

УДК: 005.95/.96:658.114 (045)

*NOVAK Valentyna,
Candidate of Economic Sciences, professor,
professor of Management of
Foreign Economic Activity of Enterprises Department,
National Aviation University,
Ukraine*

*ZARUBINSKA Iryna,
Doctor of Pedagogical Sciences, professor,
professor of Foreign Languages Department,
National Aviation University,
Ukraine*

*PEREDERII Viktor,
Candidate of Economic Sciences,
Assoc. prof of Management of
Foreign Economic Activity of Enterprises Department,
National Aviation University,
Ukraine*

THE INFLUENCE OF THE MANAGER'S LEADERSHIP QUALITIES ON THE ENTERPRISE PERSONNEL ACTIVITIES

The article defines the nature and the role of leadership, peculiarities of leadership relations within the company. Identified and systematized by the authors the main methods of the influence of the leader on subordinates had further development. It was scientifically proved the need for a balance of power in the organization of managers and subordinates, as the authority, influence, and power are the main managerial tools. Features of formal and informal leadership at the enterprise were considered. Proposals were made to combine strong leadership with strong management and use the advantages of each mechanism to compensate the shortcomings of other.

Key words: leadership, power of the leader, authority, influence, management tools, formal leadership, informal leadership.

Formulation of the problem. The problems of leadership and its effective usage are subjects of special interest. In evaluating the work of the modern

enterprise manager, the level and performance quality of complex leadership functions are taken into account.

Analysis of recent research and publications shows that among domestic scholars the problem of leadership were highlighted by: I. Zarubinska, I.Kozyura, L.Litvinenko, A. Rudska, N.Trach and others. The study of famous foreign scientists were dedicated to leadership behavior of managers, among which are: K. Lewin, D. MacGregor, R. Likert, J. Blake and D.Mouton. They studied the behavior styles of leaders that in the context of management called "leadership styles". American scientists R. Blake and D. Mouton justified the leadership concept based on two criteria: concern for people and concern for production [3]. Leadership theories seek to find out what characteristics of leadership are most effective and why. The researchers of this problem reasonably underline that the manager must be the leader to successfully perform his functions. According to many scientists, the leadership acts as a basis of management. They note that the leadership is the ability to influence the behavior of individuals and groups of employees to focus their efforts on achieving the organization's objectives, due to the personal qualities of the manager [4, 6].

G.Osovska notes that leadership - is an essential component of the manager's activity, his focused impact on the behavior of individuals or an entire workgroup; the tools of such impact are the communication skills and the personal qualities of the manager that meet external and internal needs of groups [1].

Leadership is also defined as the ability to impact on individuals and groups, directing their efforts to achieve the goals of the organization [2].

Unsolved aspects of the problem. However, current studies do not cover the full essence of effective leadership in a changing market environment, so leadership remains an elusive goal for many leaders, but the effectiveness of the company mainly depends precisely on the leadership skills of managers, who have to analyze the problem of leadership systematically.

The goal of the Article. The main purpose of the article is to analyze the characteristics of the relationship between the leader and his subordinates and to identify the main methods of leader's influence on subordinates.

Results. Any organization is a combination of stable social groups. Formation of these groups is carried out both on the structural and functional features, and based on the common traits and interests of individuals who gather in groups to solve common problems jointly [4]. Formal and informal groups somehow intertwined, forming a single alive organism of particular organization. The energy of these groups can be both creative and destructive. It can be aimed at the positive direction, but can also be directed to the contradicting goals resulting

in waste of existing organizational resources, which ultimately reduces the degree of efficiency of the workforce.

The leadership may be considered as an ability to influence the behavior of individuals and groups of employees in order to concentrate their efforts on achieving the organizational goals. Force and coercion are often replaced with the leader's motivation and inspiration. As a result, the impact is based on employee's acceptance of a leader without direct manifestation of power. Therefore, the manager must be familiar with the necessary arsenal of knowledge that a specific working group leader should have. To ensure the effective activity of the enterprise leaders should possess particular personal qualities, e.g.:

- develop the employee's potential,
- to enjoy the subordinate's confidence;
- be able to create internal and external networks of influence [4].

Leadership abilities of the manager, as a defender of the staff interests, require optimal combination of personal and group interests. Leadership is based on social interaction in the group of people, on the recognition of professionalism and competence.

There is a difference between management and leadership. In our opinion, the management is the process of influence on subordinates through formal levers to enforce execution of officially designated orders and certain tasks using the methods of work group's management.

The basis of the leadership is combination of the influence and the power. The Influence - is the behavior of a person, which makes changes in behavior, relationships, and feelings of another person. Authority - is the ability to influence the behavior of others. Leadership - the ability to influence the behavior of individuals or working group through the personal qualities that meet internal and external needs of the group.

Director, whose power extends mainly on industrial relations and carries out on a scheme "manager - subordinate" has power over employees, because they depend on him in the allocation of tasks, payroll and other. In our opinion, power of the manager can be strengthened, if, in addition to formal reasons, he win the loyalty of subordinates through personal qualities - competence, determination, commitment, energy, justice, and the ability to arouse enthusiasm. So, he will demonstrate the leadership based on an informal basis.

Authority - is an instrument of social control that allows purposefully influencing people's behavior. Its usage in the organization can contribute to certain relationships between people, causing their change or termination. The power gives the leader right to make decisions, organize their implementation, control and reward.

The managers' effectiveness are largely determined by how their subordinates perform their tasks. This dependence causes the necessity of abidance of the balance of the power. The higher the professional, intellectual and overall development of subordinates, the more difficult to the manager to affect their behavior using only formal power.

Thus, the effective influence on subordinates is the main tool to achieve the organizational objectives. Analyzing which course of action gives the greater influence and how to establish or implement a systematic impact on individuals, groups and social systems, we identified the basic methods of influence (Table. 1).

Table 1.

Characteristics of the main methods of influence *

| № | Impact Methods | Characteristic |
|---|---------------------------|--|
| 1 | The reference (benchmark) | Formed on the basis of personal qualities or professional abilities of the leader. As an example, a leaders' positive energy, dignity, good rhetorical and professional abilities may be considered. Important features of the professional manager include the following: self-confidence; demanding to himself and a positive criticism in the attitude to the subordinates; objectivity in the incentives and penalties; courtesy and kindness; humor, expression of interest in personal problems of subordinates. |
| 2 | Coercion | Based on feelings of insecurity and instability of the situation of the individual in the group that keeps him/her from behavior that is contrary to the accepted norms. |
| 3 | Remuneration | Subordinates have a desire to receive a reward for the work done or a certain behavior. It's worth noting, that each person has his own understanding of values, and therefore, the same reward can differently affect people's behavior. Thus, the manager should clearly set priorities in the needs of their employees and build a system of rewards accordingly to them. |
| 4 | Legal (Traditional) | Subordinates traditionally willing to recognize the authority of the legitimate power - manager has the right to give orders, and their duty is to follow instructions. This method is based on the influence of social norms of a society in which the organization operates. |

| | | |
|---|------------------|---|
| 5 | Personal example | Subordination in this case is based on the knowledge and logic inherent to most people. The greater the real achievements of the chief and efficiency of his activities, the better his personal and professional qualities, the more subordinates have faith and confidence that his decisions are a right. It increases the impact of the manager on the environment. |
|---|------------------|---|

** Developed by the authors [1, 3, 4, 6]*

The manager performs his administrative functions in the light of the informal leader. In vertical teams relations "leader - followers" are much closer and more effective than the relationship "manager - subordinate."

Leadership strengthens managerial activities in such areas as setting goals, coordinating the efforts of employees, evaluation of their work, motivating activities (through own example, determination, confidence, ability to lead, etc.), providing group synergies; advocacy groups, determining the prospects of their development and so on.

A manager always contacts with people, employees and members of other organizations, seeks to achieve some influence on them and encourage them to some actions in order to achieve organizational goals. Actions mean that relationships between people are not passive. Moreover, they are made for a specific purpose.

Leadership is a two-way process that takes place between people. Management is a "work with people" in contrast to administrative paper work or activities with problem solving. Supervision is dynamic and involves the use of power and rights.

In terms of modern management, a manager is a person who is both a leader and an effective supervisor with the formal authorities granted to him, provided by the structure of the organization. The frameworks of the authority or the structure of the organization does not limit actions of the formal manager as the leader; they are determined by ability to influence other people.

True leaders are distinguished by the presence of specific features such as the ability to choose the best mechanism of influence each situation and ability to effective leadership.

To understand the essence of leadership the following categories are important:

- 1) authority;
- 2) influence;
- 3) power.

Authority is a formal limited right to influence the behavior of subordinates. There are various ways to implement this right from strict autocratic to liberal interaction. Each of these methods has a right to exist and is widely used in practice. One of the most important tasks of a manager is to choose in each particular case the best method to ensure the ability to influence individuals and groups in the process of directing their activities to the most effective achievement of the organization goals.

Influence is any behavior of a person who is able to make changes in behavior, attitude and senses of another person.

In terms of management, the most important thing isn't influence itself, but the influence, which ensures the achievement of organizational goals. Specific tools that managers can use to influence are various. They are: requests, threats, praises, etc. In order to influence subordinates effectively, a manager must develop and apply power.

Power is the ability or a potential ability of the individual to influence the behavior of others. In other words it is the main resource available to managers, which allows changing the behavior of employees. There is no order without the power in any organization. However, while using the power, it is impossible to impose it on anyone, regardless of the feelings, desires and abilities of the person.

The influence and power equally depend on the person, who is influenced, and the situation and skills of the manager, who influences.

It is worth mentioning that there is no absolute authority, because no one can influence all people in all situations. Within the organization, power is only partly determined by the hierarchy of management.

The concept of dependency recognizes the limits of power and influence.

The concept of dependency claims: the amount of power that a person has in a particular situation is determined by the level of dependence on power and people who are influenced rather than the level of formal authority or to whom power is applied [6].

A level of influence a person A on a person B equals the dependency between a person B and a person A.

The authority gives the manager power over subordinates, but the power over subordinates is determined by the dependence level of subordinate and manager rather than by the level of formal power. Subordinates usually depend on the manager in such questions as:

- salary increase;
- promotion;
- tasks and others.

However, subordinates have power over the managers too. In particular, a

manager depends on the subordinates in the following issues:

- the usage of subordinates' skills and professionalism to implement his decisions;
- obtainment of the necessary information for decision-making;
- establishment of informal contacts with the workers of other departments;
- influence that subordinates may have on their co-workers and others.

The organization must have balance of power between managers and subordinates. An effective manager needs power, but he will never break the established balance, because the increasing the level of the managers' power will cause a reaction in the form of defiance of the part of subordinates and will not assist the achievement of organizational goals.

Power must be applied in the management of the organization as the addition to the formal authorities for the main reasons:

1. Dependence of the managers' work efficiency on the factors and people who are not directly subordinate to him (suppliers, competitors, etc.)
2. Employees of modern organizations are more experienced and more inclined to critical assessments of orders of their formal managers than it used to be in the past [6].

Therefore, the influence and the power are the only means the manager can use in a certain situations rather than his/her formal authority.

The authority, the influence and the power are managerial tools. They can be used in different ways and they can bring different results. Thus, the effectiveness of management depends on the method of managers' power implementation, which was granted to him in order to achieve organizational goals. The term "leadership" is used for characteristics of such methods.

It is very important to distinguish leadership and formal management, because they have different directions. Leadership and management are two different and inter-complementary systems. They have their own functions and they are equally necessary in complicated and unstable business life.

Management is an ability to cope with the organizational problems. The methods and the management procedures were formed as the result of a big company' emergences in XX centuries. Good management creates a regulation and a coordination.

The leadership is connected with the changes. The world of business is getting more competitive and changing, and that is why the role of leadership increases. The factors which influence the variability of modern business include the rapid development of technology, increased international competition, deregulation, excess capacity in capital-intensive industries, unstable oil cartel, the presence of a great number of useless bonds and demographic structure changes of

the labor market. The result is quite natural: if you work as before and even 5% better than yesterday, that's not a guarantee of success. Changes are necessary in this new world to survive and to compete. And the more changes, the higher is the need of leadership.

To perform a variety of functions different systems of actions are necessary. They are: management of problem solving and management of changes. It is necessary to create a structure that will carry out the plan, and encourage people to do the work in both systems. However, these tasks are performed in each system on its own.

Problem solving begins with planning and budgeting: managers determine the goal, develop a sequence of steps to achieve it, and then allocate resources to carry out plans. Changes in the company are implemented quite differently. Everything starts with the choice of direction: the future vision is being formed (often very distant) and strategies for changes are developed to realize this vision.

Management achieves its aims by organizing process and selecting personnel (organizational structure and jobs are created for performing the planned work; skilled workers are chosen; they are getting informed, they are delegated authority and responsibility for the implementation of a part of the plan; a control system is developed).

Leaders act differently: their purpose is to motivate and orient people. The leader explains his/her point of view to the people who form the community, ready to accept the idea and work for its implementation.

Managers provide the implementation of the plan by monitoring and solving emerging problems. They analyze the performance of the plan; identify deviations and develop new plans. Formal and informal means like reports, meetings, negotiations, etc. are available for managers. Leaders have to inspire people to act in order to achieve the goal and despite the possible obstacles to ensure movement in the right direction. Leaders influence the basic nature, which is often neglected, that are needs, values and emotions.

There may be defined formal and informal leadership. The process of influencing people through personal abilities, skills, and other resources of the individual is called informal leadership. It is believed that the ideal leadership is a combination of two bases of power: personal and organizational.

The solution of the problems that groups of people face, while reaching a common goal is solved by consolidation around a single leader. This type of leadership is fundamental. It allows to solve complex problems of survival. However, this method of interaction within the organization has its weak points:

- organizational changes depend on the opinion of a single person;
- having reached the goal, the leader tries to keep his power, that is not

always in the interest of other members;

- retreat of a leader dramatically reduces the quality of management of the organization for indefinite period of time.

In general, the followers recognize leadership, when a leader has proved his competence and value to co-workers, groups and organizations. The main characteristics of a leader are:

- vision of the whole situation;
- ability to communication;
- trust of co-workers;
- flexibility in decision-making.

To conclude, leader is a dominant person in any society, organized group, or organization. Leader is distinguished by a number of qualities that characterize this type of people.

Management is a social phenomenon and leadership is psychological. And this is the main difference between them, though, at the same time, they have a lot in common.

Firstly, management and leadership are means of coordination, organization of relationship between members of social groups, means of management. Only one of these phenomena "works", as it has been mentioned, at the system of formal and official relations, and the other –informal and unofficial.

Secondly, both phenomena implement processes of social influence in the group (team). But in one case (management), this influence comes mainly through official channels, while in the other (leadership) is via unofficial.

Thirdly, for both phenomena important is the moment of subordination. Moreover, it is very clear and fixed in management, but in the leadership its presence is much less noticeable and is not outlined in advance.

There is no coincidence that leadership is often able to move into management, and a manager becomes a leader. There are plenty of examples of this kind of transformations. In modern time, the effective manager is a person who is a leader and can effectively manage the subordinates.

Thus, it is necessary to emphasize that the difference of concepts of leader and manager is rather big. A manager should always be a leader. A leader does not have to be a manager. Leadership occurs both in formal and informal relations, but this cannot be said about the management [6].

In most companies today, we may observe too much management and a lack of leadership. Successful corporations are not sitting idly by waiting for the hero; they are actively looking for people with leadership instincts and building their careers, trying to develop their potential. Naturally, with careful selection, training and adequate encouragement, a lot of people may become business leaders. There

is nothing mystical and mysterious in leadership. It has nothing to do with charisma and other exotic personality traits. Leadership is not better management and it cannot replace it.

However, improving leadership skills, companies should remember that strong leadership combined with weak management is not better and sometimes even worse than poor leadership and strong management.

Thus, the main problem is to combine strong leadership and strong management and use of the advantages of each mechanism to compensate the weaknesses of the other. Of course, not every person is able to combine roles of a good leader and manager: someone becomes an excellent manager, but may not be a strong leader, someone possesses great leadership qualities, but cannot be a strong manager.

Forward-thinking companies appreciate both types of people and are trying to involve into their team both, leaders and managers. But when it comes to practice, companies refuse the popular opinion that a person cannot be both a manager and a leader. Recognizing the fundamental difference between leadership and management, they try to educate leaders.

Conclusions. Influence is the main instrument of the manager for implementing the organizational goals. The effectiveness of the team doesn't depend only on the existing relationships in the process of working together, but rather on how their activities are aimed and what methods are used to encourage people to productive work

References:

1. Осовська Г.В. Основи менеджменту: Навч. посібник для студентів вищих навчальних закладів. – К.: «Кондор», 2003. – 556 с.
2. Arvinth Kumar from Vanguard Business School [Electrons portal] - <http://www.mbaskool.com/businessarticles/human-resource/7176-human-resource-role-of-hr-in-building-business-leadership.html>
3. Laurie J. Mullins Essentials of Organizational Behaviour / Laurie J. Mullins. - Pearson Education, 2008, - 517 p.
4. Минцберг Г., Куини Дж., Гошал С. Стратегический процесс // Пер с англ. – СПб: Питер, 2001. – 688 с.
5. Novak V. Organizational Behavior: Textbook. / V. Novak, T. Mostenska, O. Pienko, E. Danilova – К.: Condor-Publishing house, 2015. – 400 p.
6. Wells D.L. Strategic Management for Senior Leaders: A Handbook for Implementation. - Arlington (Virginia, USA): TQLO, 2000. - 769 p.

Новак Валентина, Зарубінська Ірина, Передерій Віктор
**ВПЛИВ ЛІДЕРСЬКИХ ЯКОСТЕЙ КЕРІВНИКА НА ДІЯЛЬНІСТЬ
ПЕРСОНАЛУ ПІДПРИЄМСТВА**

Анотація

У статті визначено сутність та роль лідерства, виявлено особливості лідерських відносин на підприємстві. Отримали подальший розвиток виділені і систематизовані авторами основні методи впливу керівника на підлеглих. Науково обґрунтовано необхідність існування в організації рівноваги влади керівників і підлеглих, оскільки повноваження, вплив і влада є інструментами управління. Розглянуто особливості формального і неформального лідерства на підприємстві. Зроблені пропозиції щодо об'єднання сильного лідерства з сильним менеджментом і використання переваг кожного механізму для компенсації недоліків іншого.

***Ключові слова:** лідерство, влада керівника, вплив, інструменти управління, формальне лідерство, неформальне лідерство.*

Новак Валентина, Зарубинская Ирина, Передерий Виктор
**ВЛИЯНИЕ ЛИДЕРСКИХ КАЧЕСТВ РУКОВОДИТЕЛЯ НА
ДЕЯТЕЛЬНОСТЬ ПЕРСОНАЛА ПРЕДПРИЯТИЯ**

Аннотация

В статье определена сущность и роль лидерства, выявлены особенности лидерских отношений на предприятии. Получили дальнейшее развитие выделенные и систематизированные авторами основные методы воздействия руководителя на подчиненных. Научно обоснована необходимость существования в организации равновесия власти руководителей и подчиненных, поскольку полномочия, влияние и власть есть инструментами управления. Рассмотрены особенности формального и неформального лидерства на предприятии. Сделаны предложения по объединению сильного лидерства с сильным менеджментом и использованию преимуществ каждого механизма для компенсации недостатков другого.

***Ключевые слова:** лидерство, власть руководителя, влияние, инструменты управления, формальное лидерство, неформальное лидерство.*