thorough attention to the needs of people. Their primary concern is to create pleasant working atmosphere with easy pace of work. The attention is also paid to developing good interpersonal relationships at the expense of job tasks.

- **9.1 Task management** means that a manager strives to achieve results regardless of feelings and problems of employees. It relies on power and authority, requires obedient performance of commands and punishes for unsatisfactory results.

- **9.9 Team management** represents a manager oriented on achieving the objective, while believing that optimal performance can only be achieved through efficient team work. Job results are reached using the ability to convince people in a common task.

- **5.5 Middle-of-the-Road leader** is a manager who delivers adequate performance, either through compromises and negotiations driven by the effort to find the balance between the need to accomplish tasks and avoiding negative reactions of people, or through relying on standards and directives (Suler, 2009).

**Model application of the leadership style based on managerial grid.** The main objective of the article is to create a practical leadership style model based on managerial grid, which may be applied to any company or organization. The model is based on managerial grid created by authors R. Blake and J. Mouton (1962).

These forms of leadership style based on managerial grid were processed into a general model containing 15 characteristics typical for individual leadership style components. These characteristics were submitted to employees led by respective managers and defined by answer options by the three-point Likert scale. Answer options were defined as an agreement, disagreement with, or a neutral attitude of a monitored object towards a given statement. By assigning individual points and their subsequent processing, we are able to identify accurately which leadership style managers in the examined companies apply when managing employees. Our effort was

to transfer the created model to practice as well, among companies operating in Slovakia. Through the conducted survey we will try to confirm the hypothesis that the examined companies are mostly managed under the authoritative management style as one of leadership styles based on managerial grid. Therefore, we inquired 9 industrial companies operating in Slovak Republic in the field of electro-technology. The model was then evaluated by applying relevant research methods. The first part was focused on the analysis of the current situation, carried out by applying theoretical inputs from technical literature and articles published in various citation databases. The second part represented the survey performance as such, with the questionnaire survey being the primary method. The results achieved in our survey are presented in Table 3 and graphically processed in Figure 4. Using the data obtained via survey, we are able to clearly identify which leadership style from managerial grid prevails in the examined companies.

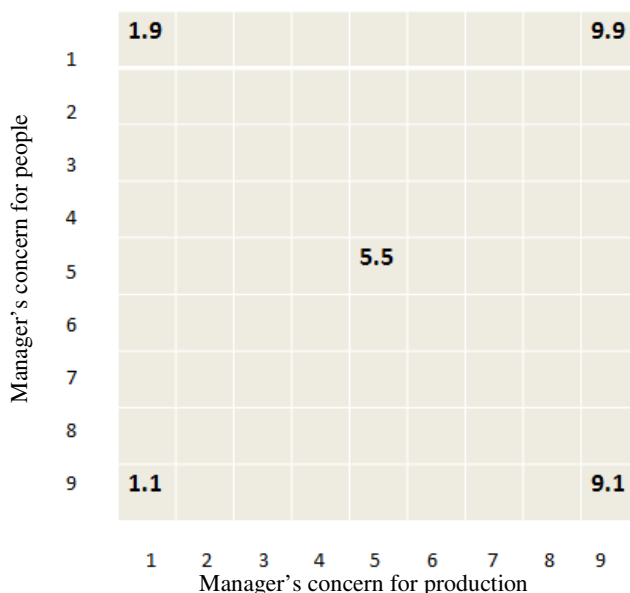


Figure 2. **Managerial grid**, processed according to (Blake and Mounton, 1962)

**Methodology of the conducted survey.** The primary method of collecting data for the survey was a questionnaire sent to the inquired companies. The selection of companies was carried out using the classification of companies by OKEC (Industry Classification of Economic Activities) and SK NACE (Statistical Classification of Economic Activities). Out of all companies, we focused on industrial companies operating in Slovak Republic with the ownership interest held by the state, a Slovak owner or a foreign owner. The survey was carried out for the period of 3 months. The evaluation of the obtained data was carried out using the research methods such as descriptive statistics, contingency tables etc., while using analysis, comparison, synthesis, selection, induction, and deduction. Other important scientific methods included observation, comparison and generalisation. The data processing was carried out using Microsoft Excel contingency tables that efficiently served for evaluating the observed data and producing relevant outputs.

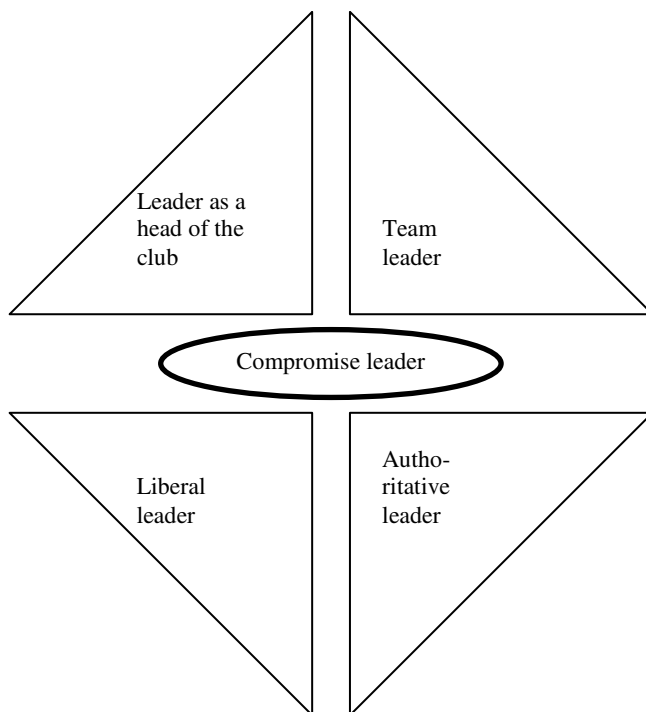


Figure 3. Leadership styles based on managerial grid, authors' presentation

**Model and graphical processing of leadership style based on managerial grid.** The importance is rated by the scale from 1 to 5, where "1" means "I totally disagree" and "5" – "I totally agree".

Table 1. Leadership style model based on managerial grid, authors'

1. Manager thinks that their coworkers are the right people in the right positions.
2. Manager likes to be regarded as a team member.
3. Manager tries to engage all employees in decision-making.
4. Manager prefers the philosophy saying that people do not like to work.
5. Manager strives to accomplish tasks under any circumstances.
6. Manager is strict and demanding, assigns tasks and expects their subordinates to fulfil the assigned tasks.
7. Manager pays great attention to people.
8. Fellowship and informal discussions are the key notions.
9. Company manager avoids any confrontation.
10. Manager engages in the minimum degree in the accomplishment of team tasks and shows no interest in people.
11. Manager perceives people as lazy and incompetent and unable to take the responsibility.
12. Manager gives orders right at the beginning and avoids any confrontation.
13. Manager maintains balance when fulfilling tasks and in relationships among employees.
14. Manager tends to regard people as gullible and easy to manipulate.
15. Manager thinks that needs of people and needs of the production are in conflict and tries to reach a compromise.

Table 2. Statistical processing of leadership style model based on managerial grid, authors'

Questionnaire no.	Company evaluated									Total
	#1	#2	#3	#4	#5	#6	#7	#8	#9	
1	3	4	4	2	3	2	4	3	4	29
2	4	3	3	4	3	4	3	3	4	31
3	3	5	4	3	2	4	2	2	3	28
4	4	5	4	4	5	5	4	3	3	37
5	5	5	5	4	5	3	5	4	5	41
6	4	3	4	4	3	3	5	4	4	34
7	3	5	4	3	3	4	4	3	2	31
8	3	4	5	3	2	3	2	4	2	28
9	3	3	3	2	3	4	5	3	4	30
10	4	2	2	3	3	4	2	3	3	26
11	2	3	3	4	2	3	4	3	4	28
12	3	2	4	3	4	4	4	3	3	30
13	4	4	4	5	3	4	3	4	2	33
14	4	3	3	4	3	4	3	3	4	31
15	4	2	3	4	4	3	4	4	3	31

Table 3. Evaluation of leadership style model based on managerial grid, authors'

Leadership style based on managerial grid	Score
Team leader	88
Authoritative leader	112
Leader as a head of the club	89
Liberal leader	84
Compromising leader	95

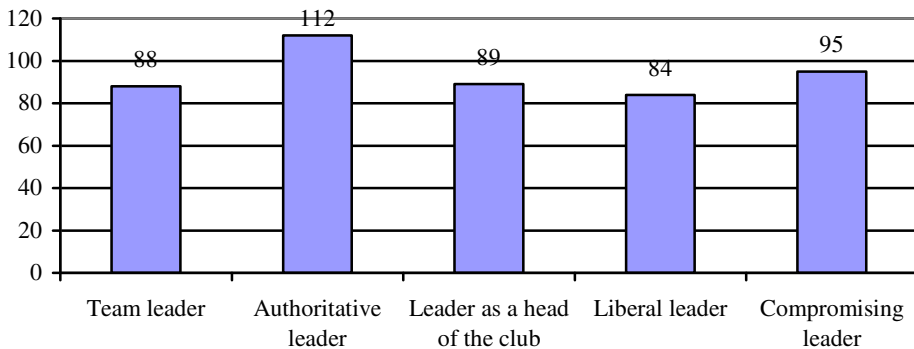


Figure 4. Graphical representation of the results, authors'

**Conclusion.** The article seeks to identify leadership styles applied at electro-technology companies in Slovakia. For the purpose of better understanding of the situation, we accepted the hypothesis which we then tested by means of the questionnaire survey. To verify the proposed hypothesis, we inquired 9 companies and we confirmed the proposed hypothesis that the authoritative type of managers prevails at the examined companies. The survey has thus confirmed that managers handle operations of

their companies regardless of the feelings to their employees and strive to achieve the best possible results by giving commands. The electro-technology segment was selected due to the fact that the inquired companies are run by foreign owners and the survey was aimed at identification of a leadership form used by foreign owners to manage their companies. On the basis of the questionnaire survey, we can definitely state that these companies are managed authoritatively, focusing on tasks and without any significant consideration of employees' feelings.

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