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## **SOCIO-PSYCHOLOGICAL PROBLEMS OF ORGANIZATION AND MANAGEMENT**

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### **PSYCHOLOGICAL CHARACTERISTICS OF LEADERSHIP STYLE IN MODERN ORGANIZATIONS**

### **ПСИХОЛОГІЧНІ ОСОБЛИВОСТІ СТИЛЮ КЕРІВНИЦТВА В СУЧАСНИХ ОРГАНІЗАЦІЯХ**

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The study of the effectiveness of managerial activities of a leader in the conditions of competitiveness of modern organizations is a highly relevant issue in psychological science and practice. Currently, the questions of the genesis and functioning of leadership styles, their classification and quantity, as well as views on the leader as a subject of managerial activity, remain topics of debate.

Being a good manager in today's uncertain conditions is one of the important tasks, as it requires decisive actions, including: accelerating managerial decision-making, flexibility in leadership style, improving communication processes, ensuring employee safety, maintaining their mental and psychological health, personal resource, and so on. All of this necessitates the development of modern personnel management tools adapted to contemporary requirements and depends on the leadership style.

The study of management processes is a relatively new area of scientific inquiry, and the definition of this concept is constantly evolving. Today, the improvement of management systems is based on a systematic approach to the development of management theory, where a key methodological principle is the human-centered and personalistic paradigms of management.

In foreign psychology, the phenomenon of leadership and management style is considered from *the perspective of personal qualities* (J. Gordon, G. Yukl, D. Hebert, and L. von Rosenstiel), *behavioral* (K. Lewin, R. Blake, and J. Mouton, R. Likert), and *situational* (R. Tannenbaum and W. Schmidt, F. Fiedler, V. Vroom, and P. Yetton).

Management is defined as the interactions between a leader and group members that influence each other and collectively strive for real changes and the achievement of common goals. The key criteria are the integration of the internal conditions of the subject (its character, value orientations, attitudes, etc.) and the alignment of individuality with the external environment (technologies, job requirements, social norms, the individuality of partners, etc.).

Ukrainian scientists note that in the context of European integration processes, new requirements for managerial activities are emerging, and the functions of a leader, self-management, and self-presentation of a manager as a competitive specialist are being modernized [1–7].

According to researchers V. Bugas and A. Ryabuha, when managing an organization, a leader cannot use just one established leadership style but is forced to constantly make changes to the style they have already formed according to the situation [2]. Considering management style as an integrative characteristic of a manager's activity, Ya. Vasilkevich and O. Kikinezhi point to the effectiveness of leadership style in connection with organizational situations, the specific behaviors of managers, and the degree of orientation toward tasks and relationships [3; 9]. The psychological features of the self-organization of managers' integrity using techniques for activating consciousness are studied by Ye. Heyko and I. Radul [5].

The insufficient research on the problem has determined **the aim of the article** – the psychological characteristics of leadership style in modern organizations.

To determine the characteristics of modern leadership styles, F. Fiedler's model was used [8], which evaluates the situation based on three parameters that can positively or negatively influence the leadership style. These parameters are the quality of the relationship between the leader and group members, task structure, and positional power.

The sample consisted of 48 managers from state and commercial organizations aged 34 to 51, who were assessed using F. Fiedler's "*Least Preferred Coworker*" (LPC) scale. This scale allows for determining a manager's style by evaluating a list of 18 antonymous adjectives on an eight-

point scale. The basis for characterizing a manager is their evaluation of the least preferred coworker (LPC), which reflects their personal qualities and position. A high score is given to a manager who describes their least preferred coworker in relatively positive terms.

According to F. Fiedler's theory, a leader can be oriented towards either production tasks or interpersonal relationships within the team. A leader oriented towards relationships pays attention to people, creates an atmosphere of mutual trust and respect, and listens to subordinates to learn about their needs. On the other hand, a task-oriented leader defines the direction of activities and establishes work norms.

In our study, it has been established that the LPC score is 3.38 on an eight-point scale. This result is close to the average score on the LPC scale and indicates that the studied leaders are generally equally oriented towards both tasks and relationships. However, there is a slight tendency towards a somewhat greater task orientation when the leader determines the direction of activities and sets work standards.

It should be noted that the individual scores of the examined managers range from min = 1.2 to max = 4.8 on an eight-point scale. Among them, 20.8% of the subjects displayed a strong task orientation (1.2–2.4 points). A score exceeding 4 points was demonstrated by 25% of the examined managers (4.2–4.8 points). A strong orientation towards relationships was not identified in the studied sample.

The average manifestation of the leader's personal characteristics in the sample has been determined. It was found that the least manifested characteristics are the following:

'Disloyal (slanderer) – loyal' – 3,19;

'Insincere – frank' – 3,33;

'Cold – warm' – 3,48;

'Unpleasant – pleasant' – 3,48.

Personal qualities that were rated highest by the surveyed managers:

'Unhelpful – helpful' – 4,76;

'Unfriendly – friendly' – 4,38;

'Tactless – tactful' – 4,38.

According to the eight-point scale, the obtained results are close to the average indicator ( $M = 4$ ) and fall within the normal range of personal characteristics manifestation ( $N = 3-5$  points).

It has been established that managers who are equally task-oriented and relationship-oriented are more effective in most situations compared to managers with a one-sided orientation. Managers whose LPC scores are in the middle of the scale can establish a reasonable balance between task and relationship orientations, which allows them to better adapt to changing situations, remain flexible, and be tolerant towards subordinates.

**Conclusions.** According to Fiedler's contingency model of leadership effectiveness, it has been found that group productivity is a function of the interaction between the leader's respect for the least preferred co-worker (LPC) and situational variables, namely: 1) the extent to which subordinates trust and like their leader; 2) the degree of task structure, i.e., the ability to break it down into components; 3) the extent to which the leader's position is perceived as an expression of power (e.g., the ability to hire and fire).

The practical significance of the research lies in the empirical confirmation of Fiedler's contingency model and the identification of psychological characteristics of management styles in the professional activities of leaders in the current conditions of enterprise competitiveness.

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