



Journal Homepage: - www.journalijar.com

INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR)

Article DOI: 10.21474/IJAR01/16746

DOI URL: <http://dx.doi.org/10.21474/IJAR01/16746>



RESEARCH ARTICLE

DEVELOPMENT OF ORGANIZATIONAL SKILLS OF LEADERS IN INCREASING THE EFFICIENCY OF INVESTMENT PROJECTS IN INDUSTRIAL ENTERPRISES

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Manuscript Info

Manuscript History

Received: 25 February 2023

Final Accepted: 30 March 2023

Published: April 2023

Key words:-

Leadership Traits, Leadership Skills, Leadership Potential, Leadership Potential Of A Manager, Specificity Of Leadership Potential

Abstract

Confucius said: "I hear and I forget, I see and I remember, I do and I understand." The key role in the efficiency of investment projects in industrial enterprises of organizational skills of managers plays vital role, who in ideal should be leaders, enabling organization's effectiveness. It is a fact that leadership potential is needed in the specific professional situations, allowing manager to become organizational leader and become successful in managing activities. The sources in leadership theoretical analysis shows the lack of the position power research in organizations. Some ideas of this paper were discussed in the earlier publication. This paper rethinks and specifies some Western sources of diagnostic methods within their interpretations. The paper presents the research results on the leadership potential of managers in organizations, as this potential becomes a basic source for a manager building towards being the organizational leader. Nowadays managers have a lack of leadership potential, as it is shown in research. In the paper there are presented the results of the research on the key elements of the leadership potential for managers, moreover, the revealing analysis of the leadership potential structure components of contemporary managers. The results of the research can be used by HR-managers and anyone interested in the issues related to the leadership potential development, effective management and developing the leadership skills in organizational leader.

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Introduction:-

Nowadays it is still problematic issue to define the required individual traits or skills for a manager's personality, which could enable the leadership success. Manager as an active subject of the administering activity, included in different spheres (professional, organizational, managerial, social), should have subjective and personal traits, united within one direction, - towards process, results, people, organization and society. These traits can be treated as new integrative traits, and leadership potential is an integrative trait in organizational context. Leadership potential of a manager is the indicator of the subjective activity, which presents self-organizing integrative level-based system characteristic of the inner renewable resources of a manager's personality (knowledge, leadership skills, personality unique traits), which develops and reveals in the dynamic interaction of a manager and sociocultural environment. Leadership potential in its general meaning, represents the cluster of existing means, opportunities in some field, in some relation, allowing to move from the traits and behavior study in the present towards the study of human in the future, as leadership traits develop and reveal in the dynamic interaction of a person and sociocultural environment.

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In relation of effective manager's traits, contributing to effective managerial activity, with the leadership personality traits, there can be defined the traits and resources, contributing to the leadership potential of a manager:

- 1) Personal - professional traits – renewability, self-regulations, functioning in the social-personal interaction, trustworthiness, persistence, independence.
- 2) Leadership skills – influence, desire to lead, skill to regulate the interpersonal tension, inspiring motivation, individualized attention.
- 3) Intellectual traits – high intelligence, ability to solve problems effectively, mind flexibility, optimistic thinking, reasonableness.
- 4) Socially oriented traits – extraversion - introversion, communication ability, adaptability, empathy, sensibility, sociability, ability to adapt to different situations, desire to cooperate with other people, desire to be initiative in social situations, following moral values.
- 5) Will traits – intention to get responsibility and complete the task (internal locus of control), courage, persistence, responsibility, confidence, readiness to get the responsibility for the actions and decisions, resilience to frustration.
- 6) Creativity traits – creative direction of professional interests, ability to stimulate the creative activity, need for novelties and innovation activity, not conservative mind, originality of ideas, ingeniousness, ability to make not standardized decisions, visioning the perspective, developed imagination, creativity, imitativeness.
- 7) Emotional maturity (EQ emotional intelligence) – emotional stability, ability to manage stress, ability to manage emotional states.

One of the leadership components, enabling effective management, is the result component, which plays the significant role for the effective activity as a manager and leader. This component means the ability of a manager to lead towards the results in organization, group, teams or in individual leadership or coaching contact with the employee. Such view of the personality traits constructing leadership potential of a manager defines the need to compare them with the traits of a manager as a subject of the managerial activity. As a result, there will be revealed leadership potential components of the effective manager. The followers of the Traits models in leadership keep to the idea that there does exist the individual predisposition towards leadership and that the spectrum of the specific individual traits development is genetically and physiologically defined. That is the reason within this approach stays for the idea that not everyone can become a leader, and 'leaders are born'. Even accepting this perspective, experts and practitioners prove that the practical reality of leadership traits development is much easier. First, there is a directed leadership skills development among people with the position power in specific professional work groups. Second, there does exist the selection system for getting the position of a manager, and this system includes leadership or managerial potential measurement within the professional specificity or even related to the socio-psychological specifics of the work group.

In 1928 G. Person expressed two hypotheses in relations to leadership: any particular situation plays a large part in determining leadership qualities and the leader for that situation and the qualities in an individual that a particular situation may determine to be leadership qualities are themselves the product of a succession of previous leadership situations that have developed and molded that individual. According to the leadership potential model offered by J. Hartley, there are the following tendencies:

- if a person becomes leader in one situation, then there is a big possibility that he/she can become a leader in another one as well;
- hence to the stereotypes, in one situation leader can be treated by the groups as a "leader" in general;
- becoming a leader in one situation, the person gets the authority, which helps to make him/her a leader in other situations;
- usually as a leader there is chosen someone who has a desire to become a leader.

P. Secord and K. Backman presented interesting observations, as they have noticed that once becoming a leader and by that getting the central position in the relationships and hierarchical status context, the leader gets, from one side, the positive support from the group members, and from another side, - develops leadership potential. Furthermore, the positive experience of being a leader, motivates to keep the same position, while the leader's success, revealing in satisfying the needs of other group members, leads to the downsizing of individual activity of each member, which in its turn helps to keep the leader his/her status.

By E. Kudryashova's opinion, leadership develops only in the process of getting experience. Nobody can learn to play piano, just listening to the music, played by others, or it is not possible to become a good football player, just watching how others play on TV. Same happens with leadership potential, its development cannot be active, if

someone just observes others. In order to develop leadership potential, manager need experience and practice. B. Bass's research proves that if a leader moves to another group, his/ her leadership desire is based on the previous leader's status, and on the possibility to get success in getting leadership position.

The main goal of the research is to study the specificity of contemporary managers' leadership potential in business organizations. The research was conducted on the basis of the training center "SNAP-Siberia", Ltd., Krasnoyarsk City, Russia. There were 50 managers participating in the research from different business organizations. The choice of the psycho-diagnostic methods was based on the defined traits and resources crafting leadership potential of a manager. As the research methods there were used the following: test 'Hardiness' (S.Maddie, adaptation by D.A. Leontiev), test of life meaning orientations (D.A. Leontiev), method of emotional intelligence diagnostic (N. Hall), method 'Subjective control level' (E.F. Bazhin, E.A. Golinkina, A.M. Etkind), survey 'Risk readiness' (RSK, G. Shubert), method 'Diagnostic of personality's motivational structure' (V.E.Milman), method 'Personality direction' (V. Smekal, M. Kucera).

The following presents the analysis of the main psycho-diagnostic results. The test 'Hardiness' (S.Maddie, adaptation by D.A. Leontiev) showed that 45% of managers have involvement as a characteristic of confidence in oneself and actions. 17% of managers have control as a characteristic of independent decision-making. Among 38% of respondents leads the scale "taking risks", which is characterized by the active knowledge transfer into experience and future use. 60% of managers as well lead in the scale "hardiness", which means managing stress in professional activity.

Test of life meaning orientations (D.A. Leontiev) shows the following results. The most vivid is the scale "Life goal" – 33% of managers. This scale characterizes the goals presence or absence in life, which give awareness and direction in time perspective. High points in this scale demonstrate not only the goal-orientation, but as well projection for the future, - the person who has this trait, is someone without the clear plans in presence and are not based on the personal responsibility for their implementation. 20% of respondents showed high points in the scale "Life process". The scale follows the popular theory, that the main meaning of life is to live. This indicator demonstrates the perception of life by manager, as emotional, interesting and full of sense. In the scale "Life results" 33% of manager get high points. This scale defines the valuation of the life period and the feeling of how much productively and meaningful as this period. 45% of respondents have the highest points in the scale "Locus of control – Self". High points demonstrate the personality strength and freedom of choice to build one's life in the way he/she wants. "Locus of control – Life" has high points among 37% of managers. It means the attitude towards one's life control, make decisions, and implement them.

Method of emotional intelligence diagnostic (N. Hall) showed that 32% of respondents have high points in the scale "Self-awareness". 55% of managers showed high points in the scale "Managing emotions (flexibility, emotional control)", and 40% - in the scale "Self-motivation", while 48% in "Empathy" and 33% in "Understanding emotions of others".

Method 'Subjective control level' (E.F. Bazhin, E.A. Golinkina, A.M. Etkind) showed that 53% of managers had high indicators in the scale of general internality. High internality means high level of subjective control over the positive emotional events and situations. 45% of managers have internality in the achievement area, and 38% of respondents have high points in failures internality. 63% of managers have high points in family relationships internality, and 65% in business relationships internality, as well as 70% in the area of interpersonal relationships, and 40% in the health and illness relation.

By the survey 'Risk readiness' (RSK, G. Shubert), 25% of respondents are risk intended, 45% are risk ready, and 45% are risk aversive. The person inclined to take risks in one situation, will take risk in others as well. The tendency for risk taking is connected with the person's direction towards goal achievement or failure aversion. This inclination is expressed in extreme situations and can lead to accident and traumas.

Method 'Diagnostic of personality's motivational structure' (V.E.Milman) gave the following results: in scale "life support" high results had 30%, in scale "comfort" – 55%, in scale "social status" – 50%, in scale "communication" – 38%, in scale "general activity" – 48%, in scale "creative activity" – 56%, and "social utility" – 45%.

By the method 'Personality direction' (V. Smekal, M. Kucera), among 30% of managers it leads the individualist direction, and among 32% collectivist, while 38% have business direction.

Summing up, based on the research with the help of the previously described methods, the following leadership potential indicators can be defined:

1. Involvement (45%) – confidence in self and actions
2. Locus of control – Self (45%) – strong personality
3. Management of emotions (felicity, emotional control) (55%)
4. Subjective control – highest in family relationships, business relationships and interpersonal relationships internality
5. Risk readiness and risk aversion (45% and 45%)
6. Motivational personality structure, scales "comfort" and "creative activity"
7. Business direction of personality (38%).

The study results can be used by HR managers of business organizations, practicing psychologists and everyone interested in the issues related to leadership potential development of managers and effective management generally.

Organizational skills of Leaders in increasing the efficiency of investment projects in industrial enterprises

For the purpose of further research, it seems appropriate to define labour productivity. Researchers [Samuelson and Nordhaus, 2009] define labour productivity as total output divided by operating inputs. In [Huselid, 1995], labour productivity is calculated as logarithm of the ratio of sales to total number of employees. It is shown that the aforementioned calculation method is convenient, since it is a single index that allows us to compare the performance of enterprises and evaluate monetary value of the return on investments of high-performance working methods.

In the work, labour productivity is defined as gross revenue per hour of labour input. Researchers [El-Gohary and Aziz, 2014] consider labour productivity as the ratio of output to labour hours. In this article, labour productivity is defined as the ratio of production volume of enterprise in monetary terms to labour costs expressed in person-hours involved in creating of this production volume. Various works demonstrate the relationship between labour productivity and management of enterprise. The work [Jergeas, 2009] shows that there are four factors potentially increasing labour productivity: management system, labour force, technologies, and new techniques. However, in [Rojas and Aramvareekul, 2003] it is demonstrated that the use of new techniques and technologies may be necessary but not enough, so the improvement of labour productivity is the task of management. The study [Schein, 2008] shows that strong organizational culture is capable to replace formal management by informal relationships in enterprise. P. A. Mikhnenko [2018] explores types of organizational structure of enterprise and existing organizational culture. He demonstrates how the change in labour force attitude to certain processes may lead to the formation of new values within enterprise: an increase in the control of supervisory personnel may be perceived by employees as an increase in bureaucratization of business processes and a transition to hierarchical type of organizational culture.

In [Diaz-Chao et al, 2015], innovative sources of labour productivity for small enterprises of Girona are studied. The results show that the main factor determining labour productivity is the size of wages. In addition, in [Bogatyreva and Ilyukhina, 2020] it is shown that the increase in wages outstrips the growth of labour productivity also at intercountry level. Correlation between the level of competition and labour productivity in the retail sector is studied in [Amin, 2015], and the author econometrically proves strong positive impact of pro-competitive reforms on the level of labour productivity of retail enterprises.

Based on the above literature, we can state that the system of management significantly affects labour productivity at enterprise. Let us turn to the consideration of measures implemented at Russian industrial enterprises, which contributed to the growth of labour productivity.

Based on the data of the implementation of the national project "Developing organizational skills of leaders in increasing the efficiency of investment projects in industrial enterprises" list of companies, implementing measures proposed by the project to increase labour productivity and showing positive results at this point of time, was compiled. Each industry is represented by three columns: maximum labour productivity in the sample; average

labour productivity in the sample, calculated as a ratio of labour productivity of all presented enterprises to their quantity; minimum labour productivity in the sample. Industry samples consist of limited number of enterprises (the number of them is indicated below in brackets), demonstrating the highest intra-industry values of labour productivity at the time of the compilation of the list. The list includes oil and gas industry (25 enterprises), machinery manufacturing (100), metallurgical industry (70), construction materials industry (50), energy industry (50), chemical industry (70), food industry (100), electronic industry (50), electrotechnical industry (30), instrument manufacture (30). The analysis makes it possible to state that there are significant differences in labour productivity both between enterprises from different industries and within each industry examined. A total of 575 leading enterprises are in the sample, while more than 5 000 Russian enterprises with total revenue of more than 51 % of yearly Russian gross domestic product and the number of employees more than 5.5 million people were examined during its compilation. It indicates that remaining enterprises in each industry, not included in the number of leaders, show lower labour productivity than the minimum values. According to the analytical calculations in the work, among the reasons of changes leading to labour productivity increase, the implementation of the principles of lean production is noted. It includes the following components:

1. diagnostics of the activities of enterprise in order to identify the least efficient stages of production process using mapping tools, Yamazumi chart, and "spaghetti diagrams";
 2. identification and elimination of losses including: overproduction, overstock, excessive processing, unnecessary transportation, unnecessary movements of employees, inefficient distribution of working hours, manufacturing defects;
 3. automation of production processes through the implementation of digital and robotic technologies;
 4. purchase of equipment that allows to produce larger quantum of output of stable quality within a fixed period of time;
 5. reorganization of workspace with the use of the 5S
 6. work on organizational skills of personnel according to goal-setting principles: correct goal setting, explanation of the contribution of every employee to the common goal, problem-oriented approach to the distribution of tasks;
 7. creation of educational ecosystem through cooperation with research centres and higher educational institutions in order to train highly qualified personnel and develop high-tech solutions to improve operational efficiency;
 8. focus on long-term sustainable development;
 9. creation of information centres to improve monitoring quality through visualization of management: demonstration of goals, interim results, and status of task execution;
 10. implementation of systemic improvements through analysis of problems using Ishikawa diagram, brainstorming, decision-tree building;
 11. increase of brand premium that represents the possibility of the augmentation of product price due to better brand recognition by customers and their locality to it.
 12. Classification of changes in management that lead to labour productivity increase
- The literature review presented below shows that the increase in labour productivity could be characterized as a result of building an effective production system of enterprise. In [Kononova, 2006], production system is understood as a way to organize production processes that covers all the stages of production and product marketing activities. Efficient production system is characterized by high level of labour productivity, which helps to increase the competitiveness of enterprise. In more detail, an increase in labour productivity may be the result of:

Development of organizational skills of leaders in industrial enterprises.

In [Prosvirina et al, 2016] labour productivity is considered as one of five main indicators of the efficiency of investment policy of enterprise and reflects the efficiency of use of labour force. At the same time, it is shown that total labour efficiency depends to the greatest extent on investments in fixed assets, degree of investments in personnel training, and level of labour productivity. Such investments can be aimed at full or partial replacement of enterprise's technologies, these of innovative inventions of science and technology, focused on efficient and resource-saving production. Researchers Delsen and Schonewille [1999] substantiate that factors, such as the rise of level of education and training at workplace, positively affect the level of human capital and labour productivity. In [Rukumnuaykit and Pholphirul, 2016] it is proved that employees of manufacturing companies with higher level of education, having completed additional training courses, and demonstrating higher level of qualification within the framework of cognitive (namely, in the field of information technologies) and non-cognitive (leadership, time management, and effective communication) skills, contribute to the increase of labour productivity at an

enterprise. Efficient use of managerial skills of leader in investment of projects in organizations, which consists of three elements: management of labour, management of production, management of arrangements. The article [Belkin et al, 2016] emphasizes that the reason of economic problems of a large number of enterprises is not the lack of external financing or fixed assets, but the imperfection of management of labour relations within enterprise. The article [Simonenko, 2016] demonstrates that efficient system of labour motivation and remuneration contributes to the growth of labour productivity, which leads to the increase of competitiveness of enterprise and the achievement of strategic objectives. In the research [Gagarinskaya et al, 2019] conducted on a sample of enterprises in Russian and Canadian oil and gas industry, labour productivity is significantly ahead than its values in other industries. It seems possible to conclude that an increase in labour productivity is possible if one changes wage system, implying its division into basic remuneration and variable remuneration. The variable remuneration depends on the nature of employee's activity and employee's effectiveness based on key performance indicators.

The article [Kuznetsova and Ugol'nikova, 2019] shows that efficient management of organizational knowledge of enterprise, considered as the result of synergetic effect of the exchange of knowledge between employees during the production and economic activity, contributes to the growth of labour productivity, the improvement of product quality, and the strengthening of competitive advantages of enterprise. The paper [Bishin, 2017] states that the development of intellectual capital of enterprise, which includes managerial capital, contributes to the growth of labour productivity through the formation of creative thinking among employees and the increase of their professional adaptability to changing conditions.

Methodology:-

The author conducted overall 25 interviews (CEOs and board members), semi-structured, all run in English and Uzbek, between 60 to 90 mins for each interviewer, all recorded and transcribed.

The information was completed with observations and secondary data gathering and analysis. Researcher also wrote memos along the research process. The author initially focused on expatriated top executives, studying not their characteristics, but how they were coping with the various challenges they had to face in different countries they worked in. Then it became apparent to us, as we considered empirical evidence that we needed to focus on the development itself and to use a holistic approach because this development appeared to happen in relation to different dimensions. In order to strengthen the validity of our construct, as recommended by the grounded theoretical sampling strategy, we re-interviewed three global executives in order to reach the fullness of the data. As far as performance is concerned, we selected executives that showed the intention to remain in their job, satisfaction, and commitment. "During expatriation, we are in a perpetual learning process, it never stops, and there is always a lesson to be learned: sometimes on skills, and the job itself, sometimes on the country, on the difficulties that were not anticipated, and therefore, it must be done by ourselves. The company is not preparing or training us on that, you have to be able to learn by yourself, do mistakes, correct your actions as fast as it came. One has to understand that it will be always a new beginning, one needs to question things all the time!" (Jeff, CFO, automotive industry, 2017).

Results and Discussion:-

Our findings will be presented according to "A la Gioia" approach, qualitative modelization. The final model is shown below on Figure 1 and will be explained in detail following its constitutive parts further. The starting point of our model is the context. As mentioned by our participants, every expatriation will be different, and executives are expecting new challenges because of what we decided to name the context. That is to say, because of "the situation they are in" as they expressed it, which is even more applicable when working abroad. "The situation they are in" and its strong need "to understand things first", "understand the people they work with", etc. is in fact what will influence the whole process of development. The "context" will guide the expatriation and trigger unexpected challenges for the executives. These challenges are often unpredictable because they occur in new contexts, therefore they seem to enable a very efficient kind of learning by those executives, who recognize such advantage shown in the second part of the model named Expatriation the unknown.

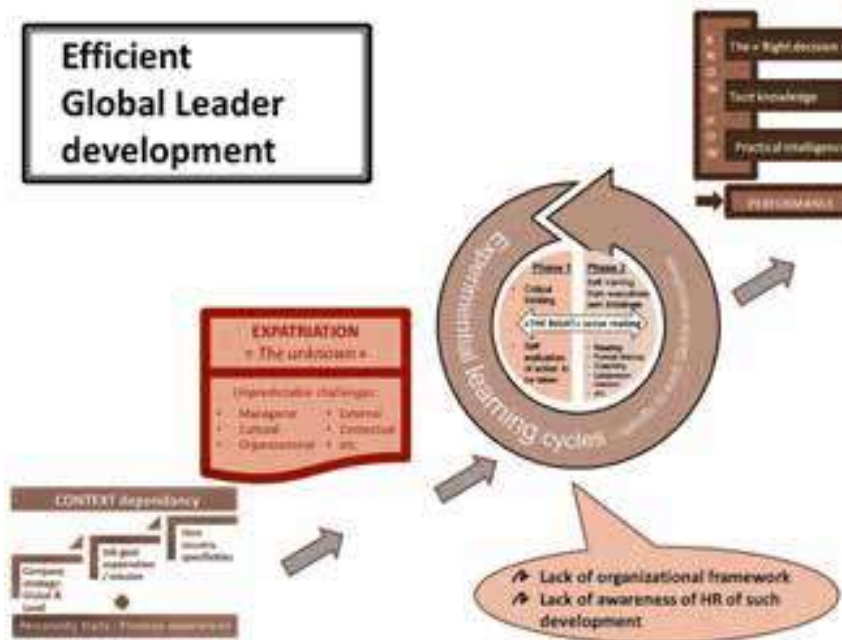


Figure 1:- The final model.

As our participants mentioned, “never think that it is easy and never copy-paste strategies, that won’t work!” During the interviews the executives told us that they experience challenges of various kinds, some linked to a specific purpose (e.g., to restructure, to reorganize), others linked to a cultural point, a managerial issue, etc. Then, out of such challenging experiences, a cycle of critical thinking and personal development begins as a learning journey for each executive, composed of different phases that we will describe. We have labelled this cycle as Experiential learning cycles. We argue that, when abroad, these executives are experiencing “learning opportunities” for development that are constituted by two phases, connected by what we call “the right sense-making”. We believe that the central point is that they are trying “to make sense with an intention”, by questioning their own assumptions which they are experiencing, in order to make the right decision considering the context surrounding them, which is represented by our category “understanding”. It is not just an understanding that things are different, but it is about understanding what views will need to be and/or might be adjusted to what the individuals from both sides can cope with. It is about being able to challenge one’s own perspectives as well. Researcher believes that this research is an exceptional contribution to the innovative theoretical approach, the unexpected appearing concept of learning with two practical recommendations. These recommendations aim to reinforce the efficiency of support provided to the top expatriated executives: The first recommendation is a suggestion of four behaviors that we consider any HR function in charge of such individuals should have in their job descriptions. We name them the SCSC’s: strategic, credible, supportive, and considerate. Corporate HR in charge of global talent development should adapt their offer and support to the specificities of their top executives’ challenges. Their offer needs to be individual and not standardized. One size does not and cannot fit all. Their answers need to be precise and specific, adjusted to individuals’ particular needs.

The second recommendation is regarding the follow-ups, and more precisely, the indicators (dimensions) that HR could use to enhance their global talent management system of follow-ups.

“I expect my HR headquarter to know very well the specificities of the local market I am working in and also to be aware of the business issues I am facing in the local subsidiary. It is all related: my performance and the context I am working in. Ideally, it would be useful if the HR have had experience abroad. Then we would understand each other better. Also, we need to have regular visits to plan relevant efficient training plans, adapted to our needs and career plans for the future.” (Jack, CFO, automotive industry, 2017). Our participants have clearly highlighted the lack of support from their corporate HR when it comes to their development and adjustment during their international assignments. Some of them have even raised a possible lack of awareness of what they are concretely learning from their experiences because it is on a very individual basis.

The follow-up is a way for HR to, first, adapt its support to specific needs inherent to the different contexts of expatriation, and second, an effective follow-up should help HR capitalize on information to enhance their current analysis and to help anticipate future preparations for the selection of potential future global executives. Such follow-ups should be done at least twice a year, or even more often, when the job requirements are very important for the company (i.e. opening a new local office, launching a new brand, etc.). The result that could be generated is a sort of "expatriate ID profile". It could be shared among the talent management and mobility teams.

Conclusion:-

In this article our goal was to provide deep understanding of the development of executives while in the situation of being expatriated. The purpose of our research was to build a grounded theoretical model, "A la Gioia" type. That could best explain how and why top executives develop the way they do, to provide guidelines on the critical dimensions that should be integrated into any efficient follow-up tools. These should be used by the HR function to improve their current follow-ups and therefore enhance their influence and credibility over such individuals.

The author found that the concepts of "cognition" and "self" were ever-present and decisive in the development process, combined with an ongoing willingness to learn and ability for leading to the generation of a sort of "knowhow" (practical intelligence). We also discovered that the key to efficient development was the ability to demonstrate "the right sense" out of any hard or challenging situations inherent to the complexity and unpredictability of the international context.

This ability leads to making the right decision at the right time. We emphasized the role of the context, the starting point of our model, and its complexity in giving a taste to every expatriation.

The author has shown that development is very singular and dependant on multiple variables such as country's specificities, the novelty of the culture, job requirements, previous experiences, etc. The auto-determination in such experiential learning shown by our participants appeared as a moderating effect. With our findings, we have tried to put into perspective the academic search for ideal sets of fixed competencies and/or behaviors for future global executives, showing cycles of constant development through learning that were allowing executives to adapt or find the required competencies for the situations with which they faced. We have also tried, with the help of our recommendations, to show organizations the need to adjust and adapt their leadership training programs to the real needs of future global executives. One size does not fit all. To reach the next level, to go beyond local leadership and access global leadership, it will take the person's own perspectives. It will be the result of deep learning, questioning, specific training and support.

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