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INVESTIGATION OF PERSONAL PARTICULARLY MANAGERS AS A FACTOR THE EFFECTIVE MANAGEMENT

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Abstract: The rapid development of modern business technology makes increasingly heavy demands on the professional competence of managers at all levels. All the most successful modern companies are very careful approach to the issue of human resources, that is of particular importance given the factor of professional competence. There is need to develop technologies for the formation and development of professional competence of the head.

Identity of the head – this is one of the greatest challenges of our time, which is considering a wide range of sciences, disciplines and research areas, such as Management, Personnel Management, Psychology and Sociology of Management, organization theory, organizational behavior and many others. “Manager – is not a profession, a social-production role, social and human subject position in this particular team” [Smolkin 2002: 8]

Perhaps today there is no more difficult profession than the profession of the manager – is a complex profession requiring a broad range of knowledge and skills. This is due not only to the degree of professionalism, but also professionally important qualities possessed by the manager. The problem of the manager's personality at the moment is widely considered in studies of domestic researchers: F. Genes, O. V. Gorlov, A. L. Zhuravlev, A. I. Whales, G. A. Nefedov, R. L. Krichevsky, A. M. and Lobsters. Also, the problem studied foreign authors: R. Stogdill, M. Shaw, T. Shibutani, F. Fiedler and A. Leicester [Krichevsky, 1996]. But in various theoretical sources of weakness remains a practical solution. Lacks a lot of times there are no specific recommendations for managers with experience, and for future professionals. In addition, the previously formulated proposals to improve the manager's personality is rarely used in practice. These facts cause the urgency on our research.

Problem of our study can be summarized as follows: what are the personality traits of successful leader. The object is a person of the modern manager as a subject of control. The subject of study are personality traits the head with the effectiveness of management activities. The purpose of the study – examine the relationship of personality and social psychological characteristics of personality of the head with the efficiency of its management. The study was conducted in 2010 among the heads of organizations of different profiles of the city of Belgorod and their

subordinates. The total number of samples amounted to 495 people. Of these, 45 people – the leaders of various levels of management and 450 direct reports (for the objective assessment and define the style of Personnel Management). Initially tested offers 50 managers. But agreed to the procedure 45.

Five people refused to not take the initiative, basing its decision distrust of psychological tests, sufficient knowledge about themselves and the lack of free time. Those who agreed to participate in an anonymous testing showed a high level of enthusiasm and interest. Participants were given packets of testing with the tests and instructions to them. Rules for getting tested were specified during preliminary talks. On completion of the proposed test was given five days (in the timing of employment taken into account managers). Then the information was consistently gathered and processed. At the initial stage, we analyzed the general data on a sample of subjects managers in terms of sex, age, years of experience in management, management level, management style.

Then we will gradually explore every measure: self-esteem, locus of control, a type of interpersonal relationships and management style of the head, as well as socio-psychological climate in the team. A detailed review of each parameter is as follows. First, the general values and analyzed. Then we differentially treat each indicator by grouping the sample by gender (for managers, male or female) and age (heads aged 40 years and more than 41 years). At the third stage of the study we conducted correlation analysis on all indicators. With the help reveal the correlation between parameters, which can be both direct and inverse. Then interpret the communication, analysis and summarizes the results.

In our study we used the following techniques to study the manager's personality: for self-study used the technique Dembo – Rubinstein and methodology of the study the level of subjective control, which allows to effectively measure formed the subject's level of subjective control over various situations, to study the subject of representations of themselves and the ideal "I" used technique for diagnosing interpersonal T. Leary, method of determining the leadership style the workforce worked V. P. Zakharov, based on a questionnaire, A. L. Zhuravleva. To study the effectiveness of the manager, which is reflected in the socio-psychological climate in the team, we used the method of observation. In addition to these psychological techniques used methods of interviews and mathematical statistics (correlation analysis, the mean and two-sample t-test with different variances).

According to the survey, managers have passed the work on the stable functioning and developing enterprises in the city of Belgorod. Of them (in the form of ownership) 18% – municipal and 82% – private. Among the subjects supervisors were 33%, middle managers – 36% of senior executives – 31%.

Higher education 73% of managers, vocational and technical secondary – 27%. The average work experience in the management of 9 years. The study involved nearly equal numbers of both sexes: 22 women and 23 men. Age limits range from 24 to 60 years. The average age of men 43 years, women – 40 years. The average length of male representatives as high as 10 years, women 7.5 years. It

is important to note that at the highest level of control the ratio of representatives of the two sexes equally (31%) among middle managers are women, whereas at lower levels of leadership more than men. The base of higher education is in the majority 69% of the female and 77% male. The average values we have identified a group of managers of the prevailing high self-esteem – 72%. The remaining 28% are normal self-esteem. In the study group, no representatives from low self-esteem. High self-esteem says about contentment and self-confidence.

Typically, such people tend to dominate others, underscore his "I" and the allocation of their opinions. But inadequate high self-esteem contributes to the rejection of critical information. Among the surveyed executives identified the prevailing high levels of internality, that is, the level of subjective control.

Locus of control, which is characteristic for the individual, universal respect for all types of events and situations that he faces. Conformal and compliant behavior in the greater inherent in people with external locus. Internals are less inclined to submit to pressure others to resist when they feel that they are manipulated, they react stronger than externalities, the loss of personal freedom. People with internality locus of control work better alone. Having considered the results obtained, we see a high level of internality on all scales. This indicates the development level of subjective control (responsibility), touching all spheres of activity.

The data obtained during the t-test, we can say that managers have a male significantly higher overall internality, internality of achievement and internality in interpersonal relationships than women managers. This result suggests a conscious sense of responsibility, ability and desire to be responsible for actions in various spheres of life. On the scales of internality in the field of failure and family relations are obtained average results. This means that older managers in 1941 did not always see themselves as solely responsible for the failures that occur with them (referring to adverse environmental conditions), and the responsibility for family relationships (which is manifested in delegating responsibility to other family members, despite the fact that the attention of the manager focuses on organizational and industrial sector). In the study of interpersonal relationships most often produce two factors "the dominance – subordination" and "friendliness – aggressiveness". These factors determine the overall impression of the man in the process of interpersonal perception.

The result showed that female managers are more inclined to obey, as well as conformal. The differentiation by age, revealed managers aged over 41 years are prone to rigidity and conservativeness. The study of management style in the total sample executives revealed that 22% use a democratic style of management with elements of the authoritarian, 18% – collectively-permissive, 24% – the authoritarian-democratic, 27% of the collective (almost pure) and 9% of the collegiate with elements of the policy and permissive. The severity of the collective component of the male is much more than women, meaning that they are oriented in a combination of rigor with creative approach. The democratic style is also preferred by people older than 41 years. Authoritarian, conversely, use the heads

younger than 40 years Liberal style – the least pronounced in the sample of managers, the severity is the same as that of young leaders and experienced managers Managers prefer male collegiate style in its pure form, while women managers are prone to use in the management of mixed styles of management Executives with extensive experience in management uses democratic style, despite the fact that young professionals tend to be authoritarian The highest values were obtained by peer component, indicating that the democratic relationships with subordinates, as well as construction management and regulation of behavior in interpersonal interaction

To determine the effectiveness of controls, we studied the socio-psychological climate, using a scheme of observation Finally got the highest rate, suggesting that in these collectives favorable socio-psychological climate As a result, the correlation study received a large number of links between the studied parameters On the effectiveness of management directly affects the locus of control That is, the more responsible leader behaves in all spheres of life and recognizes the significance of their actions, the more effectively managing it A strong connection to all components except for the sphere of interpersonal relations What does it mean situational shifting responsibility in the area of interpersonal relationships on others

Highest rate depending on the scale of the overall internality corresponds to the high level of subjective control over any significant situations, which directly affects the state as a socio-psychological climate in the team, and on performance of the organization as a whole Manager behavior is an important factor in the organization's own production activities in the evolving relationships in the team in career growth If the manager is the internals, then it is not peculiar to overcritical with respect to social phenomena and the surrounding people, conformity, gentleness and trust And if the manager self-centered and tend to compete, he is not inherent traits of a manager, practitioner collegial style of leadership Thus, the “image” of an effective manager, we can represent as follows

This is a person with high self-esteem adequate, it is internal to the high level of subjective control, that is responsible for vocational and life situations A successful manager is confident and reliant, stubborn, persistent and purposeful

You can also highlight qualities such as adequate criticality to the people and situations, the responsibility and the propensity to cooperate For effective leadership is most acceptable democratic or authoritarian-democratic style of management Managers representing various levels of management to optimize operations and improve its efficiency can use the method of coaching, which is the realization and development of their capacity – it is an integral part of success in enterprise management The need for continuous and comprehensive development due to continuous changes in the environment

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