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ТЕОРИЯ И ПРАКТИКА**

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**ПСИХОЛОГИЧЕСКИЕ НАУКИ**

**INDIVIDUAL PSYCHOLOGICAL PREDICTORS OF  
MANAGERS' READINESS TO LEAD ORGANIZATIONAL CHANGES**

*Tyulyupergeneva Raushan Zhomartovna*

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## ПСИХОЛОГИЧЕСКИЕ НАУКИ

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УДК 159.99

### INDIVIDUAL PSYCHOLOGICAL PREDICTORS OF MANAGERS' READINESS TO LEAD ORGANIZATIONAL CHANGES<sup>1</sup>

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***Abstract.** This article presents a study of the relationship between individual psychological characteristics and the willingness of managers to lead the innovation process. The indicated problem appears in psychology as a manifestation of innovative barriers, which are understood as difficulties in human activity caused by the peculiarities of his mental state and personal characteristics that «preserve» the potential of his activity. The types of psychological barriers are described, their specificity in the innovation process is revealed. The article shows that such individual psychological characteristics as the external locus of control, external professional motivation,*

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<sup>1</sup> Статья подготовлена в рамках исследования, профинансированного Комитетом науки Министерства науки и высшего образования Республики Казахстан, ИРН AP23489784



*conservatism and radicalism influence the acceptance of innovations and the willingness to lead the innovation process among managers in organizations, regardless of the form of ownership. The results and conclusions presented by the authors can be useful in preparing a management reserve.*

**Аннотация.** В данной статье представлено исследование взаимосвязи индивидуально-психологических особенностей и готовности руководителей к лидированию инновационного процесса. Обозначенная проблема предстает в психологии как проявление инновационных барьеров, которые понимаются как трудности в деятельности человека, вызванные особенностями его психического состояния и личностными особенностями, «консервирующими» потенциал его активности. Описаны типы психологических барьеров, раскрыта их специфика в инновационном процессе. В статье показано, что такие индивидуально-психологические особенности как внешний локус контроля, внешняя профессиональная мотивация, консерватизм и радикализм влияют на принятие нововведений и готовность к лидированию инновационного процесса у руководителей в организациях независимо от формы собственности. Результаты и выводы, представленные авторами, могут быть полезны при подготовке управленческого резерва.

**Keywords:** *innovative activity, psychological barrier, willingness to innovate, locus of control*

**Ключевые слова:** *инновационная деятельность, психологический барьер, готовность к инновациям, локус контроля*

The rapid development of technology, global socio-economic processes, as well as unforeseen events (the so-called "black swans") force organizations and employees to be in the process of constant change. At the same time, the task of the organization's leaders is to introduce and adapt innovations, and employees are psychologically ready for changes.

Any process in an organization is, first of all, an activity, the subjects of which are not only managers, but also employees. And the success of innovative implementations ensures the attitude and professional participation of both some and others in

them. However, a subjective attitude to innovations often prevents managers from leading innovation processes and leveling the obstruction of subordinates. The indicated problem appears in psychology as a manifestation of conservatism, conformism and other psychological and socio-psychological phenomena, which have received the generalized name "psychological barriers", which are understood as difficulties in human activity caused by the peculiarities of his mental state and personal characteristics that "preserve" the potential of his activity [1, 2].

In our study, we proceed from the assumption that such personal characteristics as an external locus of control, external professional motivation, conservatism and certain value orientations affect the rejection of innovations and will be more pronounced in managers with a low level of loyalty than in managers with a high level of loyalty to the organization.

Resistance to innovation is a fundamental law of the innovation process. Therefore, a comprehensive study of this phenomenon is necessary, which allows to scientifically substantiate tactics for successfully overcoming psychological barriers that hinder the effective implementation of innovations.

The greatest attention in the development of tactics and strategies to overcome barriers is paid to socio-psychological aspects. Researchers A. Ovsyannikov, A. Orlov and others [3, 4] consider a socio-psychological obstacle in the "human - innovation" system, where the success of innovation depends on a number of characteristics correlated with the object of implementation:

1) Innovation is implemented more easily if there is an advantage of the new in comparison with the old;

2) Innovation is accepted more easily if it is compatible with existing values and experience;

3) The complexity of innovation;

4) Ease of approbation, i.e. if an innovation can be tried in parts, by elements, then the forecast of its fate is more favorable;

5) The communicativeness of the innovation is the possibility of its dissemination through informal communication channels.

P. Andreev and A. Kitov consider the psychological barrier in the "human-human" system, i.e. in the system of relationships between people who are established about innovation and the changes it generates. The authors Yu. Krasovsky, G. Andreeva understand the psychological barrier as difficulties in human activity caused by the peculiarities of his mental state and "preserving" the potential of his activity [5,6]. R. Krichevsky and others define the innovation barrier as psychological obstacles that interfere with the optimal course of the process of personality adaptation to new environmental factors, caused either by specific situations or personality characteristics [7, p. 127]. From the point of view of V. Antonyuk, the «psychological barrier» is considered as a form of manifestation of the socio-psychological climate of the team in the conditions of innovation in the form of negative mental states of employees caused by innovation; as a set of actions, judgments, conclusions, expectations and emotional experiences of an employee, in which negative mental states are consciously or unknowingly, covertly or explicitly, intentionally or unintentionally expressed [8, p. 124].

Thus, as parameters of the psychological barrier, we will highlight the following: the components of the barrier, i.e. specific factors that cause a negative reaction of people; the degree of severity of the psychological barrier, determined by the number of people showing an attitude with a negative coloring; the nature of the barrier, i.e. the form of manifestation of negative reactions of people. The form of manifestation of the barrier can be conditionally divided into three groups: passive form; active form; extreme form. For brevity, we present various points of view on psychological barriers in the table.

Table 1 - Types of psychological barriers

The type of barrier according to A. Zankovsky	Description
The incompetence barrier	It arises as a result of self-doubt in their abilities, the fear that a person will not be able to properly fulfill their duties after innovations and, as a result, uncertainty that they will be able to upgrade their skills to a new required level.
Barrier of skill, habits and traditions	It arises from the desire to preserve the existing way of working that a person is used to. Everything that goes into skills and habits, and, most importantly, into the work process, makes it less stressful.
Barrier of Idyll	Deep satisfaction with position as a psychological barrier.



The magnification barrier	The fear that the innovation will cause inadequate workload.
The Chief's Barrier	It arises from the uncertainty that the head will not cope with new tasks, that miscalculations and mistakes in innovations will negatively affect the well-being of the team.
The type of barrier according to Kubra, Sheludko	Description
Prestigious	An innovation can change the status of a person participating in an innovation, his prestige may wobble against the background of others who have achieved better results.
Professional	In the course of work, the teacher develops his own supranational approach to solving various tasks. Each teacher perceives the ideas and solutions offered to him, only correlating them (consciously or unconsciously) with beliefs, ideas, and views previously developed in his own experience.
Ethical	The inconsistency of the innovation with ethical standards and teacher's attitudes.
Communicative	Difficulties in communication is a subjectively experienced state of "failure" in the implementation of the predicted (planned) communication due to the rejection of the communication partner, his actions, misunderstanding of the partner, a change in the communicative situation, etc.
Motivational	The discrepancy between the motives of innovation and the motives of performers.

The individual psychological characteristics of a leader, first of all, should include the peculiarities of his consciousness in a situation of innovation, his readiness for a certain perception of innovation, the mood for appropriate innovations. All this can be called the personal and professional position of the head, in which two levels are distinguished: 1) the level of consciousness where a person's ideas about the world, about himself, about various aspects of his profession, social and pedagogical views, ideals and beliefs interact; 2) the level of personal attitudes [11].

In this case, attitudes act as unconscious or partially realized motives of human behavior. At the level of attitudes, views and perceptions are transformed into a willingness to act in a certain way. The attitude of a leader to innovations is determined, first of all, by the complex of his attitudes towards a subordinate, towards himself as a leader and towards the ways of work. With a high predisposition of the head to the introduction of innovation, his attitudes towards a subordinate, towards himself and towards the way of activity correspond to the main features of this innovation. Conversely, the head is not inclined to lead the innovation process if his attitudes contradict the proposed innovation.

These attitudes in the process of joint activity and interpersonal psychological mutual reflection form socio-psychological relationships, as well as a group of motives. The individualized attitude of the leader to the content of innovations, to the members of the innovation group, can manifest itself in actions, judgments, moods and often represents a fusion of the conscious and unconscious. This attitude, as a rule, actively influences the process of becoming a new one. Therefore, we have included the motivation of the head among the predictors of innovative behavior.

The object of our research is the heads of three commercial organizations and one budgetary one. All the organizations selected for the study are in the process of implementing innovative changes. The study was conducted in one stage in the form of direct frontal testing of managers in order to determine their personal characteristics: type of professional motivation, locus of control, personality traits and their attitude to ongoing innovations. We subjected the obtained data to primary and secondary statistical processing in order to analyze the results in more depth and verify the hypothesis. The study was conducted using the following *set of techniques*: a questionnaire on the level of subjective control (a modified version of the LSC); a methodology for studying the motivation of professional activity by K.Zamfir; a questionnaire 16 PF R.Cattel; questionnaire «Attitude to innovations» [12].

We will begin our analysis with the results of a study using R. Zamfir's method of motivating professional activity.

Table 2 - Average indicators according to the scales of the Zamfir methodology

	IM -internal motivation	EPM -external positive motivation	INM- internal negative motivation
Heads of a budget organization	3,5	4	2,5
Heads of commercial organizations	3,5	4,33	2,5

Table 2 shows that the predominant type of motivation for all managers is external positive motivation. This means that the professional activity of managers is motivated by external positive incentives (if we turn to the well-known folk wisdom about the "carrot and stick", then external positive motivation is a "carrot"). Such motives are the motive of earnings, the prestige of the position or the motive of good execution of

decisions of higher management, etc. According to the concepts of A. Rean and Ya. Kolominsky [13, p. 237] the best motivational complex of professional motivation would be:

$IM \square EPM \square INM$  or  $IM = EPM \square INM$ , that is, the index of internal motivation should prevail or be equal to the index of external positive motivation.

In our case, the motivational complex looks like this:

$EPM \square IM \square INM$ , that is, the index of external positive motivation prevails.

Next, we identified three groups among the subjects based on their leading professional motivation and checked them for the presence/absence of a relationship with the results of the survey. These data are presented in table 3.

Table 3 - Indicators of the statistical relationship between the answers to the questionnaire and the results of the study according to the methodology of K. Zamfir (heads of the budgetary organization)

	Survey questions										
	%	1	2	3	4	5	6	7	8	9	10
BM	28%	0,153	0,302*	0,084	0,165	0,13	-0,03	0,191	0,297*	-0,122	-0,131
ВПМ	66%	0,06	0,28*	0,141	-	-0,032	0,191	-0,120	-0,137	0,122	0,353*
BOM	6%	-	-0,26	-0,132	-0,180	0,063	0,081	-0,223	-	0,016	-
		0,278*							0,281*		0,288*

The table shows the coefficients of linear correlation between the questionnaire and indicators of professional motivation. The coefficients marked with asterisks are statistically significant. Thus, the indicators of the tested managers of a budgetary organization (6% percent of the total number of subjects), who have a predominant external negative motivation, are closely related to the answers to the first question of the questionnaire «Do you believe in the possibility of serious, fundamental improvement of the company's activities over the next 2-3 years? ». Moreover, this relationship is reversed, i.e. these subjects do not believe in changes in the work of their institution in the next 2-3 years ( $p = -0.278$  at a 5% significance level). There was also a statistically significant feedback of negative external motivation with the eighth question of the survey «After the transformations carried out in your team, it became possible to work ... ». This means that these subjects are characterized by the opinion that the changes

carried out did not in any way affect the change in working conditions in their primary team ( $p = -0.281$ ). And the last found connection of the indicator of external negative motivation with the 10th question of the questionnaire «In our team, the desire of individuals to improve, rebuild their own work and the work of the team is most often ...». The correlation indicator  $p = 0.288$ , which indicates the connection of external negative motivation with the opinion that the desire of individuals to improve their work always stumbles upon the indifference of the team.

At the same time, an inverse relationship was found between the external positive motivation of managers and the opinion that there have been no positive changes in their company as a whole recently. In addition, there is a statistically significant relationship between external positive motivation and the opinion that the desire of employees to improve their own work is warmly welcomed by management. Apparently, managers with external positive motivation are strongly focused on the positive opinion of their superiors and their own prestige, which led them to believe, in direct contrast to the opinion of their colleagues with external negative motivation, about the participation of the team in supporting their initiatives.

We found two correlations with the indicator of internal motivation: with the second question of the questionnaire, "Do you believe in the possibility of creating an effective management system at the enterprise?" and with the eighth question, "After the transformations carried out in your team, it became possible to work ...". Managers with internal motivation believe that it is possible to create an effective management system in their institution ( $p = 0.302$ ) and that after the innovations it became easier to work.

Table 4 - Indicators of the statistical relationship between answers to the questionnaire and the results of the study according to the methodology of K. Zamfir (heads of a commercial organization)

	Survey questions										
	%	1	2	3	4	5	6	7	8	9	10
IM	30	0,276	0,279*	0,016	0,265	0,063	-0,03	0,19	-0,269	-0,122	0,31*
EPM	59	-0,03	0,249	0,253	0,02	0,084	0,266	-0,03	0,12	-0,063	0,193
INM	11	-0,32*	0,2	-0,12	-0,122	0,06	-0,032	0,18	0,063	-	0,073
										0,284*	

Table 4 shows that there were few statistically significant relationships. The indicator of external negative motivation (11% of the subjects) is closely related to the inverse relationship with the answers to the first question of the questionnaire. These data coincide with the data of the heads of budget organizations. In this case, managers with external negative motivation believe that the possibility of fundamental changes in the activities of their organization is doubtful ( $p=-0.32$ ). Also, managers with external negative motivation tend to believe that most of their colleagues are completely unprepared for job restructuring ( $p= -0.284$ ). In this case, such a fact can be explained as follows. The subjects, whose main factor in their professional activity is negative external motivation, apparently do not believe that their subordinates can work from other motives. This proves once again that such an indicator as negative extrinsic motivation can negatively affect the perception of colleagues' initiatives in a situation of innovation.

Next, we proceed to the analysis of the results obtained using the method of studying the locus of control. In our opinion, it will significantly complement the results of the study according to the method of K.Zamfir.

So, we divided the heads of budgetary and commercial organizations, based on the methodology of the study of the subjective locus of control, into groups with pronounced externality and pronounced internality. In both samples, subjects with an internal locus of control predominate and there are no significant differences between the samples, therefore, the results can be considered identical. Next, we will turn to the analysis of the responses of the external and internal of the heads of budget organizations on the questionnaire (Table 5).

Table 5 - Percentage of positive responses in the internal and external groups among the heads of the budgetary organization

Group	Question 1	Question 2	Question 3	Question 4	Question 5
Internals	45%	39%	34%	56%	45%
Externals	23%	20%	19%	38%	25%

The results presented in Table 5 indicate that subjects with an internalized control locus are characterized by positive responses to questions 1 to 5 of the questionnaire. This suggests that the external locus of subjective control can be considered a



negative factor affecting attitudes towards innovation processes and their willingness to lead. These data are also confirmed in the sample of heads of commercial organizations. These data are even more pronounced there. Let's turn to table 6. To the first question, "Do you believe in the possibility of serious, fundamental improvement of the company's activities over the next 2-3 years?" in the internals group, 70% of the subjects answered in the affirmative, in the external group – 30%. That is, there is a more positive attitude towards changes in the company in the internals group. To the second question, "Do you believe in the possibility of creating an effective management system in an enterprise?" the following distribution of positive responses is observed – 40% in the internal and 20% in the external sample. Looking at the percentages for other questions, we see a greater number of positive responses in the internals group.

Table 6 - Percentage of positive responses in the internal and external groups among schoolteachers

Group	Question 1	Question 2	Question 3	Question 4	Question 5
Internals	70%	40%	80%	80%	70%
Externals	30%	20%	30%	40%	20%

Since the attitude to the innovation process most accurately reflected the answers to the first and third questions, we conducted a comparative analysis of the correlation coefficients of the internal and external groups according to these indicators.

Thus, in the internal group for the first question, the coefficient is 0.26, whereas in the external group it is 0.1729. On the third question, the coefficient in the internals group is 0.353, in the externals group 0.17. The data obtained illustrate the great statistical significance of correlation dependence in the international group of subjects. The analysis of the results of the correlation study of the links between the questionnaire questions and personal characteristics according to the Kettel test, presented in Table 7, allows us to draw the following conclusions.

A statistically significant relationship was confirmed in only seven cases. So there is an inverse relationship between such a personality quality of heads of budget organizations as dominance and the opinion expressed in the questionnaire that most colleagues are ready to restructure their work.

Table 7 - Indicators of the correlation coefficient between the indicators of the questionnaire survey and the Kettel method (heads of the budgetary organization)

Survey questions	Factors-scales of the Kettell questionnaire							
	E	G	H	L	M	N	Q1	Q2
1	-0,049	-0,176	0,311*	0,031	0,321*	-0,201	0,34*	0,150
2	-0,196	0,210	0,001	0,018	0,339	0,138	0,173	0,243
3	0,136	-0,015	0,007	0,223	0,237	0,232	0,273*	-0,015
4	0,045	-0,176	0,119	0,030	0,181	0,201	0,174	-0,176
5	0,002	0,023	-0,130	0,010	0,504	0,245	0,130	0,138
6	-0,072	0,010	0,136	-0,015	0,747	-0,072	0,237	0,232
7	0,224	0,017	0,045	-0,176	0,119	0,224	0,181	-0,130
8	0,136	-0,015	0,110	0,223	0,237	0,232	0,224	0,030
9	-0,298*	-0,176	0,119	0,030	0,181	-0,100	0,226	0,403
10	0,030	0,023	-0,496	0,040	0,504	0,114	0,279*	0,275*

Such a personal trait as courage, as well as practicality and radicalism turned out to be closely related among managers with positive answers to the first question of the questionnaire «Do you believe in the possibility of serious, fundamental improvement of the company's activities over the next 2-3 years».

In the sample of heads of a commercial organization, we can talk about a statistically significant relationship in four cases. First of all, we note the connection between the radicalism of the subjects as a pronounced quality of their personality and positive answers to questions 1 and 2, i.e. expressed faith in the possibility of changing the activities of the institution as a whole and creating an effective management system, a high statistical significance was obtained between the positive indicators of 2 and 10 questions of the survey questions and such a personality quality as independence.

Summarizing the results obtained by this method, it should be noted that radicalism in views, courage and nonconformity are associated with a positive attitude towards innovation and a willingness to lead the innovation process.

An analysis of the results of an empirical study showed that managers, regardless of the form of ownership of the organization in which they work, were divided into three groups in relation to innovations: those who accept them and are ready to lead changes, those who agree with the need for changes but are not ready to lead, and those who are negative about changes in general.

We found out that the type of professional motivation influences the attitude

towards innovations. So, it is safe to say that the negative external motivation of professional activity affects the negative perception of innovative processes and causes unwillingness to show leadership in innovations.

The external locus of control can also be considered a negative factor affecting attitudes towards innovation. Whereas the internal locus of control is a necessary condition for leading the innovation process, which is confirmed by the positive attitude of the internals to innovations and their faith in the ability of other people to change.

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