# LEADERSHIP IN THE CONTEXT OF THE INFORMATION STATE

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Abstract: The issue of effective leadership of managers in the civil service is an extremely intriguing and controversial topic. The actions of a civil servant manager are strictly regulated by the law and regulatory framework, respectively, the leadership of such a manager is limited by these framework conditions. However, in our time of global and dynamic changes, only the ability to be flexible and proactive allows staying in the field of dynamic actions. A successful balance between formal management and effective leadership is a prerequisite for the quality of large-scale innovation processes in public administration. The leadership skills of the manager play a very important role in motivating his subordinates to participate in the latest information processes. Thus, the effectiveness and coherence of the management of state bodies are largely determined by the person who manages these bodies, the presence or absence of experience, relevant qualifications, and innate or acquired leadership qualities. The article aims to identify the features of the implementation of leadership qualities in public administration, taking into account the peculiarities of working conditions in the information state. Furthermore, the article intends to determine the opinion of experts in the field of public administration on the peculiarities of leadership in such conditions. Methodology. In the course of the study, analytical and bibliographic method has been used to study the scientific literature on leadership in the context of an information state. Moreover, a questionnaire survey has been conducted to practically clarify certain aspects of the application of leadership qualities in today's information state. Results. According to the results of the study, the directions of studying the application of leadership qualities in today's information society have been analyzed. Based on the results of the survey, the point of view of scientists in the field of public administration on certain key aspects of this issue has been investigated.

Keywords: development of leadership qualities, peculiarities of the information state, mastery of information technologies, leadership competencies, leaders in the context of an information society.

## 1 Introduction

Today, in light of globalization, democratization, computerization, technology, and the increasing role of the individual in the economy, politics, and government, the issue of leadership acquires new meaning and content.

The modern information society is fundamentally different from the previous industrial society in its attitude to innovation processes. The basis of its development is the creation of an information environment, which is connected with the entire infrastructure of society - economy, public administration, culture, education, etc.

Therefore, in the modern environment, where technologies and processes change very quickly, it is important to implement public administration, taking into account the concept of innovative leadership. Innovative leadership in public administration is seen as the process of internal socio-psychological organization, management of team activities, and influence on employees. This is accompanied by a change in the perceptions and values of the latter, activation of the higher need for innovation, productivity, creativity, and self-realization.

The theoretical part of this study traces the main features of the leaders' activity in the information state. It also considers the main characteristics of the global information space in terms of public administration. In addition, the process of modern business organization in the information society is assessed.

The practical part of the study includes an assessment of the priority of areas that require additional scientific and practical study in terms of the specifics of the application of leadership skills in the information society. It includes determination of the importance of the main qualities of a leader, directions of personnel policy in state bodies in terms of their effective practical implementation in the information state, and types of skills that are most effective and in demand leaders in the information society.

According to the results of the study, conclusions were drawn on the main areas that require further development in terms of the specifics of the application of leadership skills in the information society. In particular, according to respondents, such areas are the mechanisms of leadership and management, leadership in social interaction, as well as the role of the leader in change management. The survey also found that nowadays especially effective leaders are specialists who master the latest search information technologies, quickly adapt to new types of communication, and successfully use their communication and resource potential, taking into account the changing information environment. At the same time, important for the development of leadership skills in terms of their effective practical implementation in the information state is the effective use of information technology, selection procedures for civil service, and advanced training. An essential result of the survey is the identification of the most effective skills in demand for leaders in the information society, namely human resource management, result orientation, and business skills.

## 2 Literature review

Power and influence as leadership tools are the only means available to a manager to solve organizational, production, along with other problems. If the manager does not have sufficient power to influence those on whom the effectiveness of the team he leads depends, he will not be able to achieve the goals of the organization (Cortellazzo, Bruni & Zampieri, 2019). However, it should be noted that now, in the conditions of formation and active development of the information state, having power does not always mean the ability to impose one's will regardless of the feelings, desires, and abilities of another person. On the contrary, in many cases, subordinates have power over the leader: his choice for the position, the information necessary for decision-making, the interest of employees in the task, and enthusiasm or passivity in its implementation. The leader should use power very carefully and skillfully use methods of influence (Weiner, Rodriguez & Merry, 2022).

Leaders in an innovative society also bear personal responsibility for the implementation of projects that require innovative development. Therefore, leaders in a modern state need to introduce a culture of trust and build relationships based on trust. They have to take initiative, set ambitious goals, and link these goals to the needs of their clients, departments, and organizations (Vidgen, Shaw & Grant, 2017).

The most crucial sources of innovation in the information state are research and development, system innovation, knowledge management, integration, new strategies, and new business models (Aarseth, Ahola, Aaltonen, Økland & Andersen, 2017).

The modern world is characterized by a focus on knowledge, constant information changes, and globalization processes. Experts of the advanced countries of the world pay considerable attention to the implementation of innovative leadership in

public administration in the context of information globalization (Brunet et al., 2021).

Modern society is moving towards participatory democracy, which is manifested in the growth of broad civic initiatives and the growing interest of citizens to participate in social and legislative policy (By, 2021).

At the same time, there is a transition from a hierarchical to a network organization, since the centralized hierarchical structure delays the flow of information and counteracts all the processes that take place in other spheres of society (Chang-Richards et al., 2017).

While analyzing the activities of the leader in the information state, it should be noted that the media, especially television and the Internet, play a dual role in society (Dille et al., 2018). On the one hand, the emergence of the global information space is a powerful democratizing force, mainly due to the online availability of political information. Interactivity allows citizens to obtain the information they need, express their opinions, and demand personal responses from their representatives to monitor their activities. Information society theorists believe that the global network offers extraordinary opportunities for the expression of citizens' rights and the spread of humanistic values. The Internet creates the possibility of instant access for an unlimited number of people to the texts of draft laws at the stage of their preliminary development, as well as to the dissemination of the maximum amount of analytical information of an unclassified nature. Voters, regardless of their income level and location, expand their opportunities to organize or "self-organize" to represent their interests at the state and non-state levels. By reducing the costs of collecting and transmitting information, the circle of people who have the opportunity to participate in the development and adoption of politically significant decisions will significantly increase, possibly to the level of the entire politically active population. This will create conditions for a gradual reduction of political inequality of

opportunities for citizens of formally democratic states caused by unequal distribution of wealth and income (Lai et al., 2018), (Luna-Reyes et al., 2021).

On the other hand, new information technologies bring new threats and risks caused by several factors. The most important of them are the future division of society into those who have access to information and those who do not and the related restriction of the principle of democratic elections; the threat of spreading false information by criminal and extremist groups.

**3 Aims**

The purpose of the study is to determine the position of scientists in the field of public administration and specialists working in managerial positions in public authorities on the peculiarities of the implementation of leadership qualities in the conditions of public administration informatization.

**4 Materials and methods**

Practical research of leadership features in the context of informatization of public administration was conducted by interviewing 211 practicing civil servants and 52 scientists. They carry out research or teaching activities in the field of public administration in 17 research and educational institutions of Chernihiv, Rivne, Zhytomyr, Ivano-Frankivsk, and Kyiv oblasts of Ukraine. The research was conducted using the Survey Planet service.

**5 Results and Discussion**

In the course of the study, the point of view of scientists and public administrators on the main areas that require additional refinement in terms of the peculiarities of the application of leadership skills in the information society was studied (Figure 1).

Figure 1: Areas that require additional scientific and practical study in terms of the specifics of the application of leadership skills in the information society, %
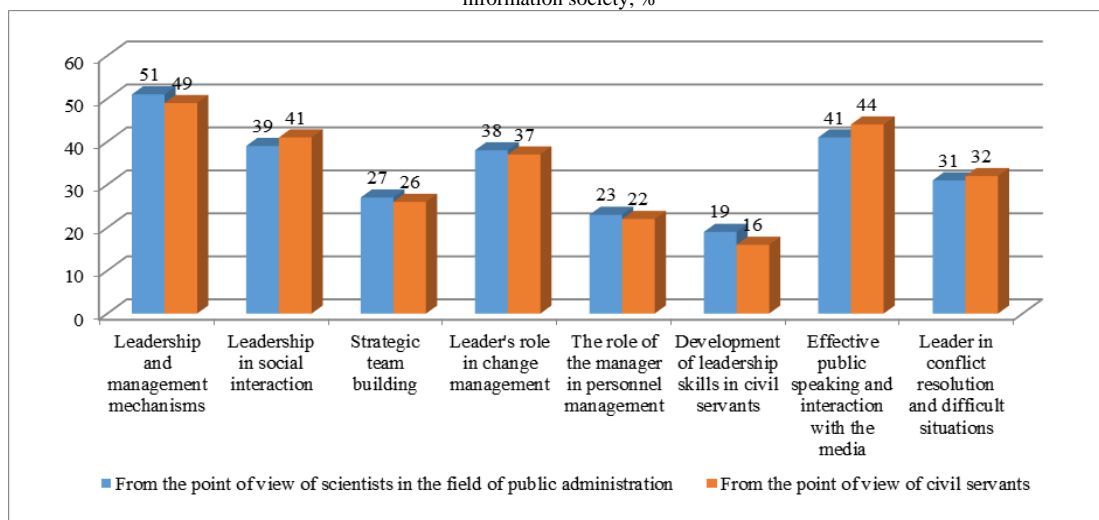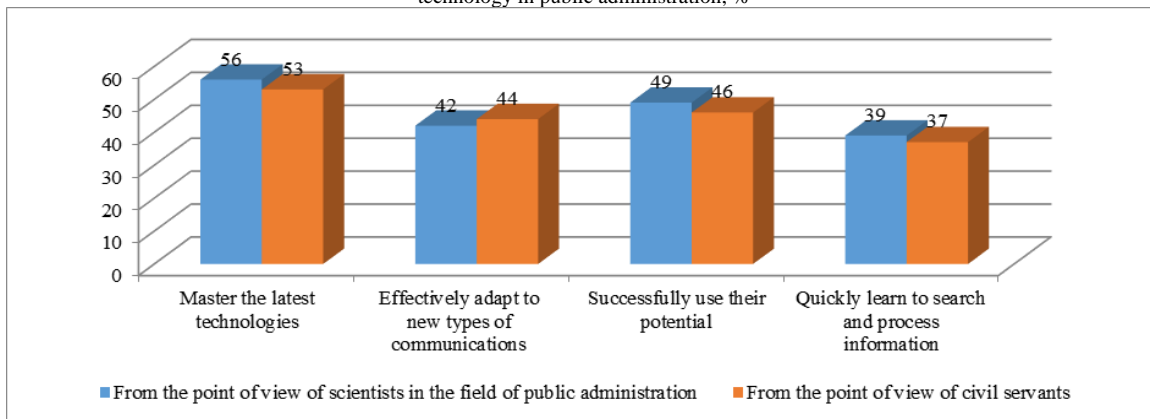


Source: compiled by the authors

According to the survey, such areas are leadership and management mechanisms, leadership in social interaction, as well as the role of the leader in change management.

According to the survey participants, nowadays, in the conditions of informatization of society, especially effective leaders are specialists with the following qualities (Figure 2):

Figure 2: Features of the main qualities of a leader that require the most active development in terms of enhancing the use of information technology in public administration, %
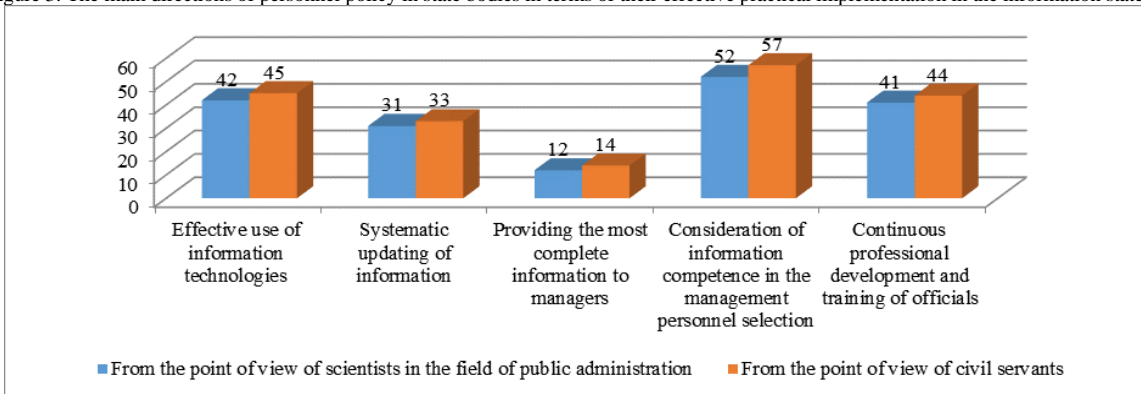


Source: compiled by the authors

- master the latest search information technologies;
- effectively adjust to new types of communication;
- successfully use their communication and resource potential, taking into account the variability of the information environment.

Essential for the development of leadership skills in terms of their effective practical implementation in the information state is also the main direction of personnel policy in government agencies. Assessing the most significant of them, respondents, in particular, identified the following priority in their application (Figure 3):

Figure 3: The main directions of personnel policy in state bodies in terms of their effective practical implementation in the information state, %
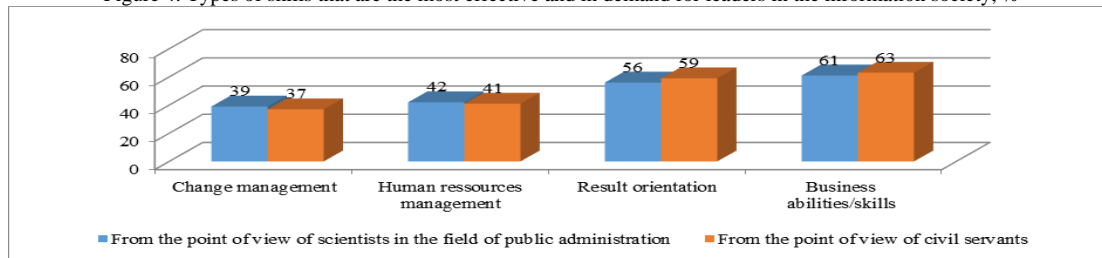


Source: compiled by the author

- effective use of information technologies;
- ensuring effective, fair, and transparent procedures for civil service selection and promotion;
- continuous professional development and training of officials, which should be based on the ideals of creativity, initiative, strategic thinking, trust, and respect for people.

During the survey, respondents were asked to name the types of skills that are most effective and in demand for leaders in the information society. These skills are (Figure 4):

- human resources management (conflict management, maximizing diversity, developing others, team building);
- result orientation (accountability, customer service, decision making, development of the organization and its services, problem-solving);
- business abilities/skills (financial management, human capital management, technology management).

Figure 4: Types of skills that are the most effective and in demand for leaders in the information society, %



Source: compiled by the authors

Hence, in the modern world, leadership is one of the decisive factors that determine the success of activities in any field. The attention of managers in many countries of the world, both from developed countries and those who want to strengthen their competitiveness at the international level, is focused on the development of leadership skills in the information society (Teo et al., 2021), (Zhang et al., 2018).

Nowadays, leadership as a social and psychological category is developing both in the private and public sectors, especially in the civil service (Shao, 2018).

Leadership is the basis of democratic governance, a modern system of views on governance. Effective leadership is seen as a powerful factor in increasing the managerial capacity and effective functioning of public (state and local) authorities (Whyte et al., 2022).

Moreover, the issue of studying leadership in the information society is a response to the modern rhythm of life and constant dynamic changes in all its spheres. It is especially manifested through increased competition and globalization, international economic integration, market growth in developing countries, greater deregulation and privatization, as well as technological changes (faster and better communication, more information networks connecting more people in the world) (Ellahi et al., 2022).

One of the characteristic changes of our time, which has a great impact on the management system in general and effective leadership behavior in particular, is the transition of countries to an economy in which knowledge, intangible assets, and especially intellectual capital play a key role (Manataa et al., 2021).

Modern leaders work in a fundamentally new environment, and if they want to succeed in the future, they have to optimize and adapt their behavior and attitude to all spheres of life to the conditions of today's society. The behavioral styles of modern managers are characterized by flexibility, improvisation, and the creation of so-called "productive chaos". Modern organizations require appropriate management, which is significantly different from similar processes in the traditional hierarchical organizational structure (Floris & Cuganesan, 2019).

A modern business organization is complex social processes that are not always predictable. The situation with the approval of a five-year strategy and forecasting the mechanisms of its implementation does not work today. Therefore, leaders should abandon the outdated organizational model and attempts to control people and create conditions that help employees to act innovatively in uncertain situations (King & Badham, 2019).

Modern information and telecommunication technologies have become an integral part of the infrastructure of modern society. Not only technological but also social progress, the economic competitiveness of the country as a whole greatly depends on them (Flynn, Nagle & Fitzgerald, 2022).

Scientists believe that the functions of the state in the information society will gradually change. The reason lies in the role of information technologies, which, on the one hand, provide almost immediate interactive communication and on the other hand, improve the ability of the media and non-governmental organizations to control the actions of the authorities (Overgård, Jensen & Thuesen, 2022).

Accordingly, there is a significant intensification and strengthening of the influence of non-governmental organizations both locally and internationally. People who share certain goals have the opportunity to implement numerous projects jointly, which previously would have been impossible without the participation of the state.

**6 Conclusions**

Thus, the development of information technologies opens up new opportunities that societies and states use in different ways. Analysis of the practice and experience of leadership formation in the information state allows us to identify some areas of activity of state bodies in this sphere. The key among them is the promotion of competition, the fight against monopolies, control over the concentration of ownership in the media, legal and technological maintenance of the law, and technical possibilities of access to information technologies.

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