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LEADERSHIP QUALITIES AS AN EFFECTIVE ATTRIBUTE OF WOULD BE MANAGERS' CULTURE FORMING IN HIGHER EDUCATIONAL ESTABLISHMENTS

The system of views on the significance of the problem of managers' training with high managerial culture has been considered in the article. The literature analysis allows suggesting that modern enterprises and organizations need managers who have a wide scientific, professional, managerial outlook; developed creative, practical thinking, a high managerial culture and can solve the whole complex of managerial tasks. Leadership qualities are the effective attribute of managerial culture formation. However, a would be manager can successfully implement himself/herself in professional management activity, having a rather high level of aspiration to be a leader in the team. The pedagogical experiment was conducted with aim to test the influence of leadership qualities on would be managers' culture formation. The purpose of the research is the scientific substantiation and experimental verification of the leadership qualities' influence on would be managers' culture formation. The "Leader" method was used to determine the level of would be managers' culture maturity. The implementation of organizational and pedagogical conditions is the important criterion of education of would be managers' leadership qualities, namely: integration of theoretical and practical training of students in the gradual formation process of managerial culture by various multimedia means and methods; formation of electronic educational environment, presented by theoretical, practical and scientific multimedia content, oriented to the managerial culture of would be managers; organization of individual and independent educational and cognitive students' activity using the Internet club of management skills. The dynamics of the leadership quality levels maturity is presented in the paper. The results of the conducted pedagogical experiment have shown an increase of the leadership qualities levels both in the experimental and control groups.

Keywords: leadership qualities, managerial culture, would be managers.

Introduction

Increasing tempo of society's development, dynamism of life, complexity of problems of the modern society, assist the increasing requirements for the managers' activity. In this regard, higher educational institutions face the issue of managers training with a broad scientific, professional, managerial outlook, developed creative practical thinking and with high managerial culture, who are able and ready to solve the complexity of managerial tasks in different structures and establishments.

The issue of managers' training with a high level of managerial culture in higher educational institutions is important and significant. According to the results of the analysis of management activity of different managers in the Ukrainian society, there is a tendency of increasing a number of such managers who have not enough management skills and have poor managerial culture.

Modern enterprises and establishments need a manager who is focused on modern managerial priorities, who is capable of personal and professional self-organization and self-development and has leadership qualities.

Particular issues of managerial culture formation of different spheres specialists have been investigated by domestic and foreign scientists. So, L. Vasylychenko highlights the managers' culture formation in the system of postgraduate pedagogical education [2]; G. Dmitrenko – new managerial culture formation in Ukraine [3]; G. Yelnikova reveals the problem of managerial culture of the head of a comprehensive educational institution [4]; S. Korolyuk – the development of managerial culture of the head of a comprehensive educational institution in the process of advanced training [7]; V. Medved considers the managerial culture of the head from the point of view of the target management [10].

V. Yahupov understands "managerial culture" phenomenon as a complex system dynamic formation, which expresses the totality, interaction and mutual influence of its value-motivational, emotional-volitional, cognitive-managerial, praxeological, control-assessment and subjective components [13].

V. Sviatoha considers the managerial culture as a system of integral characteristics of managerial qualities

of a manager, which consists of value bases of managerial activity, humanistic oriented behavior patterns, corresponding style of management, innovative management technologies [11].

O. Kravchuk interprets the “manager’s culture” term as a kind of professional culture, a personal characteristic, a complex dynamic form and a measure and way of creative self-realization of the head of an educational institution, and, consequently, its level must be constantly raised and enriched in accordance with social demands for management activity [8].

Psychological and pedagogical literature review also shows that the leadership qualities are the main condition for would be managers’ culture formation because a would be manager can realize himself/herself successfully in professional management having a rather high level of aspiration to be a leader in a team. The manager, endowed with leadership qualities, is able to choose the right employees, create a positive atmosphere in the team, support its ideas, distribute duties among the employees, analyze the results of work without criticizing people, support personal development of team members, build good relationships with other divisions of the organization.

Most domestic researches focus on the qualities which are characteristic to leaders, leadership theories and leadership styles. Foreign authors are primarily focused on recommendations on how to become an effective leader or to develop leadership qualities [15].

J. Maxwell believes that leadership is the ability to influence individuals and groups, directing their efforts to achieve the goals of the organization. The leader, in his opinion, is a person who plays a key role in a team according to the control and the change of the activities of other team members to achieve team goals. Leaders of the organization are people, who effectively put into practice formal and informal management [9].

Outstanding theoretician of modern management, Peter Drucker confirms that leadership is carried out with the help of character [14, p. 155].

The leader is a dominant personality who must have a certain set of qualities: a quick reaction to the situation and an effective choice of means of influencing the problem; differs from the masses, one whom it is desirable to follow; one who has the greatest impact on the environment; a person capable of changing the situation in favor of himself/herself and others [5].

An American researcher S. Kovi confirms that leaders can be found at all levels of business activity, and not only at the highest one. The best leaders usually share common values – justice, equality, impartiality, honesty, and trust. Each person can determine suitability for leadership through the following criteria: continuous self-improvement, orientation towards serving others, positive energy, benevolence, avoiding the perception of negative energy and conflicts, rational distribution of time and effort, inner confidence, optimism, perception of life as an adventure, self-criticism, tolerance, recognition of others’

merits of and their equal right to self-expression, care for physical health, intellectual and spiritual development [6].

Leadership qualities are personal qualities that provide effective leadership – individual-personality and socio-psychological features of the personality that affect the group and lead to the achievement of the goal [12].

There is an opinion that leadership qualities are mainly laid genetically. If a person cannot think strategically, it is extremely difficult to explain how to do it. A certain psychophysiological potential is required: good memory, keen attention, propensity to productive thinking. However, it has been experimentally proved that some leadership skills can be taught. For example, the ability to build communication, set goals and form effective teams. D. Maxwell supports this opinion, he is convinced that some people are born with higher natural talents than others, but leadership ability is in fact a set of skills and abilities, almost every of them can be learnt [9].

N. Vasylenko distinguishes the following compulsory managerial qualities [1]:

- 1) competence (each director must know how to perform his work at a high professional level);
- 2) high responsibility, personal dignity;
- 3) a sense of new and ability to go for reasonable risk, to solve problems creatively; courage in decision making;
- 4) flexibility, understanding of the situation, acute perception of new needs, a sense of time, events;
- 5) high working capacity, constant desire to be better and to do everything as perfectly as possible;
- 6) sociability, ability to establish communication;
- 7) attention to the subordinate

Taking into consideration positive changes in the investigated issue it is worth emphasizing the lack of research on the influence of leadership qualities on would be managers’ culture formation. That caused the necessity of our research conducting.

Aim and Tasks

The purpose of the research is the scientific substantiation and experimental verification of the influence of leadership qualities on would be managers’ culture formation.

Tasks:

- 1) to determine and substantiate the influence of leadership qualities on the process of would be managers’ culture formation by means of the analysis of literary sources;
- 2) to test the influence of leadership qualities on would be managers’ culture formation with the help of a pedagogical experiment.

Research Methods

In order to test the influence of leadership qualities on would be managers’ culture formation, we conducted a pedagogical experiment, where the students of East-European National University named after Lesia Ukrainka and the Academy of Recreational Technologies and Law took part. The control group (n = 86 persons) was formed of the students of these higher educational institutions

who studied according to the traditional system of the educational process and the experimental group (n = 90 persons) whose training process included the implementation of organizational and pedagogical conditions, namely: integration of theoretical and practical students' training in the gradual formation process of managerial culture by various multimedia means and methods; formation of electronic educational environment, presented by theoretical, practical and scientific multimedia content, oriented at the would be managers' culture; organization of indi-

vidual and independent educational and cognitive students' activity using the Internet club of management skills.

One of the important conditions of educational process for the students of the experimental group was the use of electronic methodological provision (Fig. 1). The use of multimedia technologies for would be managers' culture formation provides an opportunity to enhance the visibility of learning with the use of different forms of educational material presentation.

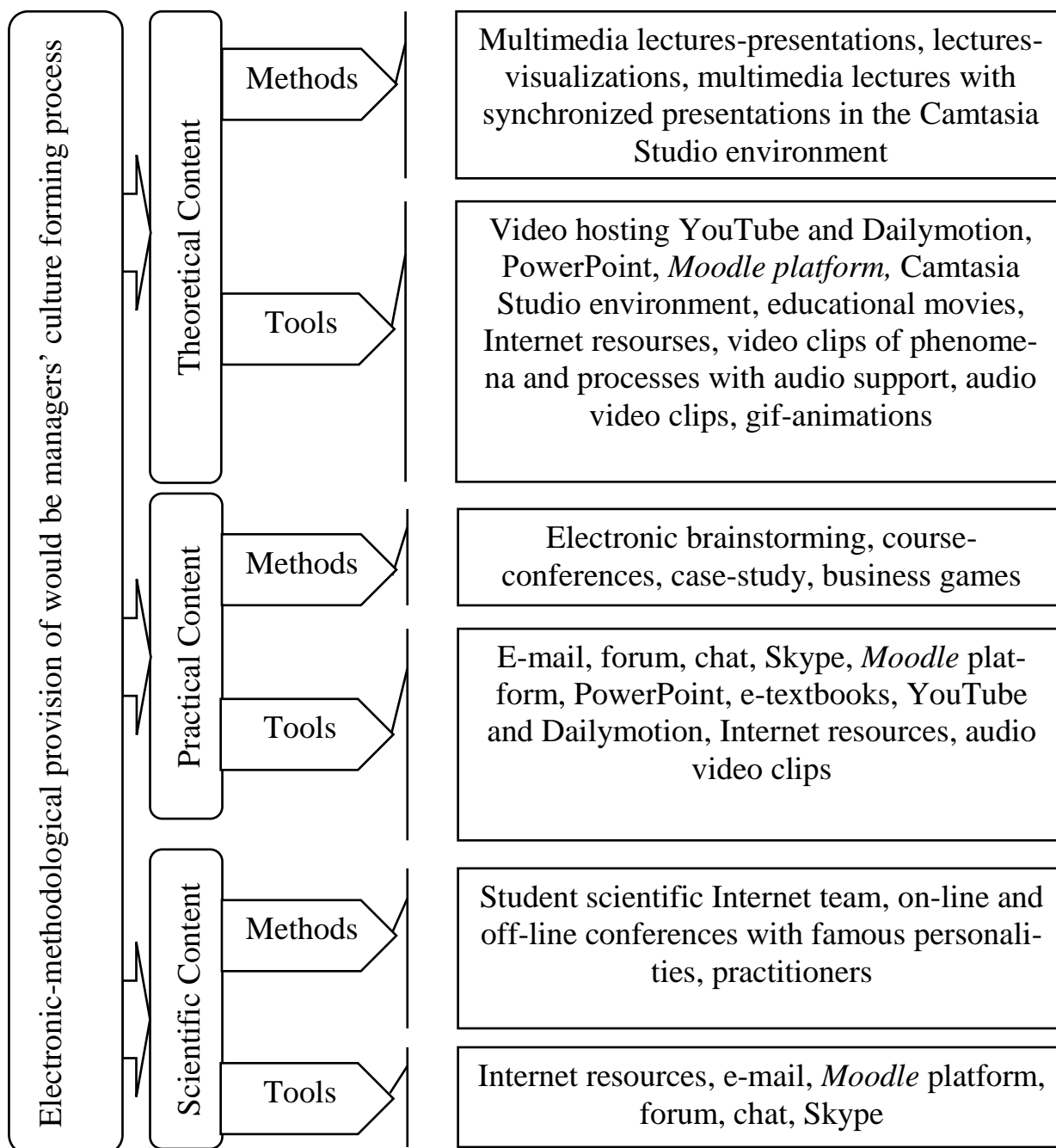


Fig.1. Electronic-Methodological Provision for Educational Process of Experimental Group Students

“Methodology for determining the personal psychological qualities of the leader” was used to determine the level of development of leadership qualities of students. According to the results of it the conclusion has been done whether the student possesses personal psychological qualities necessary for the leader.

Research Results and Discussion

Working with the test to determine the personal psychological qualities of the leader, students chose one of

the suggested answer options: “yes” – 1 point and “no” – 0 points. The total amount of points scored by the student correlated with the scale of determining the levels of expression of leadership qualities (Table 1). If the amount of points was 1-18, this indicated a low level of leadership development of students, if 19-36 points – the medium level of development of leadership qualities of students, if 37-50 points – high level of leadership skills of students.

Table 1.

Scale for Determining the Level of Expression of Leadership Qualities

	Level	
Amount of points	1-18	Low
	19-36	Medium
	37-50	High

The dynamics of the levels of leadership qualities formation is reflected in Table 2.

Table 2.

The Dynamics of the Levels of Leadership Qualities Formation

Group	Levels	Beginning		End		Difference (%)
		absol.	%	absol.	%	
Leadership qualities						
Control group (n=86)	low	44	51.16	33	38.37	12.79
	medium	34	39.53	39	45.35	5.82
	high	8	9.31	14	16.28	6.97
Experimental group (n=90)	low	43	47.78	16	17.78	30.00
	medium	36	40.00	46	51.11	11.11
	high	11	12.22	28	31.11	18.89

The results of the analysis of the table indicate that at the beginning of the pedagogical experiment, 51.16% of the control group students and 47.78% of the experimental group students had a low level of leadership qualities; the medium level of leadership qualities of would be managers was 39.53% in the control group students and 40.00% in the students of the experimental group; the high level was peculiar for 9.31% of the students of the control group and 12.22% of the students of the experimental group.

At the end of the pedagogical experiment, 38.37% of the control group students and 17.78% of the experimental group students had a low level of leadership qualities; 45.35% of the students of the control group and 51.11% of the experimental group students had a medium

level of leadership qualities; the high level – 16.28% of the control group students and 31.11% of the students of the experimental group.

So, after the completion of the pedagogical experiment, such tendencies according to the leadership qualities formation of would be managers could be observed (Figure 1): the number of students with a low level of leadership qualities decreased by 12.79%, in the experimental group – by 30.00%; the number of students with a medium level in the control group increased by 5.82%, in the experimental group – by 11.11%; the number of students with a high level of leadership qualities in the control group increased by 6.97%, in the experimental group – by 18.89%.

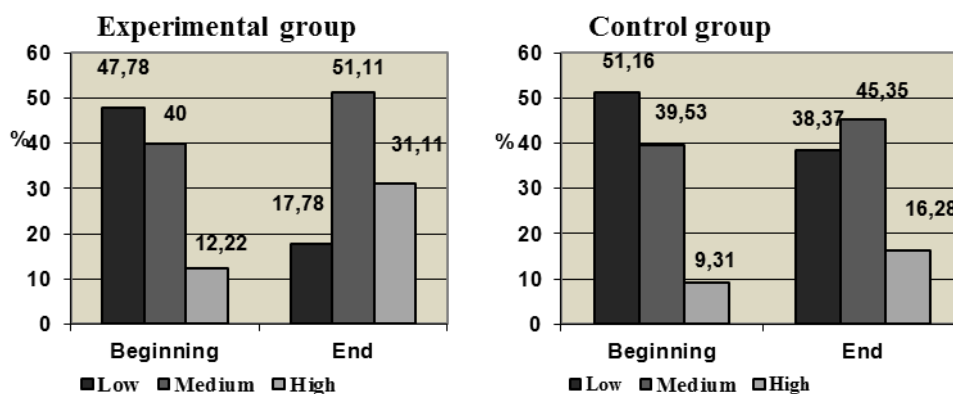


Fig. 1. Dynamics of Levels of Leadership Qualities Forming of Would Be Managers (%)

The final analysis of experimental data of the levels of formation of leadership qualities at the beginning and at the end of the pedagogical experiment shows a positive growth of this index after the completion of the pedagogical experiment both in the experimental and control groups.

Conclusions

1. The scientific literature review has shown that modern enterprises and establishments require managers with a broad scientific, professional, managerial outlook, developed creative practical thinking and with high managerial culture, who are able and ready to solve the complexity of managerial tasks.

2. Leadership qualities are an effective attribute of would be managers' culture formation since, having a rather high level of aspiration to be a leader in the team, a would be manager can successfully implement himself/herself in professional management.

3. An important condition of education of would be managers' leadership qualities is the implementation of organizational and pedagogical conditions, namely: integration of theoretical and practical training of students in the gradual formation process of managerial culture by

various multimedia means and methods; formation of electronic educational environment, presented by theoretical, practical and scientific multimedia content, focused on the managerial culture of would be managers; organization of individual and independent educational and cognitive students' activity using the Internet club of management skills.

4. The final analysis of the experimental data of levels of leadership qualities formation at the beginning and the end of the pedagogical experiment showed a positive growth of this index after the completion of the pedagogical experiment both in the experimental and in the control groups, namely, the number of students with a low level of leadership qualities in the control group decreased by 12.79%, in the experimental group – by 30.00%; the number of students with a medium level of leadership qualities in the control group increased by 5.82%, in the experimental group – by 11.11%; the number of students with a high level of leadership qualities in the control group increased by 6.97%, in the experimental group – by 18.89%.

Further research is going to cover the assessment of the level of would be managers' decision making skills.

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ЛІДЕРСЬКІ ЯКОСТІ ЯК ЕФЕКТИВНИЙ ЧИННИК ФОРМУВАННЯ УПРАВЛІНСЬКОЇ КУЛЬТУРИ МАЙБУТНІХ КЕРІВНИКІВ У ВИЩИХ ЗАКЛАДАХ ОСВІТИ

У статті розглянуто систему поглядів на актуальність проблеми підготовки керівників з високою управлінською культурою. Аналіз літератури дозволив висунути припущення про те, що сучасним підприємствам та організаціям потрібен керівник, який володіє широким науковим, професійним, фаховим і управлінським кругозором, розвинутим творчим практичним мисленням та високою управлінською культурою, який спроможний ефективно вирішувати весь комплекс управлінських завдань, що стоять перед ним. Ефективним чинником формування управлінської культури керівників є лідерські якості, адже, маючи достатньо високий рівень прагнення бути лідером у колективі, майбутній керівник може успішно реалізувати себе у професійній управлінській діяльності. З метою перевірки впливу лідерських якостей на формування управлінської культури майбутніх керівників проводився педагогічний експеримент. Мета дослідження: наукове обґрунтування та експериментальна перевірка впливу лідерських якостей на формування управлінської культури майбутніх керівників. Для визначення рівня сформованості управлінської культури майбутніх керівників використано методику «Лідер». Важливою умовою виховання у майбутніх керівників лідерських якостей є впровадження організаційно-педагогічних умов, а саме: інтеграції теоретичної та практичної підготовки студентів у процесі поетапного формування в них управлінської культури різноманітними мультимедійними засобами і методами; формування електронного освітнього середовища, представленого теоретичним, практичним та науковим мультимедійним контентом, зорієнтованим на управлінську культуру студентів-керівників; організації індивідуальної та самостійної навчально-пізнавальної діяльності студентів з використанням інтернет-клубу управлінської майстерності. Наведено динаміку рівнів сформованості лідерських якостей. Результати проведеного педагогічного експерименту засвідчили позитивний приріст показника сформованості лідерських якостей після завершення педагогічного експерименту як у експериментальній, так і контрольній групах.

Ключові слова: лідерські якості, управлінська культура, майбутні керівники.

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