

# The Relationship of Communication and Organizational Aptitudes with the Most Important Indicators in the Structure of Personality of a Manager

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## Abstract

The personality of a leader, his/her experience, business and characteristic features play a leading role in the management of organization. However, it should be noted that the level of professionalism of managers is determined not only by their theoretical and practical skills, but also by their ability to communicate with other subordinates, that is, personal qualities and abilities to manage people. This is due to the fact that more than two thirds of working time, every manager is communicating with other people. Nowadays the popularity of manager's profession has become more popular and requires more research on this topic; this therefore, makes this topic relevant today.

**Keywords:** managers, communicative features, organizational features, correlation analysis, the structure of individual characteristics

## 1. Introduction

### 1.1 Actualizing the Problem

Today, conditions of simultaneous competition and interdependence of subjects of business activity and increasing changes are replacing traditional views and approaches in management as it comes to the management of the XXI century. Modern management require the manager of the new generation to have ability to control the dynamic nature of the organization, which is based on multidirectional forces of development and stability, that is, the ability to combine participatory and hierarchical management techniques. This requires fundamentally new business qualities and skills, certain psychological warehouse person, as a basic condition for its effectiveness (Woodcock 1991).

### 1.2 Explore Importance of the Problem

It should be noted that the ability of managerial, entrepreneurial activity, as well as other personal qualities, appear relatively early. Although this is sometimes not given much importance. However, in recent years the attitude of teachers and psychologists to this problem have broadened, especially in our country, which has changed dramatically. Domestic psychology of management currently deals with the problems of describing the psychological characteristics of the individual Manager (Krichevsky, 1993; Danilichev & Balakirev, 1998; Mitin, 2003; Andreev, 2009, etc.). Among foreign authors, studying professional career as a Manager includes: Scherer, (2001); Maslach and Jackson, (1986); Kelley, (1975); Miller (1989); Stogdill, (1974). Professionally important qualities of leaders dedicated to a sufficiently large number of works, including the works of Santalainen and Voutilainen, (1993); Shekshni (2003); Meskon, Albert and Chidori (1992) and other.

As noted by Andreev (2009), an attempt to enumerate the most important quality of a manager as creative individuals showed only the most significant, about 50-60 qualities. However, the core backbone of the qualities that characterize manager from the point of view of its creative potential may be of the order of 10-15, especially on the basis of its continuous self-development as a creative person.

Among the qualities of a manager, according to Professor B. Miller, are the following: "professional competence, professional integrity, ability to risk, commitment, entrepreneurial spirit and a constant obsession, the ability of the leader to listen to the subordinates, the ability to speak in a way that subordinates understand without ambiguity in

setting objectives, taking into account age, psychology, experience, temperament, ability to write and conduct business correspondence, the ability to behave with people...” (Miller, 1989). The personal qualities of the manager also include: interpersonal skills, managerial talent that allows you to captivate people, confidence, organizational skills, public speaking talent, initiative, self-criticism, willingness to take responsibility, justice, humanity, openness, the ability to keep his word, coherence, cheerfulness (Miller, 1989, Mitin, 2003, Maslach, Jackson, 1986).

### *1.3 Features of Axiological Approach Implementation*

Analysis of both foreign and domestic literature on the problem under consideration has shown that communication and organizational tendencies are some of the most basic qualities of a leader (Scherer, 2001). Communicative abilities of individual is also psychological characteristics of personality, providing adequate understanding and effective communication between people in the communication process or the execution of joint activities. They allow you to successfully communicate with other people, to realize communicative, organizational activity (Scherer, 2001).

However, it is important to note that communicative and organizational skills play an important role in the life of any person. For example, the development of communication skills necessary for career, business and personal relationships. The plant Manager must possess management skills, know the basics of psychology to minimize production problems, because during the process it must conduct business correspondence and negotiations, to perform Executive functions, as in the large and in the small circle, to communicate with their subordinates by their superiors and colleagues, to resolve tensions and conflicts (Danilichev & Balakirev, 1998).

As for organizational skills, they belong to a complex group that requires a combination of General and special abilities. After all, before the head of the collective labor is a complex task which includes pedagogic, educational and unifying their organizational function, which is the ability to plan their own activities and if possible the ability to set a task group to monitor its performance, allocate responsibilities and, most importantly, to be able to navigate a complex emergency situation in time (Krichevsky, 1993).

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Thus, the analysis of the literature on this topic shows that communicative and organizational aptitudes can be considered one of the main structural psychological properties in the personality structure of the head. To prove this assumption, this paper ought to find out the relationship between communication and organizational aptitude with other indicators of the personality structure of the head. A study was conducted in which subjects participated as managers of the three levels of management: top managers, middle managers and operational managers. The main prospective correlates of communicative and organizational tendencies were diagnosed most frequently in the literature of personality characteristics of successful managers. These are: personal competitiveness, strong-willed personality characteristics, self-confidence and motivation of success and fear of failure.

## **2. Materials and Methods**

### *2.1 The Tasks of the Research*

For this diagnosis in our study, we applied this methodology: Communicative and organizational susceptibility (Stogdill, 1974), “Express diagnostics of personal competitiveness” (Andreev, 2009), the technique of diagnostics of motivation of success and fear of failure, methods of diagnostics of a strong-willed personality traits Chumakov (2006), the questionnaire Reizas detecting the degree of confidence (Fetiskin, 2002), the technique of diagnostics of the creative potential of the individual “YADRO” and the methodology of Masculinity-femininity Bem (1974). All the analysis was nineteen indicators, selected with the help of seven methods.

## **3. Results**

The studied parameters and their average values are presented in Table 1.

Table 1. The studied parameters and their mean values

No.	Indicators	Average values of indicators	Methods
1	Communicative tendencies	14.45	KOS-2
2	Organizational tendencies	14.90	
3	Personal competitiveness	20.10	Express diagnostics of personal competitiveness
4	The motivation of success and fear of failure	14.75	The technique of diagnostics of motivation of success and fear of failure
5	Responsibility	6.20	
6	Responsibility	6.30	Methods of diagnostics of a strong-willed personality traits M. C. Chumakov
7	Responsibility	4.05	
8	Independence	5.60	
9	Excerpt	6.60	
10	Persistence	4.65	
11	Energy	6.90	
12	Care	6.00	
13	Purposefulness	7.35	
14	Confidence-uncertainty	16.20	The questionnaire Reizas detecting the degree of confidence
15	Masculinity-femininity	-0.14	The methodology of Masculinity-femininity S.Bem
16	Curiosity	7.85	The technique of diagnostics of the creative potential of the individual "YADRO"
17	Openness to new	8.05	
18	Activity	7.90	
19	Willingness to take risks	3.50	

*Note.* (bold figures), the average values are above the average level of diagnostic scale.

It turned out that the average communication and organizational tendencies of managers in the sample studied above have average diagnostic scale, which indicates the need to develop these qualities to a Manager at any level. As for other indicators of individual managers, all of them are at the level of mid-level diagnostic scales, i.e., are typical values for this age group of the subjects.

To study the nature of the relationship of indicators of competitiveness (indicator 1) with the other studied parameters mathematical correlation analysis were applied. The values of reliable correlation coefficients are given in Table 2.

Table 2. The values of the coefficients of correlations of indices

Correlating indicators	The correlation coefficient	The level of significance of correlation coefficients and their critical values
1-6	0.71	$p \leq 0.001$ (t=0.68)
1-3	0.61	$p \leq 0.01$ (t=0.56)
1-14	0.66	$p \leq 0.01$ (t=0.56)
2-18	0.65	$p \leq 0.01$ (t=0.56)
2-4	0.61	$p \leq 0.01$ (t=0.56)
2-6	0.60	$p \leq 0.01$ (t=0.56)
2-14	0.66	$p \leq 0.01$ (t=0.56)
1-16	0.47	$p \leq 0.05$ (t=0.44)
1-18	0.45	$p \leq 0.05$ (t=0.44)
1-7	0.53	$p \leq 0.05$ (t=0.44)
1-8	0.51	$p \leq 0.05$ (t=0.44)
1-11	0.56	$p \leq 0.05$ (t=0.44)
2-15	-0.51	$p \leq 0.05$ (t=0.44)
2-17	0.48	$p \leq 0.05$ (t=0.44)
2-7	0.48	$p \leq 0.05$ (t=0.44)
2-11	0.54	$p \leq 0.05$ (t=0.44)

First of all, the results suggest that communicative inclination (indicator 1) and initiative managers (indicator 6) are closely interrelated ( $p \leq 0.001$ ). It can be argued that communication contributes to the creativity of managers in work that allows them to act vigorously, putting forward ideas and outlining ways of implementing them. Since the apparatus of the correlation analysis does not speak about the direction of influence of parameters on each other, it is possible to assert and reverse: in the development process such as personal qualities as initiative formed sociable personality.

It is important to note that individuals with well-developed communication and organizational skills are more than those with low values inherent characteristics such as personal competitiveness, confidence, energy, motivation, success. This is confirmed by the direct correlation (significance level  $p \leq 0.01$ ) indicators "Organizational propensities", "Communicative tendencies" and indicators of Personal competitiveness "Energy," "Motivation for success and fear of failure, Certainty-uncertainty."

Thus, the higher the Manager of the manifested communicative and organizational aptitudes, namely its individual-psychological characteristics of personality, ensuring effective communication and adequate understanding between people in the communication process, or the execution of joint activities; the higher his level of interpersonal interaction, characterized by the achievement of the objectives in terms of confrontation seeking the same purpose by other individuals or groups of individuals, the self-willed manifestations, which are expressed in an independent setting of goals and in self-organization of actions aimed at achieving these goals. Also a high level of communicative and organizational tendencies of managers increases their ability and skill independently, and in a timely manner to make responsible decisions and hard to implement them in real activity. Important is the fact that the more the Manager developed communication and organizational aptitudes, the more they are motivated to succeed, to better understand themselves, their abilities, know that they are able to overcome any obstacles and solve problems in achieving the set goal.

Less significant, but statistically significant (at a significance level of  $p \leq 0.05$ ) correlation between indicators of "Communicative tendencies", "Organizational tendencies" and "Determination", "Energy", "Independence", "Curiosity" and "Activity". This suggests that the better the Manager is able to communicate, establish contacts, find contacts, the more it must be such as to act intentionally, straining physical and spiritual strength, and not under the influence of unaccountable natural impulse, to direct his/her own live and to live his/her own life and do

what he/she wants to do right now. As well as the desire to acquire new knowledge and everything that can enrich life experience, to give new experiences.

Interesting is also that the index of “Organizational tendency has inverse correlation with an indicator of “Masculinity-femininity”. This means that the more a person does everything in accordance with the internal aspirations and in a difficult situation, the more he/she is able to make independent decisions, the less it manifests traits and characteristic forms of behavior expected of women in a given society. Perhaps this is due to the fact that the ability to plan own activities whenever possible, to properly set a task group, to monitor its performance, allocate responsibilities and, most importantly, to be able to navigate a complex emergency situation in time requires the Manager manifestations of the set of personal characteristics, behavioral characteristics that are considered typical for men or characteristic of the man.

You should pay attention to the fact that identification of the relationship of indicators of communicative and organizational aptitude with other structural indicators can be interpreted in two ways: on the one hand, interpersonal skills and ability to organize has an impact on the development of such personal qualities of the Manager as competitiveness, decisiveness, initiative, motivation, success, self-confidence, vitality, openness, energy and femininity-masculinity. On the other hand, the results obtained can also talk about the impact of the above personality traits on the development of communicative and organizational abilities of the individual Manager.

#### 4. Conclusion

Thus, we can conclude that the higher the respondents' level of manifestation of communicative and organizational tendencies, (namely the ability not to get lost in new surroundings, quickly find friends, constantly seek to expand the circle of their friends, to engage in social activities, to help families, to take the initiative in communicating with pleasure to take part in the organization of public events, and the ability to take independent decision in a difficult situation), the more they are active in the professional sphere of action, achieve goals in terms of confrontation with seeking the same purpose by other individuals or groups and more confident.

According to the result of this research, we can say that communicative and organizational aptitudes are very important in the structure of personality traits. More necessary for this are good creative abilities, strong-willed personality characteristics such as initiation, determination, vigor, endurance, motivation to succeed and the confidence one need to develop in students, especially students majoring in Management and people-oriented management activities; these qualities are possible by introducing training programs, special training programs, as it is mentioned above, quality help to achieve the managers of various levels of professional success in the tough competition that exists today.

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