Psychological determinants of managerial leadership in internal affairs officers

Anastasia Igorevna Semakova[1*], *Ekaterina Ivanovna* Ilyankova[1], *Vasily Vasilievich* Belov[1], *Valentin Anatolievich* Shapoval[1], and *Gennady Viktorovich* Marchenko[2]

[1]Saint Petersburg University of the Ministry of Interior of Russia, Department of Legal Psychology, Saint Petersburg, Russia

[2]Saint Petersburg University of the Ministry of Interior of Russia, Department of Personnel Management and Educational Work, Saint Petersburg, Russia

Abstract. The possibility of applying the concept of managerial leadership as a theoretical basis for building an innovative training and formation system of territorial bodies and units senior staff reserve of internal affairs bodies is discussed in the article. The results of an empirical study, the purpose of which is to identify the psychological characteristics of internal affairs officers who are prone to managerial leadership, are presented.

Keywords: leadership, management psychology, managerial leadership, police officers, management

1   Introduction

A promising way to improve the effectiveness of the internal affairs bodies is to improve personnel policy.

The requirements outlined in the Act "On the Police" suggest the search for innovative approaches to the implementation of the human resources policy of the Ministry of Internal Affairs. The starting point of the research is the assumption that the leadership paradigm is the theoretical and methodological basis that will allow the successful implementation of an innovative approach to the formation of territorial bodies and the unit's senior staff reserve [1, 2].

In this regard, there is a need to conduct a pilot study that aims to evaluate the possibility of applying the concept of managerial leadership as a theoretical basis for building an innovative system of training and formation of the executive staff reserve in territorial bodies and divisions.

At the first stage of the pilot study, the task of identifying the psychological determinants of managerial leadership of internal affairs officers was solved.

In Russian psychology, the theoretical foundations of managerial leadership were formed step by step. Since the Soviet period of the development of psychology in the 70s of the 20th century, the concept of "leadership" and "management" have been separated.

According to the substantive content assigned to leadership and management, leadership is primarily a psychological phenomenon, while management is more of a social

---

[*]Corresponding author: nst21911@yandex.ru

phenomenon. Gradually, however, in our country a different point of view was forming – the transition from the opposition of the concepts of "leadership" and "management" to their unity [3-5]. Beginning with the works of the sociologist Yakhontova a special type of leadership as an organizational phenomenon, called "managerial leadership", as a special type of leadership in the organization [6].

Her concept of "effective managerial leadership" has been critically revised and refined from a psychological approach [7]. Managerial leadership in the internal affairs bodies is a type of management, which combines features of both formal and informal leadership. It is aimed at finding and implementing common group goals through formal and informal ways of influencing subordinates. This is what sets it apart from the other types of leadership that exist.

Let us note that the search for the psychological determinants of managerial leadership, which determine the readiness of candidates for managerial leadership, was carried out by Evtikhov [8], also in the model of organizational and managerial talent [9]

It should be emphasized that in psychology there is a return to the idea of searching for personality traits that determine readiness for leadership [10]. Initially, there emerged the trait theory by Rhodes (the leader was seen as a bearer of specific traits and abilities). Adhering to the hypothesis of an inherent set of personality traits of leaders in the framework of this research, more attention is paid to the trait theory. For the first time in the context of empirical research, Rhodes, who was convinced of the necessity of identifying and developing leadership potential, stated about personalities with leadership inclinations [11]. In 1934 Bogardus [12] indicates a set of traits that determine the propensity for leadership: tact, a sense of humor, the ability to predict, etc.

A decade later, Cattell and Stice based on a longitudinal study distinguished four types of leaders: "technical", "outstanding", "sociometric", "selective", not only noting among them certain personal characteristics and different perception of the managed group, but also revealing those traits, the possession of which will not allow an individual to become a leader (uncertainty, fear, excessive caution, etc.) [13].

Then came the behavioral approach of Lewin, which substantiated the idea that not only personal qualities affect leadership as a form of behavior, but in combination with the environment [14].

Almost at the same time in an analytical review Stogdill [15] concludes that the results of leadership studies not only fail to clarify the scientific notion of its psychological nature, but also contradict each other. The researcher suggested that because leaders become individuals, even with polar qualities, "it is not enough to possess a specific set of psychological qualities to manage a group. You need to be able to manifest them".

Then comes a period of rejection of the role of personal determinants. There is a situational theory of Hersey and Blanchard (leadership position is the result of a set of situational factors) [16]. Starting from a number of theories there is a necessity of taking into account leader's personal qualities for understanding the phenomenon of leadership, in particular the system theory of leadership by Bales, Slattery (leadership is a process of interaction in group or organization of leader with his features with followers), value exchange theory by Krichevskiy (leader as a reflection of group values) [17]; theory of leadership roles by Bales (the role of leader is in solving group or organization problems); cognitive theory of leadership by Pfeffer [18] (it emphasizes the influence of intellectual abilities in group behavior), etc.

2   Methods

The sample of the research is represented by the employees occupying managerial positions in the territorial subdivisions of the Main Directorate of Internal Affairs of the city of Saint

Petersburg (N=102). Research methods and techniques: testing by means of Kettell's multifactorial personality questionnaire 16 PF (form C), "Adaptability" multifactorial personality questionnaire (Maklakov, Chermyanin), "Value orientations" method by Rokich, method "Diagnostics of leadership abilities" (Zharikov, Krushelnitsky), methods of statistical analysis of empirical data (comparative, factorial, regression types of analysis).

This article presents the results of a study (12.2019-03.2020) aimed at identifying the psychological characteristics of internal affairs officers who are prone to managerial leadership. The study involved 102 employees who hold managerial positions in the territorial divisions of the Main Directorate of Internal Affairs in St. Petersburg.

Initially, when forming the sample, this was based on the concept that a managerial leader is a person who occupies a formal staff position and at the same time is an informal leader. The basis for the selection of groups of employees were the results of the method "Leadership Ability" by Krushelnitsky, as well as the results of the expert assessment: 1 – managers with high ratings (leadership potential), 2 – managers with low and average ratings.

So, the division into groups was based on the concept that managerial leadership includes a formal position and highly developed leadership abilities.

3   Results

To identify the psychological features of internal affairs officers who are prone to managerial leadership, a comparative analysis of the data was carried out. The obtained data indicate that, unlike formal leaders, employees prone to managerial leadership are characterized by

- more developed adaptive abilities (0.05), including neuropsychological stability (0.01);
- more obvious sociability (0.05), dominance in relationships (0.01), courage (0.01), practicality (0.01);
- more adaptive coping behavior strategies; are more inclined to assertive actions (0.01) and seeking social support (0.01); less likely to avoid the problem (0.01), cautious actions (0.01);
- greater authoritarianism in interpersonal relationships (0.01) and, conversely, less selfishness (0.01), aggressiveness (0.01);
- more developed creativity: the complexity of thinking (0.01) and risk appetite (0.01);

in the structure of motivation of professional activity, the motives of the importance of the profession (0.05) and opportunities for professional development (0.05) are higher.

To identify the structure of psychological features of internal affairs officers inclined to managerial leadership, the procedure of factor analysis of the data was carried out. It was found that the structure of psychological characteristics of employees includes five factors, covering 74% of the sample:

1) motivational factor, which includes motives of potential realization (0.77), the significance and prestige of professional activity (0.69, 0.61, respectively), the motive of decent pay for professional activity (0.65), and the motivation to achieve success (0.78). In addition, this factor included sufficient adaptive abilities (0.66), including neuropsychological stability (0.63) and broad communicative potential (0.5);

2) the character traits factor, which includes high intellectual abilities (0.89), sociability (0.84), diplomacy (0.81), high normative behavior (0.78), emotional stability (0.67), practicality (0.64), dominance (0.59);

3) coping behavior factor, which includes adaptive strategies of seeking social support (0.81) and assertive behavior (0.74), strategies of manipulative actions (0.72), low avoidance motivation (-0.67), refusal to use aggression (-0.65), asocial and impulsive actions (-0.52 and -0.49 respectively);

4) behavior regulation factor, which includes vigor (0.77), rigidity (-0.72), high self-control (0.68);

5)   interpersonal interaction factor, which includes conservatism (-0.64), low anxiety (-0.61), authoritarianism (0.57), unacceptable selfishness (-0.53) in communication, altruism (0.49).

Assessment of the most significant personal qualities, influencing the formation of managerial leadership, in internal affairs officers was carried out by means of regression analysis. The data obtained allow us to say that the greatest contribution to the development of managerial leadership in internal affairs officers is made by the following personal qualities:

Managerial leadership = constant (4.47) + complexity (creativity) + factor E (subordination – dominance) + assertive coping + authoritarianism (Diagnostics of interpersonal relations) + factor H (timidity – courage) + factor Q3 (low self-control – high self-control) + aggressiveness – subordination (Diagnostics of interpersonal relations) – avoidance coping + importance of profession + success motivation + coping strategies and social support-seeking+ Q2 factor (conformism – non-conformism) + risk-taking tendency (creativity).

4   Conclusions

Thus, the psychological determinants of managerial leadership of internal affairs officers included motivational, intellectual, communicative and regulatory qualities of internal affairs officers. Creativity, dominance, courage and authoritarianism in interaction, adaptive coping of seeking social support, and success motivation with a dominant professional motive "importance of the profession" make the greatest contribution to the development of managerial leadership abilities.

The results of the empirical study of psychological determinants of managerial leadership of employees of internal affairs bodies will successfully address the practical task facing the psychological service of the internal affairs bodies: to provide psychological support to managerial leaders at all stages of their professional development in the process of official activity.

Thus, the conducted pilot study allows us to conclude that the concept of managerial leadership is promising as a theoretical basis for building an innovative system of training and formation of a reserve of senior staff of territorial bodies and subdivisions.

References

1.   V.A. Shapoval, V.V. Belov, *O nekotorykh kontseptualnykh psikhologicheskikh podkhodakh k formirovaniyu rezerva rukovodyashchikh kadrov organov vnutrennikh del [On some conceptual psychological approaches to the formation of a reserve of executive personnel of internal affairs bodies]*, in Proc. of the All-Rus. Sc. and Pract. Conf. "Pedagogy and Psychology in the Activity of Internal Affairs: Theory, Methodology, and Practice", Saint Petersburg, Russia (2018)

2.   A.A. Rozhkov, *Osobennosti otsenki nadezhnosti vypolneniya professionalnoi deyatelnosti sotrudnikami organov vnutrennikh del [Features of the assessment of the reliability of professional activity by police officers]*, in Proc. of the V All-Rus. Sc.-Pract. Conf. "Modern approaches in the provision of emergency psychological care", Moscow (2017)

3.   V.A. Yurenkova, *Imidzh ofitsera – rukovoditelya [The image of the officer – leader]*, in Proc. of the University Round Table "The image of a police officer of Russia", Saint Petersburg (2013)

4.   M.G. Yaroshevsky, Voprosy psychologii, **3**, 40-53 (1978)

5. R.L. Krichevskiy, Esli vy – rukovoditel. Elementy psikhologii menedzhmenta v povsednevnoi rabote [If you are a manager. Elements of management psychology in everyday work] (Delo, Moscow, 1993)

6. E.S. Yakhontova, Effektivnost upravlencheskogo liderstva [Effectiveness of Managerial Leadership] (TEIS, Moscow, 2002)

7. V.V. Belov, E.V. Belova, Manag. Consult. **7,** 116-125 (2014)

8. O.V. Evtikhov, Trening liderstva [Leadership training] (Rech, Saint Petersburg, 2007)

9. V.V. Belov, Organizatsionnaya odarennost [Organizational talent] (Asterion, Saint Petersburg, 2008)

10. R.L. Krichevskii, Psikhologiya liderstva [Psychology of Leadership] (Statute, Moscow, 2007)

11. D. Markwell, Instincts to Lead: On Leadership, Peace, and Education (Connor Court, Cleveland, 2013)

12. E. Bogardus, Leaders and Leadership (New York, 1934)

13. R. Cattel, G. Stice, Human Relat. **7**, 493-507 (1954)

14. J.R. Schermerhorn, J.G. Hunt, R.N. Osborn, Organizational Behavior (Wiley, 2014)

15. R. Stogdill, J. Psychol. **25**, 35-71 (1948)

16. P. Hersey, K.H. Blanchard, Management of Organizational Behavior: Utilizing Human Resources (Prentice-Hall, New York, 1988)

17. R.L. Krichevsky, M.M. Ryzhak. Psikhologiya rukovodstva i liderstva v sportivnom kollektive [Psychology of Management and Leadership in a Sport Collective] (Publishing house of Moscow State University, Moscow, 1985)

18. J. Pfeffer, Acad. Manag. J. **2**, 104-112 (1977)