



Interaction styles of an authoritative leader

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In article representations of workers of various organizational cultures about styles of interaction of the authoritative head are considered. Objective and subjective character of «authority» is shown.

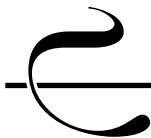
Article can be of interest for experts in the field of social psychology, psychology of management and organizational management. Research can become a basis for working out trainings directed on increase of efficiency of manager's competence

Key words: *Style of interaction, authority, authoritativeness, authority of a post, authority of the person, function of the head, organizational culture, participate organizational culture, enterprise organizational culture, organic organizational culture, bureaucratic organizational culture.*

The category of 'authority' has both psychological and economic definitions, as the leader's authority in a group stands as one of the main criteria for effective management [1, 3].

If viewed from management psychological aspect, there exist various viewpoints for the nature of authority most of them having in common its interpretation as a means of manager's influence over his/her subordinates [1, 3]. Among the definitions found A.A. Zhuravlyov's and Meskon's ones sound more interesting as they fully imply the content of other approaches. Thus, A.A. Zhuravlyov defines authority as "an integrity of specific properties reflecting the stable system of a manager's influence over the personnel" [3], whereas Meskon determines it as "manager's habitual way of behaving with his/her subordinates expressed in having influence over them, as well as promoting them for company's goals achievement" [3]. In other words, authority is specified here as a method of management or a manager's targeted influence over subordinates. However, taking authority as a method of influence, it should be noted that modes of management differ based on the economy development level with manager's authority being basically objective and property of the management personnel. Sometimes this component of manager's authority is called "authority of position". It is worth mentioning that many authors find manager's authority consisting of the following two components: authority of position and authority of personality [3].

Hence, it would be incorrect to perceive authority as a certain context for individuality manifestation. The manager's personal qualities, how essential they would be, are far from being the only factors forming the managing authority typical of a manager. These factors include the authority's subjective origin and character, and yet as mentioned above authority has got a general objective basis. Subjective factors here reveal the manager's personality, whereas the objective ones get formed under the impact of the environment. Organizational culture being one of the authority-making objective factors positively affects the authority of an enterprise manager.



Acknowledging the presence of the two components, the authority of position and the authority of personality in a manager's authority and figuring manager's personal authority as a combination of his production function and the function of regulating the interpersonal relations among his employees, one can suppose that the managers who have succeeded in refracting their style of interaction with subordinates through the prism of the company environment peculiarities, are considered to be more authoritative.

In 2004-2007 a research was conducted in 12 commercial organizations located in the cities of Krasnodar and Kurganinska in Krasnodar Territory with the aim of studying managers' authority.

The "sampling" included subordinates (deputy directors, heads of divisions) of 60 managers with a total number of 600 people, 10 subordinates of every manager.

Manager's authority study was carried out through T. Liri's interpersonal relationships diagnostic test in L.N. Sobchik's adaptation. The test revealed the predominant type of a manager's interrelations and interactions with people in self and mutual estimation process. It was provided to the sampled subordinates who acting with a group of experts evaluated the ideal authoritative manager's personality.

Upon the calculation of the scores a discogram (profile) was compiled reflecting this or that option of interpersonal relationships.

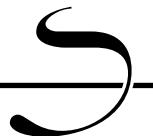
The analysis of the presentations on ideal authoritative leader's interaction style, submitted by respondents from various organizations (subdivisions) resulted in the exposure of the following style of a leader's interaction.

The I, II and III octants got the highest scores (9.5, 9.2 and 9.4 scores correspondingly). According to L.N. Sobchik, the types of interpersonal relations for these octants are characterized with predominating non-conforming tendency and disposition for disjunctive (conflicting) manifestations (III), opinion independence, obstinacy in standing up for his/her own viewpoint, tendency for leadership and domination (I and II). These features are also an indicator for a leader style of interaction through vertical hierarchy, as well as for optimism, responsiveness, high activism, high motivation for progress, hyperclaiming, swiftness in decision making. It is a reaction of the type "here and now", tendency for spontaneous self-realization, aggressive position, urge towards leading others and bending them in his/her will. The image of an authoritative leader depicted by respondents is talented with the very features mentioned.

However the analysis of the data received revealed that the descriptions of an ideal authoritative manager vary in different organizations, which is in our opinion due to organizational culture (OC) specificity. Interview held with managers made review of this supposition available.

Out of 12 organizations interviewed 5 have organizational culture of bureaucratic type, 3 of participative type, 3 of organical type and 1 of entrepreneurial one.

It is interesting that indexes exceeding 8 scores (indexes from 4 to 8 scores are characteristic of harmonious personalities) in octants correspond to the OC peculiarities. Thus, high indexes for the first octant (commanding-leading) – impatience for



criticism, didactical style of statement, urge towards commanding others, features of despotism were given to the ideal authoritative managers of organizations with bureaucratic OC (in 4 out of 5 organizations). It is worth reminding that bureaucratic OC is ruled by a strong governing body, with leadership based on the manager's authority of position, formal communications and with work depending on stable direction and manager's activism.

High indexes for the seventh octant (cooperational-conventional) indicating individuals seeking for close cooperation with the referent group, friendly relations with others sometimes exposed in compromise behavior, urge towards emphasizing his/her respect for the majority's concerns were "gained" by the ideal authoritative managers in all the 3 organizations with participative OC. In an organization with such an OC leadership is based on contacts assistance and cooperation with administration acting as a catalyst for group interaction and communication being open and rich.

An ideal authoritative manager for the employees of an "entrepreneurial" organization, based on the manager's free initiative and personal authority differs with the optimal indication of all the interaction styles.

Authoritative manager's qualities for employees of companies with organic OC are difficult to be combined according to any basis.

The given data allow making a conclusion that for successful commitment with functional obligations a manager among other things need to have talent and skills enabling him to be flexible and "adequate" while being integrated in the company OC.

The Literature

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