

SEARCH FOR EFFECTIVE MANAGEMENT STYLE FOR THE ORGANIZATION WITH THE HELP OF THE RENSIS LIKERT'S LEADERSHIP THEORY

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Abstract: Any organization is a unique combination of employees, tasks and the purposes. The head – is the creative person having a certain set of abilities. Each manager creates the style of the management, considering objective and subjective factors, correcting them under specific conditions. The majority of models of management come down to the following conclusion: studying of a concept of style of the management demands flexible approach, exact assessment of a concrete situation, abilities of employees. There are many effective methods of influence on people. What methods in practice proved effective? How the head has to behave to induce subordinates to achievement of the objectives of the organization? These questions are considered in this article where results of a research of style of the head the Rosnador are analyzed; by one of the state controlling organizations of Russia (the name of the organization is changed). The analysis was carried out on the basis of personnel mini-poll concerning expediency of transition to advisory style. For development of effective style of the management of the author the model of management of Rensis Likert was used.

Key words: leadership theory of R. Likert, human resource management, management efficiency, style of the management.

1 Introduction

Management style concept as main characteristic of administrative activity efficiency became an object of research since 30th years of the XX century. The leadership theory tries to reveal and foretell what characteristics of leadership are the most effective and why. Scientists-behaviourists applied three approaches to definition of significant factors of effective leadership: approach from a position of personal qualities, behavioural approach and situational approach.

It is possible to distinguish from foreign authors whose works are considered as classical: Lewin K. A dynamic theory of personality: selected papers (Lewin, 1935); McGregor D. The human side of enterprise (McGregor, 1960); Blake, R. and Mouton, J. The managerial grid: key orientations for achieving production through people (Blake et al, 1964); Likert, R. New Patterns of Management. New York: McGraw-Hill (Likert, 1961); Hersey, P., Blanchard, K.H. The Management of Organizational Behavior (Hersey et al, 1977); Tannenbaum, R., & Schmidt, W. H. How to choose a leadership pattern (Tannenbaum et al, 1958); Fiedler F. A leadership theory effectiveness (Fiedler, 1967); House, R.J., Mitchell, T.R. Path-goal leadership theory (House et al, 1974); Vroom, Victor H.; Yetton, Phillip W. Leadership and Decision Making (Vroom et al, 1973).

In this article it will be a question of the mechanism of use of the theory of styles of leadership of R. Likert. Its researches showed that the most effective heads paid attention, first of all, to human aspects of the problems facing their subordinates and created the

relations based on mutual aid (Modaff et al, 2008). Later it showed that it is successful distribution of time even purely from the financial point of view and that short-term achievements of a dictatorial (autocratic) control system can be an obstacle in increase in productivity in longer interval of time.

2 Materials and Methods

R. Likert (1961) offers bipolar model of management, designating two types of the head: the head concentrated on work and the head concentrated on personnel. In this continuum it marks out four management styles (Likert, 1967):

1. Exploitative Authoritative. Its managers are highly autocratic, have little trust in subordinates, motivate people through fear and punishment and only occasional rewards, engage in downward communication, and limit decision making to the top (Robbins Stephen, 2001).
2. Benevolent Authoritative. Economic rewards are used more than fear or motivational forces, communication is only slightly better, and productivity is fair to good.
3. Consultative Management: Managers in this system have substantial but not complete confidence and trust in subordinates, usually try to make use of subordinate's ideas and opinions, use rewards for motivation with occasional punishment and some participation, engage in communication flow both down and up, make broad policy and general decisions at the top while allowing specific decisions to be made at lower levels, and act consultatively in other ways. The Consultative system is a style that uses rewards, and teamwork involvement for motivation. There is partial involvement of employees, to serve as a motivator. Productivity is good with only moderate absenteeism (Cole, 2008).
4. Participative group leadership style: In this system of management motivational forces come from ego, economics and group involvement in decision and goal setting. There is extensive interaction with a high degree of mutual trust and respect, management controls are widely self-monitored, and productivity is excellent under their system of leadership.

Effective and effective management style, style "based on partnership" which assumes trust, the friendly relations based on mutual aid (Anto et al, 2011) is.

There is a technique of assessment of efficiency of each of styles formulated by the American scientific R. Likert who suggested counting so-called liberal and authoritative coefficient (LAC) as the relation of the sums of liberal and authoritative elements determined on the basis of examination in behavior of the head.

$$LAC = \frac{\sum L}{\sum A}$$

where $\sum L$ - the sum liberal a behavior element;
 $\sum A$ - sum of authoritative elements of behavior.

For their quantitative assessment it is formed tablitsa which includes three forms authoritative and two forms of liberal behavior, giving everyone conditional, ball estimates.

Table 1. Calculation of the liberal-authoritarian coefficient

	Value of indicator	Number of points
Authoritative indicators	Trend of approval	3
	His opinion with the help of an order or threat of punishment	2
	A more moderate form - without the threat of punishment, but with unwillingness to listen to objections	1

Liberal indicators	The softest form. It is accompanied by a number of arguments that give the impression of preliminary taking into account the opinions	1
	Limited agreement with the wishes and inclinations of employees	2

3 Results and discussion

For improvement of style of the management in Rosnadzor we will analyze it. Let's be based on R. Likert's theory. In practice

efficiency of management styles is mainly estimated by carrying out questioning. Results of questioning of staff of the Rosnadzor are reflected in table 2.

Table 2. Defining the style of management in Rosnadzor

Process	Authoritarian style		Management with staff participation	
	Coarse compulsion Style 1	Soft compulsion Style 2	Support Style 3	Collective leadership Style 4
Motivation	X	Satisfaction of physiological needs, personal interests	X	X
Communication	X	Vertically, mainly from top to bottom	X	X
Interaction	X	X	Moderately	X
Making decisions	X	Strategic decisions are made only by the manager, to a small extent delegating down	X	X
Goalsetting	X	Orders with the possibility of discussion	X	X
Control	X	X	Mainly from the center. An informal organization against, or for a formal	

Proceeding data of table 2, it is possible to draw a conclusion that management style of the head of the Rosnadzor is authoritative, but with soft coercion. Concerning control at interaction with subordinates style democratic. The head on style of thinking the analyst idealist whose main shortcomings are: very often shows inflexibility, supercare, excessive control over activity of employees is inclined to excessively detailed plans and analyses.

For the purpose of calculation of liberal and authoritative coefficient, we will suggest the deputy head to characterize the head on three-point system where 1 - the indicator is expressed poorly, 2 - average value of an indicator, 3 - the indicator is pronounced. Calculation of liberal and authoritative coefficient of the head of the Rosnadzor, is presented in table 3.

Table 3. Calculation of the liberal-authoritarian ratio of the manager of Rosnadzor Index

Index	Indicator value	Number of points
Authoritative indicators	The tendency of asserting one's opinion with the help of an order or threat	2
	A more moderate form - without the threat of punishment, but with unwillingness to listen to objections	3
	The softest form. It is accompanied by a number of arguments that give the impression of preliminary taking into account the opinions	1
Liberal indicators	Limited agreement with the wishes and inclinations of employees	1
	Unlimited and spontaneous agreement with the expressed opinion of the interlocutor	1

Using these tables 3, we will calculate liberal and authoritative coefficient. The sum of liberal elements made:

$$\sum L = 2$$

The sum of authoritative elements made:

$$\sum A = 6$$

Calculation of liberal and authoritative coefficient:

$$LAC = \frac{2}{6} = 0,33$$

Having calculated LAC=0,33 indicator, it is possible to draw a conclusion that it is LAC=1,9 underestimated in comparison with an optimum indicator, that is the most effective combination of various elements of style of the management is reached at increase in methods of belief, and reduction of methods of coercion. Lack of liberal qualities at the head of the

Rosnadzor is the reason of decrease in the calculated indicator. Authoritative management style therefore organizational and administrative methods in the considered organization are the most preferable is inherent in the head of the Rosnadzor. Such approach "kills" an initiative on a root, inhibits desire to work at personnel. It in turn causes turnover of staff and decrease in results of activity of establishment. Respectively, style of the management in the organization demands improvement. However the main problem at the choice of new style consists in justification of its parameters providing the largest level of efficiency of functioning of the organization in general. The task becomes complicated the fact that for budgetary organizations it is impossible to correlate style of the management to such indicators of efficiency as profitability, capital productivity, etc.

In our opinion, at the choice of the most preferable style of the management in Rosnadzor it is necessary to be guided by the following main criteria: legal form, the main strategic priorities of development, structure of labor collective by social and demographic criteria, the identity of the head, his specific psychoemotional features and ability to development. We systematize the specified factors in table 4.

Table 4. The main factors influencing the appropriateness of forming a new management style in Rosnadzor

Factor forming a new style of leadership	Features in Rosnadzor	Effect on the choice of leadership style
1. Organizational and legal form	Non-profit budgetary organization with sufficient substantial reporting to higher authorities and strict regulations of activities	A democratic leadership style is not possible in the classical sense, in view of the rigid hierarchy of the structure of the organization, careful control over its functioning, the need to maintain a high level of labor discipline
2. The main strategic development priorities	One of the most important priorities for the development of agencies overseeing institutions is to improve the quality of inspections with a view to comprehensive quality control of services.	It is necessary to increase the fund of working time spent directly for inspections. Hence, it is advisable to some reduction of irrational bureaucracy with the goal of freeing up time for inspection purposes.
3. Characteristics of the work collective	87.3% of the staff are women, 100% have higher education, three have a degree.	It is absolutely inadmissible to have a completely democratic style of management by a completely female group. At the same time, a rigidly authoritarian style of management of the collective, in which 100% have higher education, is unacceptable.
4. Features of the leader, his ability to change	The head is capable of changing the management style, incl. In the direction of some liberalization.	It is possible to quickly modernize the style of leadership in any direction.

Thus, the budgetary form of the organization, specifics of collective and head, and also the general development strategy has significant effect on the choice of new style of the management in Rosnadzor. Respectively, the existing style demands change. However its replacement by democratic style is almost impossible. In budgetary organizations full democratization can lead to swift disorganization, decrease in discipline. For the Rosnadzor we suggest to choose advisory style of the management. This style logically follows from the general evolution of development of styles of the management of the Rosnadzor in the direction of their liberalization.

The main advantages of advisory style of the management to the Rosnadzor are given in fig. 1. This style promotes manifestation of initiatives of employees of various aspects of development of the organization (the organization of checks, solution of problems in labor collective, etc.), reduces the level of irrational

bureaucracy and positively influences degree of loyalty of personnel to the organization, reducing fluidity level.

Within advisory style the head of the Rosnadzor can recommend to consult on subordinates in a number of questions: the nature of interaction with the management and personnel of concrete institutions, work with non-standard complaints, improvement of system of motivation of work. As for management methods, it will be expedient to head to reconsider degree of "pressure" of methods upon subordinates, using a compromise. The main emphasis will be put on business communication with subordinates and listening of their opinion. Then the liberal and authoritative coefficient will approach the recommended value. Advisory style will characterize in general the head as combining care of people with care and of work. Decisions will be made by the head, but it is obligatory by discussion with employees.

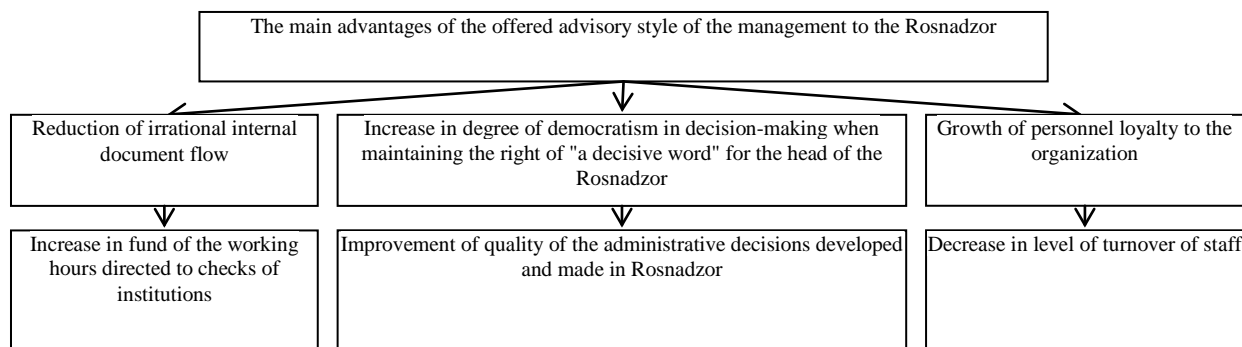


Fig. 1. The main consequences of the transition to a consultative (liberalized) management style in Rosnadzor

The author held mini-poll concerning expediency of transition to advisory style. All twenty one employees participated in poll of the organization. As showed results of poll, only two of twenty one employees of the Rosnadzor (9,5% of respondents) did not approve possible transition to advisory style. These employees (everyone age over fifty years) explained the position with fear of any changes. The vast majority (90,5% of respondents) approved potential transition of the management to advisory management style with reduction of irrational bureaucratization.

However, only opinions of employees on expediency of management style change insufficiently. It is important to estimate economic efficiency of such actions at least approximately.

The conventional methodical approaches to assessment of

economic efficiency of process of replacement of the leadership by the organization are practically absent. We applied a method of a research of probable change of structure of working hours of the head. Excessive bureaucratization of procedures is inherent in authoritative style of the management in state budgetary institution. As shows the analysis of structure of time of the head of the Rosnadzor, it spends a considerable part of its working hours for work with documents. The analysis of these documents, and also poll of employees a considerable part of document flow is directed to control concerning employees, but not controlled by this organization of institutions. The timing of working hours of the head of the Rosnadzor showed that after management style change the head's time for work with documents owing to reduction of irrational document flow will be reduced approximately by 1,3 times. It is expedient to direct this reserve of time to increase in time of checks of institutions

which are directed directly by the chief of the Rosnadzor. Increase in fund of working hours of the head in this direction will make 8% (with 31% in former structure of fund of working hours to 39% in structure which will be created after management style change on advisory). Increase in number of the checks which are carried out directly under the leadership of the chief will make:

$$INI = (VTS_n / VTS_o) * NC_o - NC_o$$

where INI-yINI-y glorification of number of checks of the institutions which are carried out by the Rosnadzor as a result of management style change and corresponding change of structure of fund of working hours of the head of the organization;

VTS_o, taken away on the management of check, in the general structure of fund of working hours of the head of the Rosnadzor before management style change;

VTS_n, taken away on the management of check, in the general structure of fund of working hours of the head of the Rosnadzor after management style change;

NC_o - the number of checks which were directed directly by the head of the Rosnadzor before management style change.

$$IINI = (39\% / 31\%) * 117 - 117 = 30$$

Respectively, as a result of the offered actions for management style change the number of checks in Rosnadzor will increase on 30 annually.

Thus, the offered management style change in the organization is also potentially socially effective from the point of view of strengthening of control of development of institutions.

4 Summary

The offered technique allows analyzing style of the management of the organization on the basis of use of model of management of R. Likert, to develop the directions on its improvement taking into account features of the organization (legal form, strategic priorities of development, the identity of the head, etc.). In the organization analyzed by us advisory style of the management is recommended to introduction. Reduction of internal document flow and bureaucracy of management in general, improvement of quality of the developed administrative decisions, and also probable decrease in level of turnover of staff will become the main consequences of transition to this style of the management.

5 Conclusion

For achievement of high performance level it is necessary to use management style which would consider: field of activity of the organization, priority directions of its development, characteristic of labor collective, line of the head. The analysis showed that for the state controlling organization by the most effective there will be an advisory style which, on the one hand, does not assume excessive connivance, and on the other hand, allows using the potential of personnel of the organization as much as possible. Also this style allows to reduce time which was used by the head of the organization irrationally and to direct it to check of controlled institutions.

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