SOCIO-PSYCHOLOGICAL JUSTIFICATION DEPENDENCES OF MODEL OF LEADER'S MANAGERIAL INTERACTION TYPE ON HIS EMOTIONAL INTELLIGENCE

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Abstract

This article describes the results of the research, which devotes to the study of leaders' emotional intelligence and type of his managerial interaction.

Relevance of a subject locates in article, problems connected with leadership are formulated. The theoretical bases of research are given in article, the methodological analysis of phenomena of organizational culture, managerial interaction type, emotional intelligence and leadership is carried out, criteria of successful and effective activity of the Russian organizations are defined, and also author's research of emotional intelligence of leaders is discussed with various models of managerial interaction (order approach) with reduction of the received results yielded of statistical processing. Social and psychological characteristics of emotional intelligence of the leader of managerial interaction using everyone model ("parent", "pastor", "commander") are in summary formulated.

Key words: Organizational culture, managerial interaction, leadership, emotional intelligence.

Introduction

Relevance of research on leadership issues directly related to the claims in solving problems related to increasing the efficiency of organizations. Scientists and managers are looking for ways to increase the productivity of organizational activity. Leadership is increasingly perceived as a lever with which you can control the organization. Many scientists at the talk about direct communication and leadership effectiveness activities (D. Goleman , E. Shane , R. Quinn , etc.). Despite the lack of a common socio-psychological definition of leadership

today, more research is dedicated to leadership as a factor in the formation and change of organizational culture (OC).

Definition of the Basic Concepts

By OC we understand complex socio-psychological order of management and organizational interactions and regulated systems that define the ethical meanings of interaction participants [1].

Addressing to concept of sense of the activity, all types of organizational culture, from the point of view of order approach, it is possible to characterize as follows:

1 . "Family":

a) sense (essence) of "family" – reproduction;

b) meaning of the life of "parent":

on process – biological and social reproduction;

by result – life, inexhaustible and safe;

c) from the point of view of ethics:

– "well": wellbeing, growth; criteria - maintenance of wellbeing of "family", viability and reproduction;

– "badly": wellbeing reduction; criteria – inability to reproduction, weak viability, aren't present "continuation";

d) sense: care of the Family.

2 . "Army":

a) sense (essence) of "army" – fight;

b) meaning of the life of "commander":

on process – fight;

by result – a victory;

c) from the point of view of ethics:

– "well": victory; criteria – force, aspiration to win, combativity;

– "badly": defeat; criteria – weakness, loss;

d) sense: care of the Victory.

3 . "Church":

a) sense (essence) of "church" – improvement of human essence, the nature;

b) meaning of the life of "pastor":

on process – "enlightenment" of and people around, aspiration to "God" (Ideal) through Way passing, permanent job over itself;

by result – life and ideal coincidence - "righteousness";

c) from the point of view of ethics:

– "well": "righteousness", compliance to the Ideal; criteria – a samouluch-sheniye, inspiration and support of people around, "communicating" of others;

– "badly": "not righteousness", not compliance to the Ideal; criteria – inability the Idea embodiment in life, inconsistency;

d) sense: care of "righteousness" (coincidence of Idea, sense of activity and meaning of the life).

Management interaction is the interaction between the participants joint administrative activity and interaction management and staff in the management of the achievement of organizational goals. [1]

The personality in group can be understood as subject of interaction which this interaction creates and regulates. To study communication of individual and psychological features of the person and the person as subject of interaction, it is necessary to consider the personality as part of system. From the point of view of order approach the type of the identity of the leader defines model of his administrative interaction which constitutes organizational culture (L.N.Aksenovskaya). Proceeding from this situation, we can assume that the emotional intelligence as individual and psychological feature owing to the social and psychological manifestations can influence model of administrative interaction.

Under Emotional Intelligence, we mean the ability to recognize and manage ones emotions and emotions of others'. [2]

The abilities included in concept emotional intelligence, have both individual and psychological orientation, and social and psychological. Based on the definitions given by D.V.Lyusinym, the following understanding of abilities and an orientation of their characteristics is offered.

1 . Understanding of emotions — recognition of emotions, understanding of their existence, identification, verbal interpretation, motivation (the reason of its emergence), behavioural reaction (consequences). The understanding of emotions is turned both on understanding of own emotions, and on understanding of emotions of other person.

2 . Management of emotions — management of intensity of feeling of emotions, management of intensity of external manifestation of emotions, provocation of a certain emotional state at itself and at people around.

The emotional intelligence is construct which is connected both with cognitive abilities and with the personal characteristics, (D.V.Lyusin) having the dual nature. D.V.Lyusin also allocates a number of the factors forming emotional intelligence. These are cognitive abilities, emotional features and ideas of emotions. By consideration of each of these factors out of a social environment we can speak about them as about individual and psychological characteristics. Social and psychological characteristics of these phenomena influence an environment of the personality, its social activity. Social and psychological characteristics are reflection individual and psychological in the social environment.

Thus, the emotional intelligence has double determination — individual and psychological and social and psychological. Due to the studying of influence of emotional intelligence of the leader on model of his administrative interaction, a subject of our research is social and psychological characteristics of his emotional intelligence.

Term «leadership» means the organizational power, which relies on the expertise, charismatic and information resources and defining the general direction of the organization, based on the universal values shared by employees, which largely provides considerable overlap of common goals to individual goals, needs and interests of both employees and a wide range of people who campaign consumers products and services of the organization. [3]

In addition to defining leadership should focus on criteria that define "large successful organizations ", because due to the peculiarities of the Russian economic system, often leaders(organizations occupying the largest share) on the market, are not due to its competitiveness and, as a consequence, not interested in developing and improving the effectiveness of its activities.

Criteria of success and effectiveness of the organization

A.N. Zankovsky allocates the following criteria of efficiency of the organization, from the point of view of all levels of management and performers [3]: effectiveness, profitability, quality of activity, timeliness, turnover of staff, satisfaction with work, introduction of innovations, flexibility.

Influence of organizational culture on efficiency of activity of the organization is studied by many scientists (I.Adizes, L.N.Aksenovskaya, T.Yu. Bazarov, R. Ryuttinger, E.Sheyn). It is important to note that need of definition of a phenomenon of organizational culture resulted from research of increase of efficiency of activity of the organization expressed in efficiency of activity of workers, as a result of action of certain factors. Initially these factors were defined as "culture of factory" (E.Meyo-Hortonsky experiment), "organizational morals" (I. Bernard), "philosophy of management of cooperation" (U.Demming), "morals of the organization" (U. Ouchi, T. Piters). As a result for designation of this phenomenon the concept of organizational culture was formulated.

Within this research, for a choice of the successful organizations, besides criteria of efficiency of the organization from the point of view of management

and performers, also economic indicators of efficiency, such as the share occupied in the market of similar services, compliance of activity of the organization with the declared strategy and missions, performance of tasks according to goals, labor productivity, and a level of development of organizational culture were analysed. The principles offered by A.N.Zankovsky, as signs of the most developed "ideal" organizational culture [3] were analyzed: trust (employees are allocated with a certain degree of trust from the company and are urged to acquit him), recognition of the property rights (respect for the principle of property in all its manifestations), reliability (commitment of the companies once to the proclaimed rules and unconditional observance of the assumed obligations), transparency of the organizational purposes, processes and the relations (observance of rules of complete and timely idea of information), justice, social responsibility (observance of existing state legal and administrative acts), feedback (company collaboration with all interested in result of its work by the parties).

The organizations took part in research recognized successful according to above-mentioned criteria only.

Leaders were as the owners participating in management, and hired top managers of the successful organizations for criterion of compliance of its mission and results in the market of services (I.Adizes, A.Maslou, E.Sheyn).

An Empirical Study of the Ratio of EI and Administrative Interaction Leaders

Objective: To examine the relationship components of EI and the type of administrative interaction leaders of organizations.

The hypothesis of our study was that there is a relationship between emotional intelligence(EI) leaders and the type of management interactions.

To date, has already been a number of studies connected with this subject . Was carried out socio -cultural adaptation of the British

questionnaire measuring EI, namely a sample successful managers [4] , the results of D. Goleman optimistic claim that leadership success (D. Goleman refers to the number of researchers who do not share the concept of leadership and management) is directly determined by the level of development of its EI . [5]

The object of the study were the major leaders of successful organizations (n = 30 (26 men and 4 women, from 26 to 64 years old))

Leaders were leading figures in the successful organizations, both formal and informal, commercial and non-commercial (government agencies). Under the leading owners and individuals means people holding senior positions in the organization.

The subject of the study was the relationship of EI and the type of interaction management leader.

<u>Methods</u>: To determine the type of leaders managerial interaction we used the technique of L.N. Aksenovskaya modified by us for ease of use in a questionnaire with closed questions .

Basic models of administrative interaction in terms of L.N. Aksenovskaya specifying the basic functional type of the leader's personality ("parent" , "commander" and "shepherd ")

a) " parent " organization leader is perceived as a "family" ;

b) " commander ", the leader of the organization is perceived as an 'army' ;

c) " pastoral " (" shepherd") business leader is perceived as " church."

To determine the degree of development of a particular component of EI following methods were used : EmIn (author D.V. Lyusin)[6], a technique EI Hall (adapted by Ilin E. [7] and supplemented Fetiskin N.P.) [8].

The results of questionnaires issued to the following scales :

Lyusin : Results of the questionnaire issued on 10 scales, 5 main and their different combinations. Main scale :

• VP- ability to recognize their emotions .

• UW- manage their emotions.

• VE- control expression .

• MP- understanding of other people's emotions.

• MU- control emotions in others .

GEI - integrative indicator (the sum of all scales) .

Hall : questionnaire consists of 30 statements and contains five scales :

1) emotional awareness,

2) emotional rigidity,

3) self-motivation,

4) empathy,

5) the ability to influence the emotional status of other people.

EI- integrative level.

Results:

Changes in the structure of EI from group to group (types of managerial interaction) are illustrated in the following diagrams(the share of each of the components - the relative performance (absolute values of each component are related to relevant aggregated indicator). (Figure 1)
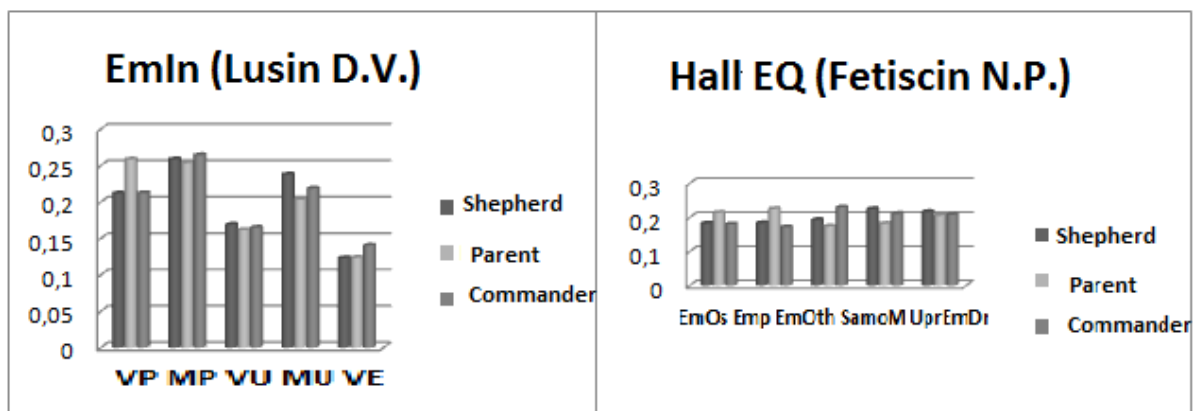

Fig.1 Diagram of the component ratio EI leaders and administrative interaction type (methods EmIn Hall EQ)

To prove the validity of the data differences and dependencies, was conducted ANOVA (ANOVA) with all the components of EI, where factor is the type of administrative interaction (Table 1, Table 2).

Table 1.1-factor ANOVA analysis of variance components for EI (technique Hall EQ)

		Sum of Squares	df	Mean Square	F	Sig.
MP	Between Groups	31,065	2	15,533	15,663	,000
	Within Groups	24,792	25	,992		
	Total	55,857	27			
VU	Between Groups	28,804	2	14,402	18,115	,000
	Within Groups	19,875	25	,795		
	Total	48,679	27			
MU	Between Groups	154,714	2	77,357	188,676	,000
	Within Groups	10,250	25	,410		
	Total	164,964	27			
VP	Between Groups	180,565	2	90,283	95,875	,000
	Within Groups	23,542	25	,942		
	Total	204,107	27			
VE	Between Groups	2,298	2	1,149	3,412	,049
	Within Groups	8,417	25	,337		
	Total	10,714	27			

Table 2. 1- factor ANOVA analysis of variance components for EI (technique Hall EQ)

		Sum of Squares	df	Mean Square	F	Sig.
EmOsv	Between Groups	41,250	2	20,625	19,832	,000
	Within Groups	26,000	25	1,040		
	Total	67,250	27			
Emp	Between Groups	86,762	2	43,381	73,945	,000
	Within Groups	14,667	25	,587		
	Total	101,429	27			
EmOth	Between Groups	60,923	2	30,461	45,352	,000
	Within Groups	16,792	25	,672		
	Total	77,714	27			
UprSvEm	Between	57,637	2	28,818	30,282	,000

	Groups					
	Within Groups	23,792	25	,952		
	Total	81,429	27			
Upr4ugEm	Between Groups	7,690	2	3,845	5,220	,013
	Within Groups	18,417	25	,737		
	Total	26,107	27			

The magnitude of p-value <0.05 indicates statistically significant differences. This figure indicates that the difference between the average valuesof the variable for the three groups is statistically significant.

The observed values of the criterion on all components of EI significantly exceeds the critical value of the criterion derived from the Fischer- Snedecor distribution significance level (probability of error) α = 0,05 (3,39).

These findings prove the accuracy of the results depends on the individual scales of EI on the types of administrative interaction , therefore , the structure of EI depends on the type of interaction management .

Returning to the charts, we can confidently demonstrate how a particular component is expressed for the leader (Figure 2, Figure 3, Figure 4).
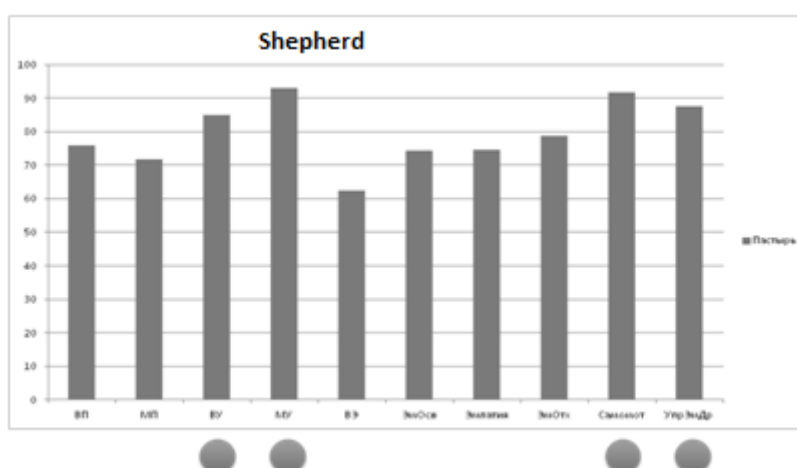

Figure 2: Diagram of component structure EI leader type of administrative interaction "Shepherd"
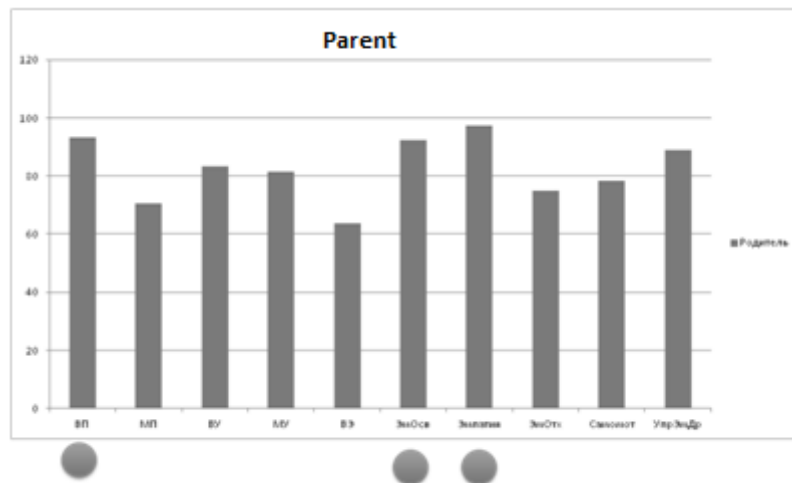
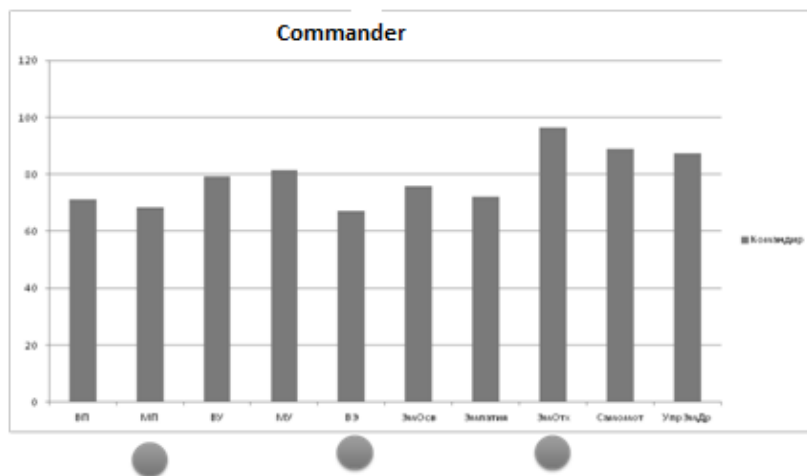Figure 3: Diagram of component structure EI leader type of administrative interaction "Parent"

Figure 4: Diagram of component structure EI leader type of administrative interaction "Commander"

Output

Type of leaders managerial interaction determines the level of development of components of EI . Identified the following laws:

"Shepherd" has the highest EI , compared with other types of managerial interaction, most pronounced scale are VU, ME, Self-motivation , control the emotions of others . What characterizes him as a man capable of controlling their emotions, to cause and maintain the desired emotions and to control undesirable. He is capable of causing other people certain emotions, reduce the

intensity of unwanted emotions. Prone to self-motivation. Possible tendency to manipulate people.

"Parent" is characterized by the following scales : VI, EmOsv , Empathy . It has a pronounced ability to recognize their emotions : their recognition and identification, understanding why, verbal description. Prone to empathy.

"Commander" has the lowest EI , compared with other types of administrative interaction would still dominate the following scale MP, CEs, EmRig . What characterizes him as a man able to understand the emotional state of a person based on external manifestations of emotions (facial expressions, gestures , voice sound) and / or intuitively. Despite the fact that the scale does not have extremely high rates for all types of leaders, «commander» more inclined to control their external manifestations of emotions. Emotional plasticity.

Our study showed a link between EI and the type of leaders managerial interaction. Each type matches a certain set of components of EI, which characterizes it. So "Shepherd " was found ability to intrapersonal and interpersonal management manipulated the emotions of others , and self-motivation , "Parent" distinguished ability to intrapersonal understanding , emotional awareness and empathy , and " Command " is more prone to other emotional easily appeased , and is able to control the expression interpersonal understanding.

Conclusion

Social and psychological characteristics of emotional intelligence of the leader of the organization define order type of his personality ("pastor", "parent", "commander") which initiates model of administrative interaction corresponding to it. The leaders using "vicarial" model of administrative interaction, have the highest rates of emotional intelligence in comparison with

two other models. At "commander" more than at other types tendency to control of external manifestations of the emotions is expressed.

Depending on type of the identity of the leader for it the following social and psychological features of emotional intelligence are characteristic:

- ability to management of the emotions, ability to cause and maintain desirable emotions and to keep under control undesirable, ability to cause these or those emotions in other people, to reduce intensity of undesirable emotions, ability to self-motivation ("pastor");
- ability to awareness of the emotions: to their recognition and identification, understanding of the reasons, ability to the verbal description, tendency to empathy, empathy ("parent");
- ability to understanding of an emotional condition of the person on the basis of external manifestations of emotions (a mimicry, gesticulation, voice sounding) and/or intuitively, tendency to an emotional plasticity ("commander").

Given research is a basis for formation of a way of change of organizational culture by means of change of model of administrative interaction of the leader with development of his emotional intelligence.

The results of our studies have shown how it is possible for leader to interact with others, in terms of emotional intelligence. In addition to the practical value of such unconditional as possible to choose the most suitable leader for a specific task, or based on the characteristics of the human resource team , this study showed the presence of the emotional component in management leader. What is possible is a prerequisite to the disclosure of this phenomenon and is an impetus to search for new components of leadership. Definition of a leader in the organization, its development, or even create it.

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