

SOCIOLOGICAL ANALYSES OF HEAD'S PERSONALITY INTEGRALITY MODEL: THEORY AND PRACTICE

Abstract

We developed the integral manager's personality theory, which is a three-component model of effective management. The model reveals the interdependence of management leader's style, his personality type and the organisational culture type. Sociological research was conducted with the aim of empirical verification and justification of the integral manager's personality theory.

The "ideal" leader should have such characteristics: to be active, innovate, to be able to unite the collective, and show flexibility in management, according to the results of university teachers' survey in St. Petersburg. The innovator (creative-transforming and productive type) possesses these parameters, according to Yu. M. Reznik's classification. Most of the interviewed leaders believe that they involve workers in the decision-making process and make a decision together with the team. These characteristics are reflected in the democratic management style, according to R. Likert's classification.

The most desirable leader for undergraduate students is the leader of an innovator who is able to quickly navigate the situation and make decisions, according to the results of the second sociological survey. The most effective interdependence for undergraduate students of KemSU and SPbGEU is: a passionate leader personality type, manage in the team style and developing the clan culture in the organization.

Keywords: the integral model of the leader's personality, the personality type, the type of organizational culture, the management style, leadership qualities, the family management type of the organization, the innovative and creative type of organization management, the person-oriented kind of organization management, the management decision-making, the "ideal" leader.

Introduction

The conceptual analysis of the leader's personality integral theory development presupposes the consideration of not only the model elements of the effective management (such as the leader's personality, the organizational culture type and management style) but also the development of the leader's personality in the domestic sociological management concept, in

particular, the leader's personality, his behavior and activities are considered in scientific literature: the role of the person's enneagram in the control system; value indicators and activity of the leader's personality; the leader's personality in the management system; elite-oriented individual's activity in the management system; the leader's personality and motivation of his activity; theoretical foundations of management type social regulation.

The problem of identifying the leadership optimal style was touched upon in domestic psychology (Zhuravlev, 2004).

The phenomenon of “organizational culture” has become the object of analysis among many foreign authors and researchers (Ansoff, 1989; Dessler, 2003; Shane, 2002), but I would especially like to single out the work of K. S. Cameron and R. E. Quinn “Diagnosis and a change in organizational culture”, because it sets the vector in which direction to improve the manager’s organizational culture for successful indicators and results of the organization (Kameron & Quinn, 2001).

In the domestic literature the concept of “organizational culture” began to be covered relatively recently in comparison with Western literature (Korotkov, 2002; Aleshina & Zagladova, 2016; Oganyan, K.M., 2013).

The problems of the management system within the organization are considered by M. V. Rubtsova (Rubtsova, 2007), social responsibility and professional future leaders’ activity as a factor of effective management (Oganyan, K. M., Oganyan, K. K., 2017).

Analysis of this literature contributed to the realization of the need to create an author's leader’s personality integral theory, through the development of a three-component model of effective management.

The importance of leadership is increasing in the modern world, along with the leadership of the organization. Various seminars and trainings are held, which aim to form and develop leadership skills among future leaders. However, in organizations, there are more and more employees who perform the leader’s functions in the team, which can influence members of the collective along with a formal leader. Leaders can both interfere with the immediate leader, and

improve the “climate” in the organization (Oganyan, K. K., 2014).

The leader should rationally manage both the production and social components of the organization. Nevertheless, the presence of a leader is not an indicator of stability and success, an important aspect here is its quality characteristics. All these qualitative characteristics of the manager's activity are reflected in the management style and organizational culture type. It is these three components - the personality leader’s type, the management style and the organizational culture type that are the basic components of the model for effective organization management implementing (Oganyan, K. K., 2015). This theoretical model was developed by us and for the first time is empirically verified and substantiated by conducted sociological researches at the universities of Sankt-Petersburg and regions (Oganyan, K. K., 2016). The table below presents the results of the relationship between the leader’s personality type and the organizational culture type analysis (See *Table 1*).

Discussion

Harmonious type of leader’s personality in the organization will be formed by the clan culture - the support culture. Organization of delegation for employees, with high team cohesion, participation and realization of the goals set for the organization is assumed due to the consciousness, the leader’s spiritual wealth, the knowledge, altruism, beauty, external activity value to him.

The leader passionate type develops of the organizational culture adhocratic type. For such leaders, innovative solutions ahead of time, with an adequate response to external conditions, the

emerging transformations that characterise the world of the 21st-century organisations, are key mechanisms for the organisation’s success. Con-

sequently, the leader will ensure a consistent and systematic formation of an innovative culture type in his organisation.

Table 1.

Relations between Leader Personality Type and Organization Culture Type

Leader personality type	Organization culture type
Harmonious	Clan
Passionate	Adhocratic
An activist, an innovator, a player, a rationalist, a minister (according to Reznik Yu.M.)	Personality

A leader who is characterized as an activist, innovator, player, minister and rationalist contributes to the formation of a personal culture in the organisation, the basis of the power system in which is the individual’s strength, the ability to negotiate, professionalism — a high level of labour productivity, with a favourable socio-psychological climate characterised by the organisation, working with this culture’s type.

We will show the three-component model of forming leaders for the organisation effective management, using the results of theoretical research the interaction between the leader’s personality types, management styles and organisational culture types analysis (see *Table 2*).

There will be a clan culture’s type, with the manifestation of high cohesion in the team, with devotion to the organisation and business by the leader who manages in the organisational style.

The knowledge, altruism, religion, beauty, external activity, society, power and system are the most important universal ideals for such a harmonious leader.

All the typologies listed in this I block were combined into a separate classification, which was called “Family management type of organisation”. This name of this type was not without

reason, because all three of the above classifications carry the unity of the organisation members’ goals, the general thinking and universal values that are laid down in the family from the very first day of the new person emergence.

The leader with a passionate personality type manages the most effective in innovative-analytical style by Kono. The leader of this type is an energetic innovator and at the same times a worthy organiser.

A number of managerial behaviour elements reflect in the form of firm dedication, innovation, energy, sensitivity to new information, ideas, a wealth of ideas, a variety of alternatives, the ability to make quick decisions and ensure worthy integration.

There is a manifestation of these elements for adhocratic culture; its primary goal is the acceleration of adaptability, providing a creative approach to business and flexibility, in situations characterised by ambiguity, uncertainty or overload of information.

All these typologies in the second block, we combined into a separate classification, which was called “Innovative-creative type of organisation management”. This name was formulated on the basis of the key characteristics of the listed classifications, i.e. this is the predominance of

innovative thinking, creativity, initiative, both among of the organization members and the leader.

The democratic style will be characteristic of an organization with a culture type that is oriented toward a person (personal culture), because effective leaders in this organization will pay attention, primarily, to the human aspects of the problems facing the subordinates, building relationships based on mutual assistance.

The leader personality, a manager in a democratic style, can be qualified as an innovator, an activist, a minister, a player, a rationalist.

All of the listed typologies in the third block, we combined into a separate classification, which was called the "Personally-oriented type of organisation management". This classification has received this name, because it implies first of all an orientation toward the individual, that each member of the organisation has the right to vote, each is motivated by participation

in the adoption of important organisational issues, and relations in the organisation are formed exclusively on mutual assistance.

After carrying out the analysis of leader personality types, management styles and organisational culture types compatibility, several new types of organisation management were identified: Family, Innovative-creative and Person-oriented, which in future can serve as a tool for managers in creating effective management of the organization (see *Table 2*).

The result of using comparative analysis as a tool for researching effective organisation management is the developed three-component model for effective organisation management formation. It can become a basis for developing within the organisation a management system, creating an organisational culture and a favourable microclimate, as well as for the fruitful and high-quality functioning of the organisation.

Table 2.

Integrality Three-Component Model for the Effective Organization Management

		Models Components		
		Leader personality type	Organization culture type	Management style
Effective management type	Family type	Harmonious according to A.F. Lazursky)	Clan (according to E. Quinn and S. Cameron)	Team (by R. Blake and J. Muton)
	Innovative-creativity type	Passionate (according to Heymans-Le Senn)	Adhocratic (according to E. Quinn and S. Cameron)	Innovative analytical (according to T. Kono)
	Personality-oriented type	Innovator, activist, minister, player, rationalist (according to Yu. M. Reznik)	Personal culture (according to G. Harrison)	Democratic (according to R. Likert)

The problem of finding a favourable combination of the interdependence of the leader personality type and the management style for organisations has not been resolved to this day.

In this regard, we conducted sociological research aimed at solving this problem, and also to determine the possible impact of this combination on the head's leadership qualities formation

of the organisation.

The purpose of the researches was to identify the existence of interdependence between the leader personality type and the management style in the organization by the example of 6 departments and 1 laboratory of 4 higher educational institutions:

- St. Petersburg State University (SPbSU) - the department of “Political and Social Processes Sociology” and the department of “Economic Sociology”,
- St. Petersburg state economic university (SPbGEU) - the department of “Audit and Internal Control” and the department of “Labor Economics”,
- Russian customs Academy (RTA) - the department of “Economics of Customs” and the department of “Foreign Language”,
- Military space Academy A. F. Mozhaisky - the laboratory of “Civil Aviation and Space”.

The tasks were set as follows:

1. Identify the leader personality type in each of the researched departments;
2. Establish a management style at each of the researched departments;
3. To determine what leadership qualities are possessed by departments and laboratory heads;
4. Analyse the result obtained and formulate a favourable combination of the interdependence between the leader personality type and the management style in the organisation;
5. To study how this combination of the manager personality type and the management style in the organisation influences the head’s leadership qualities formation of the organisation.

The author used the questionnaire survey method in the researches. Two types of questionnaires were developed; one questionnaire is intended for interviewing teachers, the other for chairpersons. In total, 40 teachers of departments and laboratories and 6 heads of the above-mentioned departments and laboratories took part in the survey. According to gender, the interviewed teachers were distributed as follows: 26 women and 14 men. Interviewed leaders on gender were distributed as follows: 1 woman and 6 men. The curious fact was that only in the “Audit and Internal Control” department the head is a woman, in other departments and in the laboratory the leaders are men. The age group of teachers varies from 28 to 72 years, leaders - from 39 to 65 years.

Let's present some results of the sociological research. Analysing the answers received to the questions posed to the teachers and the department head, you can identify some of the features:

- Both the “ideal” and the direct supervisor for the majority of the interviewed teachers is one that involves employees in the decision-making process (listens to the opinion), the second position is occupied by the leader who motivates the employees through participation in the decision-making process (creativity and initiative are allowed) (see *Table 3*).
- Most of the interviewed executives believe that they involve workers in the decision-making process and make a decision together with the team. In second place in terms of the answers number is the position “I allow my subordinates the maximum creative freedom and initiative, and in the future, I choose the best option myself”. It is

curious that none of the department heads chose the answer “I make decisions spontaneously” (see *Table 4*).

➤ In most cases, the departments' heads opin-

ion and the teachers' opinion on matters relating to “managerial decisions” came together. The disagreements were not revealed in any department.

Table 3.

The Degree of Subordinates' Participation in Decision-Making
(Teachers Questionnaire Survey, autumn 2016, 40 people).

The criterion	The "ideal" leader	Your leader
The leader involves employees in the decision-making process (hears the opinion)	17 respondents	15 respondents
Employees are motivated by participation in the decision-making process (creativity and initiative are allowed)	15 respondents	11 respondents
Decisions are made in the interaction of different levels management process	7 respondents	7 respondents
The head solves all questions independently (one-man management)	1 respondents	7 respondents

Table 4.

Adoption of Management Decisions
(Teachers Questionnaire Survey, autumn 2016, 40 people)

Solutions	Number of replies
Involve employees in the decision-making process and make a decision together with the team	6
Allow your subordinates the maximum creative freedom and initiative, and in the future choose the best option yourself	3
Make decisions independently	1
Systematically generate a solution, based on the accumulated information	-
Take decisions spontaneously	-

Teachers were offered 4 answers to the question: “What are the psychological characteristics of an” ideal “leader, and what does your supervisor have?”:

- The leader is moderately active and knows how to rally all employees;
- The leader is harsh with people, in most cases his actions are commands and orders;
- The leader is an emotional innovator who knows how to make quick decisions and to rally the collective;

- The leader is a fighter for creativity in the institution so that the collective is friendly.

The lecturers' opinions of the department of “Audit and internal control” (SPbGEU) regarding the psychological characteristics of the “ideal” head were divided. Part of the team suggested that the leader should be an emotional innovator who must be able to make quick decisions and be able to rally the team, and the other part of the team gives preference to the “ideal” leader who will be a fighter for creativity in the institution

and will strive to ensure that the team was friendly. Evaluating the immediate department head, most teachers indicated that he was a fighter for creativity in the department and in the team.

Teachers of the “Labor Economics” department (SPbGEU) and the “Economic sociology” department (SPbSU) unanimously agreed that the “ideal” leader should, and their immediate leader is very active and knows how to rally all employees.

According to the teachers of the “Political and social processes sociology” department (SPbSU) and the “Economics of Customs” department (RTA), it was suggested that the “ideal” leader should be an emotional innovator who knows how to make quick decisions and rally the team, and direct heads of these departments in fact are moderately active and are able to rally all employees.

The “ideal” leader should be extremely active and be able to rally all employees, according to the teachers of the foreign languages department (RTA), and their immediate leader is harsh with people, in most cases, his actions are commands and orders.

Teachers of the “Civil Aviation and Space”

laboratory (A. F. Mozhaisky Military Space Academy) believe that the “ideal” leader should be an emotional innovator who can make quick decisions and rally the collective, but about their direct opinion leader of the respondents divided. Part of the team considered that the leader was very active and able to rally all employees, and part of the team said that the head of people is harsh and in most cases, his actions are commands and orders.

It is possible to reveal some features, analyzing the received answers to this question:

- the “ideal” leader for teachers is almost equally the leader who is extremely active and able to rally all employees and the one who is an emotional innovator who can make quick decisions and rally the collective;
- Not one respondent chose as an “ideal” leader “authoritarian” who would be harsh with people and in most cases his actions would be commands and orders. However, 6 respondents noted that their leader just had these undesirable features;
- Proximate leaders, according to most teachers, have activity and can rally the collective (see *Table 5*).

Table 5.

Manager Psychological Characteristics
(Teachers Questionnaire Survey, autumn 2016, 40 people)

The criterion	The “ideal” leader	Your leader
The leader is moderately active and is able to rally all employees	17 respondents	22 respondents
The leader is an emotional innovator who knows how to make quick decisions and to rally the collective	16 respondents	8 respondents
The leader is a fighter for creativity in the institution so that the staff is friendly	7 respondents	4 respondents
The head is harsh with people, in most cases his actions are commands and orders	-	6 respondents

It was revealed, based on the survey's results, that the leader personality type:

- According to Lazursky's classification, not one of the surveyed leaders is fully characterized, because none of the leaders noted all of the above ideals from this classification. Therefore, none of the department heads can be called a "harmonious" leader. However, it was revealed that the most important universal ideal is "knowledge", in the opinion of all department heads.
- According to Heymans-Le Senn's classification, the "passionate" manager's personality type is an inherent only head department of "Audit and Internal Control" (SPbGEU). This is evidenced by his answers to the questions of the questionnaire, and the teachers' answers of this department. It is this leader that has such qualities as vigor, innovation, the ability to make a quick decision and ensure good integration.
- According to Yu. M. Reznik's classification, the leader's personality type - an innovator (creatively transforming and productive) is inherent of all the interviewed leaders except for the head of the "Political and Social Processes Sociology" department (SPbSU). Personality type a player (market type, prone to risk and deprivation) has not been identified by any manager.

It can be argued that the innovator (creative-transforming and productive type) is the optimal type of head personality for the departments of higher educational institutions according to the classification of Yu. M. Reznik, based on the revealed result This type can be characterized as introducing and implementing new, progressive

ideas or techniques in some areas of the department or institution.

This survey also indicates that the management style:

The "Labor Economics" Department (SPbGEU), "Political and Social Processes Sociology" (SPbSU), "Economic Sociology" (SPbSU), "Economics of Customs" (RTA) and partly Laboratory of Civil Aviation and Space (A.F. Mozhaisky's military space academy) corresponded to the administrative grids of R. Blake and J. Mouton. Heads of these departments are characterized by the fact that they are very active, able to rally all employees, as well as involve them in the process of making major decisions aimed at achieving the organisation's goals.

The innovative and analytical management style, according to T. Kono's classification is partially characteristic of the "Foreign Language" (RTA) department, according to the head's opinion of this department, and for the laboratory of civil aviation and space (A.F. Mozhaisky's military space academy), according to the teachers' opinion of this department. The innovative-analytical management style inherent only 2 educational departments of 7.

Likert's management style is characteristic of all interrogated departments because it turned out that to some extent all managers are interested in the participation of subordinates in the organization activities and supported their friendly interaction in the team.

The democratic management style, according to the R. Likert's classification is the optimal management style for the of higher educational institutions departments. However, it was revealed that the team style (organizational man-

agement) by R. Blake and J. Muton was also partially suitable.

Conclusion

It can be concluded that the most suitable interdependence of the leader’s personality type and management style for the higher educational institutions departments is the innovator (creatively transforming and productive type) according to the Yu. M. Reznik’s classification in combination with the democratic management style in R. Likert’s classification, analyzing the obtained data.

We found out that this combination of the leader’s personality type and management style in an organisation does not directly affect the leadership qualities of an organisation leader.

However, to develop their leadership qualities, managers need to formed and develop self-organisation and engage in constant self-education.

It can be determined that linearly in a pure form none of the types is optimal and favourable for respondents, based on the "Integral three-component model of effective organisation management". A comfortable type of management organisation was the Family type in combination with the Innovative-creative type because departments’ employees want to feel solidarity and friendly support in the organisation, to be one of the company's movements mechanisms while having the opportunity to create and show initiative. The respondents are waiting for novelty, progress, creativity and trusting, respectful attitude from the “ideal” leader or from the already existing (see Table 6).

Table 6.

Favourable Type of Organization Management

		Models components		
		Leaders personality type	Organisational culture type	Management style
Effective management organization type	Family type combination with innovation-creative type	Passionate (according to Heymans-Le Senn)	Clan (according to E. Quinn and S. Cameron)	Command (according to R. Blake and J. Muton)

Also, we carried out sociological researches to identify the interdependence of the components model for the effective management in St. Petersburg’s social institutions, which showed the following results.

It is revealed that a passionate personality type, managing in an innovative analytical style, contributes to the greater effectiveness of the organisation's activities in sociological researches to identify the interdependence of the

management style and the manager personality type in social institutions. Such leaders are active, focused on innovative methods of work, encourage innovation in work, modern technologies and high productivity, successfully apply “brainstorming”. These characteristics also have an innovative-analytical management style.

A modern leader needs to comply with some recommendations for the successful management of organization in modern society:

- create a favourable atmosphere in the workplace, so that each employee feels important and necessary;
- focus on the future goals and prospects of the organisation;
- be competent in all work matters;
- be able to take quick, yet well-considered decisions.

In addition to these recommendations, the manager in the management of the organisation relies on one or another management style, which was chosen by him initially or formed in the management process.

We plan to conduct further sociological researches that have allowed empirical verification and justification of the integral model effective organization management, not only by the example of educational institutions, but also by organizations of the economy real sector in the sphere of industry and production. This will allow comparing the results obtained in different spheres of managers' activity, expanding the model's implementation and empirical justification.

Recommendations

The materials of the paper are useful for that science sociologist who deal with the theory and methodology of sociology management, as well as for the development of new courses and seminars in leadership, theory and practice of management, personality's sociology and philosophy.

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