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Specific Features of Management at the Enterprises of the Rocket and Space Industry

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Annotation: *this article considers different classifications of leadership styles and approaches of achieving highly resulted work performance. These methods will be analysed in relation to their relevance towards the rocket and space enterprises. These enterprises have their specific features that have to be taken into account in order of applying there the most effective leadership approaches aimed at developing and maintaining personnel motivation and as a result increasing work performance.*

Key words: *personnel, motivation, autocratic management style, democratic leadership style, effective management.*

JEL classification: A140.

Introduction

The rocket and space industry plays a strategic role for the development of Russia. It satisfies the country's needs from the economic and political points of view. The operation of space technologies and equipment is directly connected with the safety of the Russian Federation. That is why it is very important to pay particular attention to the enterprises of the rocket and space industry and especially to their employees [24, p. 10].

Taking into account labour activity features of the rocket and space enterprises there should be a unique leadership style and management approach aimed at increasing employee motivation as well as developing their potential. That, in its turn, will favorably affect the prosperity of the enterprises themselves.

Method

Management styles are a study object of the management sociology. Sociologists began to conduct early studies in this field at the beginning of the 20th century. Despite a great

deal of theoretical material in this area, there is no perfect leadership style that can be called universal. This issue remains relevant to this day.

For a start, it will be useful to define a management style. A management style is a key element of any control system. It is a certain way of employee management with the aim of influencing them. A leadership style can be considered as a behaviour pattern of a head towards his or her subordinates.

It is important to note that a chosen management style should be aimed at developing potential of both employees and their head. In this article a head of an organizational unit of a rocket and space enterprise will be considered as a management entity and his or her subordinates – a management object [19, p. 63].

What leader can be considered as a good manager? Undoubtedly, such a leader will be able to provide high quality of work performance as well as favorable working environment. There is a number of criteria that can characterize an effective head, among which the ability of making viable decisions, resistance to stress in any situations, maintenance of two-way communication with subordinates, a high level of motivation. Are these criteria natural or acquired?

It has always been a controversial issue. For example, the British philosopher T. Carlyle claimed that such quality as leadership is natural, whereas the American behaviourists J. Watson and B. Skinner assumed that the leadership behavior could be created by means of observation.

According to the situational theory of management, the most favourable leadership style should be regulated by a particular situation and can represent a combination of various management styles [3]. At the same time, this theory underlines the importance of behavioural characteristics of a head.

Based on the above-mentioned theories it is possible to draw a conclusion that conditions of the effective management are both personal qualities of a head and the acquired skills regulated by a chosen management style [18, p. 221].

There are several typologies and classifications of leadership styles in the modern scientific literature. Each of them has its own criteria and influence on the development of organizations and enterprises.

Depending on a position of a managing staff and management tasks there are three main leadership styles: authoritative, democratic and liberal. These styles differ from each other. For example, the authoritative management style is characterized by the lack of opportunities to make decisions by subordinates. The democratic leadership style encourages collective decision-making and the liberal management style gives the freedom for decision-making to subordinates.

Results

Every skilled manager knows that his or her authority directly influences labour productivity and working climate. In case when subordinates respect their head, his or her decisions are considered as reliable regardless of their correctness or inaccuracy.

An executive position grants a head only formal signs of authority. It is so-called official authority. In case of the lack of professionalism, leadership skills, relevant experience an official authority can not provide the effective personnel management.

The official authority is closely connected with the personal or in other words informal authority. The personal authority of any head depends on his or her personal skills and is formed on the basis of his or her professional knowledge and abilities as well as management skills. In such a way, leader's behavior creates the personal authority. In case when a head has not managed to gain credence among subordinates, his or her impact on them will have the minimum effect [20, p. 56].

Based on the above-mentioned information it is possible to draw a conclusion that the formal/informal authority of a leader serves as an important criteria of evaluating their work performance.

Trust-based relationships between subordinates and their head serves as an indicator of a high level of professionalism of the latter. Moreover, subordinates are becoming involved in the decision-making process. For example, they can easily solve such an issue as choosing the place of an event location (such as a corporate party) without any involvement from their head's side. An effective head is able to delegate to subordinates those tasks that do not need his or her control, thereby having time for dealing with more challenging tasks.

Regardless of a chosen leadership style, the ability of a leader to motivate subordinates is a crucial component in the formation of his or her authority [21, p. 314].

The psychologist K. Lewin is considered as a founder of the management styles classification. He is a pioneer of social psychology and was one of the first to study group dynamics and psychotherapy with the purpose of identifying various management styles.

As criteria of creating K. Lewin's typology there can be emphasized such parameters as the nature of decision-making in an organization or enterprise (for example, a decision can be made individually or collectively), ways of control of order execution, a level of credibility between a head and their subordinates, existence or lack of two-way communication among colleagues [15, p. 115].

One of the most important parameters of this typology are leadership styles. Before discussing an appropriate management style for the enterprises of the rocket and space industry, it is useful to highlight each of these methods.

The authoritative style of the management (which is often called autocratic) differs in complete control of any activity by a head, a limited opportunity for subordinates to make a contribution to work or total absence of such an initiative.

One of the main characteristics of this style is distanced relationships between a head and their subordinates. The abuse of the autocratic style is considered as dictatorship and gains a negative value.

As a main disadvantage of this leadership style sociologists take the lack of effective motivational ways of work performance, high degree of dependence of subordinates on their head's decisions as well as suppression of initiative offers and, as a result, the lack of personnel motivation.

It is appropriate to use the authoritative management style in situations when employees avoid responsibility for decision-making or prefer following strict instructions.

The authoritative leadership style is closely connected with the theory of people motivation in management that was created by the American social psychologist D. McGregor. So called "X theory" assumes that subordinates by nature do not like to work and try to avoid orders from their head. The head, in his or her turn, can not entrust a decision-making to any of subordinates, and, therefore, often relies on the help of additional staff. Such conditions create unfavourable working atmosphere of total control and the system of penalties.

Realization of the democratic management style requires subordinates' inclination to take responsibility and have self-control. K. Lewin considered this style as the most effective one. As a rule, such management style organically fits into the activity of any organization or enterprise with available highly qualified personnel, comfortable working conditions and permanent staff.

This leadership style implies a common decision-making process where both a head and his or her subordinates are involved. A leader takes the initiative aimed at motivating personnel to participate in organizational work. Subordinates in their turn feel like full participants of the working process.

The democratic style of management favorably influences working environment and creates credence of subordinates to their head. However, despite the democratic character of this management style a head should be the ultimate authority of decision-making process.

It should also be mentioned that reduction of a leader's control as well as authority delegation of powers can lead to reduction in labour efficiency [2, p. 225–226].

The least effective management style is considered to be the liberal management which is also called "laissez-faire". Such leadership style represents complete non-interference of a head to the process of making important decisions and to some extent indifferent attitude towards subordinates. The liberal style is the very opposite to the authoritative one. Here we can observe the lack of personnel motivation that leads to low performance indicators.

K. Lewin described the liberal management style as "anarchical", as a leader does not have any real management influence on his or her subordinates.

Heads following the liberal leadership style have no organizational skills and that is why subordinates are forced to control working process independently. Such a head is not demanding enough towards his or her subordinates that results in the lack of their discipline. It is commonly known that the lack of control and discipline in the organization negatively affects its activity.

However, the liberal leadership style can be considered as effective only if subordinates own relevant experience for making relevant decisions. This leadership style can be used for managing creative teams under the condition of having executive managers.

Each management style has its advantages and disadvantages. A chosen style of the management directly influences moral satisfaction of subordinates: the authoritative leadership style has low indicators of this criterion, while using the democratic style these parameters can reach the highest level.

On the other hand, when following the authoritative management style it is possible to achieve the highest working results, while the democratic management style can not guarantee high effectiveness of working activity.

The liberal leadership style perfectly fits into work with creative teams, it can provide suitable conditions for realization of creative ideas of each member of a team. Nevertheless, using this style of management on a permanent basis can lead to the lack of discipline among subordinates as well as low level of work performance [22, p. 46].

More detailed classification of management styles was presented by the American sociologist R. Laykert. He was thoroughly studying various types of organizations and behavior of an individual in them. The researcher claimed that in order to achieve the maximum profit, highly effective work performance and trust-based relations at work, it is necessary to use personnel resources most effectively.

According to R. Laykert, all management styles nominally form four systems: exploitive-authoritative, favorable-authoritative, advisory and system of collective participation. His classification is based on the psychological aspect of human resources management, that is various levels of trust of a head towards his or her subordinates.

The exploitive-authoritative control system is characterized by the total authority of a head. It is similar to the authoritative management style of K. Lewin. All decisions are made by a leader, while subordinates avoid responsibility. Such behavior model of a head can be explained by the low credence level to subordinates or its absence.

This system lacks the team spirit and two-way communication between a head and his or her subordinates. The main disadvantage of this system is tense working atmosphere and absence of trust-based relationships between a head and subordinates.

Nevertheless, the exploitive-authoritative control system can be an effective instrument of management under the condition of permanent control of subordinates.

The favorable-authoritative system of the management allows a head to delegate decision-making to his subordinates to some extent, but in general, group activity is limited. This system can have a positive management effect in the case of a high level of responsibility of top management [9, p. 67].

The advisory control system is characterized by a higher trust degree of a head in relation to subordinates in comparison with two previous systems. Here partial responsibility of subordinates is observed. A head can entrust them the solution of some organizational tasks [17, p. 120].

The advantage of this management system is maintenance of two-way communication between a head and his or her subordinates. Despite rather favorable working climate, it should be noted that all final decisions are made by a head.

The system of collective participation or, in other words, democratic system assumes trust based relations between subordinates and a head. In this case, decisions are made collectively. As a rule, subordinates are motivated to work effectively.

R. Laykert considered the fourth management system as the most effective from the point of view of improvement of both working indicators and working atmosphere.

Here the second theory of D. McGregor called "Y theory" comes into force. It assumes that all employees can show their potential at work, be ambitious and tend to take the responsibility for decision-making process. To stimulate such behavior of subordinates, a head has to use human resources correctly.

The democratic control system can be applied only in conditions of favorable working climate and trustful relations between a head and subordinates. Subordinates should have job satisfaction and a head should motivate them to cope with organizational tasks quickly and effectively.

Based on the analysed classification of control systems it is possible to draw a conclusion that every head chooses their own way of management relying not only on a situational approach, but also psychological aspects of relations which have developed in a team.

The development, production and promotion of high technology products as well as continuous strengthening of product and technology requirements are the main features of the labour activity at the enterprises of the rocket and space industry. Such specifics of working process require its control [4, p. 7].

The control of timely execution of instructions can be provided due to the authoritative management style. Moreover, this management style allows establishing two-way communication between the head and their subordinates, which in the long run will affect personnel motivation in a positive way. The possibility of direct interaction with the immediate manager is of great importance for the most employees in terms of receiving moral satisfaction from their work [13, p. 115].

The authoritative management style implies taking all the strategic decisions by the head. In its turn, cutting down the time for making crucial decisions in critical situations in case when the executive staff has the relevant experience is an obvious advantage of this leadership style at the rocket and space enterprises.

The head who has succeeded to gain respect of his or her subordinates becomes a role model for them and thus is able to motivate them to work even harder. Moreover, in case when the opinion of the head is authoritative, any decision made by him or her will win subordinates' confidence regardless of its correctness or inaccuracy. Thus, if the executive staff in a position of absolute respect that considerably contributes to the management processes [1, p. 302].

Discussion

It is worth mentioning that initially the authoritative management style gained its recognition in circles of military and political leaders as well as sports trainers. Nowadays the authoritative management style is exposed to criticism for numerous reasons.

First, it is directly associated with dictators and tyrants who used this leadership style to intimidate their subordinates in case of non-compliance of their orders.

Secondly, the authoritative management style is often considered as the management tool for employees with the lack of relevant experience and skills for the effective execution of tasks [12, p. 287–288].

As a matter of practice, sticking to the authoritative leadership style the top management of the rocket and space enterprises takes the responsibility for taking all the administrative decisions that have to be balanced, well-timed and effective. In this case, the main goal is to avoid negative consequences at any cost [3].

Timely and qualitative performance of projects in the rocket and space industry has to be provided by means of labor discipline that, in its turn, is one of the key element of the authoritative management style. Only disciplined employees are able to meet deadlines of the current tasks and requests. The maintenance of discipline is one the duties of any skilled head [1, p. 45].

The aim of an effective manager is to make his or her subordinates work as effectively as possible and fulfill assignments correctly. In this regard, the higher management should appoint to executive positions only those employees who are able to make relevant management decisions within a certain unit of the enterprise [26].

To achieve effective working process, first, the head needs to motivate employees by his or her own example having shown competent work performance as well as a high level of professionalism. Thus, the personal authority of the head will act as one of the motivational tools.

The establishment of two-way communication between the head and his or her subordinates is another tool of the authoritative management style [6, p. 11–12]. The possibility to obtain immediately first-hand information considerably increases the efficiency of working processes, especially in the rocket and space industry where the success of such labor-intensive processes as rocket launches or space flight control depends on the reliability and timeliness of obtaining all the necessary information.

To increase employee motivation at the rocket and space enterprises as well as personnel involvement into operating processes one should use the instruments of the democratic management style.

It is commonly known that the democratic leadership style helps to establish trust-based relationships between the head and his or her subordinates giving them an opportunity to take an active part in decision-making process. Thus, the head can give credence to his or her subordinates. This, in its turn, will have a beneficial effect on work performance, as every employee will feel their importance having an opportunity to express their opinion.

The use of tools of the democratic management style at the enterprises of the rocket and space enterprises is aimed at the development in employees of self-checking when carrying out tasks. Moreover, this leadership style stimulates them to be more proactive when making independent decisions [18, p. 46].

Conclusion

The right combination of two management styles (authoritative and democratic ones) at the enterprises of the rocket and space industry contributes to the development and maintenance of the employee motivation and, as a result, increases production rates.

It is necessary to remember that effective management should also be based on the personal approach of a head towards working processes: how to create trust based relationships with subordinates, whether a head is interested in motivating them by his or her own example.

Regardless of a chosen management style any head, first of all, has to remember that the main valuable resource are people. Any leader needs to stimulate and encourage his or her subordinates being proactive, gaining expert experience in a relevant sphere, being ready to take the responsibility for decision making [14, p. 448].

The major motivational factors are encouragement and establishment of trustful relations between subordinates and their head. Each head needs to develop individual ways of employee motivation taking into account their requirements and interests. Subordinates have to feel support from their head and readiness to protect their interests [11, p. 66].

Two-way communication between a head and subordinates is an effective means of communication and solving any kind of working problems. A distanced behaviour from a head's side in relation to subordinates can reduce his awareness about organizational activity. Moreover, it can be interpreted as some kind of indifference in relation to subordinates and their needs [16, p. 163].

Being straightforward and interested in problems of subordinates helps any leader to create his or her positive image that can be an effective management tool of boosting efficiency of organizational activity.

An effective head needs to stick to a situational approach, it means to take into account both external factors (various working conditions created by the external environment) and internal ones (individual relationships between a head and subordinates).

The development of employee potential as well as the increase of personnel motivation at the enterprises of rocket and space industry is one of key strategic issues of our country. The quality of the work performance depends on the level of employee motivation. In its turn, the effective labour activity of these enterprises benefits to the whole country.

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