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Formation of a Favorable Leadership Environment as a Tool of Combining People to Resolve Socially Significant Issues in Representative Authorities

1. Introduction

In the context of decentralization in Ukraine, there is an urgent need for a significant reformatting of public administration in the context of leadership, ie the daily effective management of officials in representative bodies (hereinafter – RA). This is understandable, because the quality of implementation of such leadership depends, among other things, on the awareness of officials of personal responsibility to the community. In modern conditions, it acquires the status of a community of mutually interested partners as a basis and prerequisite not only for the formation but also for effective and efficient government at the local level.

However, our analysis shows that officials as key subjects of power in the RA, who are obliged in their daily management activities to combine the qualities of leader and leader, in most cases are still not ready for it. The main reasons for this unpreparedness we see, first, the lack or lack of relevant knowledge, skills and abilities not only on the essence of modern public administration; secondly, their inability and unwillingness to organize and implement public administration leadership activities in public authorities; third, the immaturity of the leadership environment.

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As a result, the trust given to them during the election by citizens or relevant RA is not only not justified, but also significantly decreases or disappears altogether in the course of their official duties. This leads to the disappointment of ordinary citizens against the background of deteriorating or at least not improving the conditions of their livelihood in the relevant territorial communities or the territory of the district, region, state as a whole.

2. Analysis of recent research and publications

In recent years, domestic and foreign scientists have formed a basic layer of work on the functioning of the stand and public leadership, among which it is necessary to highlight the work of such domestic and foreign scientists as: M. Bilynska, V. Goshovska, V. Vakulenko, L. Poshulen, T. Podlisna, V. Golub, I. Grishchenko, A. Popok, T. Kravchenko, I. Rozputenko, O. Nestulya, M. Morar, I. Adizes, S. Barnes, U. Bennis, J. Maxwell, S..Simon, G.Yukl and others.

However, their research usually deals with certain issues of leadership, namely: political, personal qualities of the leader and the resources to achieve leadership goals. In addition, insufficient attention is paid, in our opinion, to the study of foreign experience in the formation of a favorable leadership environment in the RA. We believe that the assimilation and dissemination of such best practices, of course, taking into account the Ukrainian national characteristics, will not only enhance the leadership potential of officials and strengthen their personal impact, but also strengthen synergies in the format of «representative authorities – officials – the community is an average resident".

The unresolved problems of the implementation of public leadership in the RA of Ukraine include the lack of a comprehensive study of the practical implementation of leadership in solving problems aimed at strengthening the efficiency and effectiveness of local government, meeting the needs of residents of territorial communities, increasing initiative and taking responsibility not only for making adequate decisions, but also addressing issues of proper livelihood of communities, assessing the leadership of the subjects of power, which are officials.

3. Formation of the purposes of the article

The goals of the article are: to study the experience of forming a favorable leadership environment in the RA, to substantiate effective tools for uniting interested people to address issues of social importance to the community.

4. Leadership in the representative authorities of Ukraine

In our opinion, the introduction of leadership in public administration activities in Ukraine should acquire the significance of a new effective ideology. Its essence lies in the inevitable destruction of the outdated, centuries-old concept of management. It should be emphasized that the new role of leadership in public administration is not to stand at the top of the pyramid and control employees and all stakeholders, but to inspire and motivate them, give them new strength and encourage creativity in daily professional activities and, as a result, promote the synergistic quality of professional interpersonal interaction.

This goal can be achieved by organizing and implementing comprehensive measures aimed at implementing key elements of local democracy in general and the principle of citizen participation in particular. At the same time, it is important to have a clear understanding that local self-government is first of all the activity of the population itself, and not only of local authorities.

Village, settlement, city mayors are the main officials of the respective territorial communities, who were elected by the voters according to the criteria of their personal qualities and the cases they actually implemented. As a rule, these are people endowed with charismatic traits, with the necessary competencies, knowledge, skills, values, personal qualities and approaches. In total, all this contributes to the achievement of successful results. As formal leaders of the communities they serve as an example for others, showing good practices and thus unites around a team of employees and all interested residents of the community is able to achieve its objectives and implement the vision of life[2]. Bodies

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[2]   Ghryshhenko I.M. (2016). *Fenomen liderstva v systemi miscevogho samovrjaduvannja:*

of self-organization of the population are house, street, neighborhood and other organizations consisting of the most active residents of the community, who not only have leadership qualities, but also are able to anticipate and, accordingly, reasonably plan for the long term.

5. Tools to motivate people to action

Each Stand an authority in Ukraine should use in their business tools to influence people through their motivation, because motivation – these are the tools andincentives,through which achieved approval action and which encourage some individuals to give up on their personal goals and more or less willingness to obey the goals of the team[3].

Typically, there are four main types of motives that can motivate people to action, namely: coercion, monetary reward, identification and adaptation of goals. In particular, such a motive as coercion is that any of the subjects of power of the RA can force people not only to accept their goals, but also to impose them. For example, district councils are responsible for approving a person for the position of chief physician of a district hospital and periodically hearing a report on his or her work. If the chief physician does not report properly or does not ensure the effective and efficient operation of the district's medical facilities, the district council recommends that he be removed from office and that his activities be reviewed during the reporting period.[4]

Acceptance of a common goal can be purchased. After the work is done, the person who did it receives money. Agreeing with the declared goals does not lead to a negative result, but to a positive reward. Instead of this reward, the person offers his time and hard work. Such a monetary motive. For example, persons who work in executive bodies, en-

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teorija, metodologhija, praktyka [The phenomenon of leadership in the system of local self-government: theory, methodology, practice]. Kyiv: NAPA. (in Ukrainian).

[3]   Vasyljjeva O.I., Ghryshhenko I.M. (2016). Instrumenty formuvannja liderstva v systemi miscevogho samovrjaduvannja [Tools for leadership formation in the system of local self-government]. Scientific Bulletin of the Academy of Municipal Exercise, vol. 1, pp. 171–183.

[4]   Nestulja O.O. (2016). Osnovy liderstva. Naukovi koncepciji (seredyna XX – pochatok XXI st.)[Fundamentals of leadership. Scientific concepts (mid XX – early XXI century.)]. Poltava: PUET. (in Ukrainian).

suring control and implementation of decisions adopted by the relevant councils, receive an appropriate salary.

A person associated with the community may conclude that the goals of the community are above his or her own interests. For example, the local council decided to improve the territory and allocated funds only for the purchase of a concrete fence, without providing for its installation. By organizing the residents of the settlement, it is necessary to ensure the collective digging of a trench, which will allow the installation of a fence that will reduce the risk of car theft from garages, and people involved in collective action can become aware of the importance of working together. That is, the person will realize that the whole community is more important than his own intentions, and therefore he will take part in collective work[5]. Such a motivating motive is called identification.

People or organizations can also help and cooperate with any of the subjects of power of the RA, not because they put their goals above their own interests, but because they hope to bring them into line with their own goals. For example, by participating in landscaping by digging a trench under a concrete fence near your garage, a person can hope that the excavated trench in depth, width and direction will be more in line with its ideal in this matter, ie that the concrete fence will not only be properly installed and fixed, but it will not fall and will not damage the garage. Such participation in activities in order to adapt its goals to their own interests is an important motive, which is called adaptation.

Of course, over time, the means of uniting people around the solution of urgent problems change, acquiring each time different qualities, new mechanisms and tools for implementation. Although the modern living conditions of open societies have eliminated the social, financial and educational differences between people, the determining factor in uniting people has been, is and remains an influence.

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5   Pashko L.A. (2015). *Liderstvo upravlinsjkykh kadriv: suchasni vyklyky ta nebezpeky* [Management leadership: current challenges and dangers]. *Derzhavna sluzhba v Ukrajini: dosvid, problemy, perspektyvy* [Derzhavna sluzhba in Ukraine: experience, problems, prospects]. Kyiv: Lira-K, pp. 112–125.

6. Tools of leadership influence on people

Within the framework of the research, we established the importance of effective tools of leadership influence on people, ie forms of influence aimed at improving the effectiveness of the activities in general and officials in particular. These forms of influence motivate people to fulfill other people's desires by satisfying unmet urgent needs and preventing them from being met, or they motivate the performer to expect that the need will or will not be satisfied depending on the performer's behavior. Most people model the situation and predict its development if they behave in a certain way. Officials are formal, by position, and informal, by personal qualities, and RA leaders also always predict the effect of their influence on the behavior of followers from among their subordinates. This influence is realized through the government, which can take the following forms in the RA in Ukraine:

1. Reference power (example power). The characteristics and qualities of an official-leader are so attractive to subordinates-followers, on which he has an influence, that others want to be similar.
2. Power based on reward. Subordinate followers believe that an influential leader is ready and able to meet their needs.
3. Power based on coercion. Subordinates believe that an influential official can punish them, and this will harm or prevent their needs.
4. Expert power. Subordinate followers believe that an influential executive has some knowledge that will meet their needs.
5. Legal power. Subordinates-subordinates believe that the official-leader should and has the right to give orders, and their tasks to carry out and obey orders[6]. They carry out orders, as required by job descriptions, and clear execution of the order helps to meet the needs of subordinates. Legitimate power is based on the fact that the head is at the highest level of the organizational hierarchy and endowed with legitimate managerial powers.

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[6] Platonov Yu.P. (2007). *Psikhologicheskie fenomeny povedeniya personala v gruppakh i organizatsiyakh* [Psychological phenomena of personnel behavior in groups and organizations]. Saint Petersburg: Rech. (in Russian).

With these basic forms of power, formal / informal leaders, ie the subjects of the RA, achieve their goals or hinder their achievement.

Analysis of the history of power influence shows that traditions, job responsibilities, instructions, etc. are the most common tool of influence. However, management methods based on them ensure the achievement of the desired result only in cases where all parties are sufficiently aware of them. Moreover, subordinates fail to carry out orders, and managers provide or try to meet the needs of subordinates[7].

Currently, the priority expectations from officials working in RA are primarily to increase the efficiency and effectiveness of their managerial leadership based on the existence of a clear strategic vision to increase the daily return of the team as a whole and each employee in particular. This is the challenge of the present, as the era of unquestioning subordination and following instructions, the era when a leader's authority depends on the position he holds, is a thing of the past. The leader must gain credibility through the implementation in his daily activities of his inherent leadership qualities, managerial skills and a culture of partnership[8]. It is clear that he must show leadership qualities, effectively use the tools of effective information exchange, constantly provide communicative interaction with others, having the necessary level of professional competence, skills, abilities and modern managerial knowledge.

In our opinion, the management of RA of any management level as a social microsystem should be approached as a collective activity, the effectiveness of which is determined by the group potential of its employees. Moreover, the collective potential should, in our opinion, not only represent the sum of the potentials of its members, but also multiply. In principle, for this purpose teams, working groups, structural subdivisions in the stand are created. In this context, it should be borne in mind that each person in management performs two types of roles. The first and most obvious is a functional role based on professional

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7 Ghryshhenko I.M. (2016). *Fenomen liderstva v systemi miscevogho samovrjaduvannja: teorija, metodologhija, praktyka* [The phenomenon of leadership in the system of local self-government: theory, methodology, practice]. Kyiv: NAPA. (in Ukrainian).

8 Pagon, M., Banutai, E., Bizjak, U. (2008). Leadership Competencies for Successful Change Management, a preliminary study report commissioned by the Slovenian Presidency of the EU, p. 257.

knowledge and skills, abilities and practical experience. Thanks to these components, the official fulfills his mission and achieves his goals. The second is a team role, the basis of which is not only the readiness, but also the ability of the official to tirelessly use in his daily management activities all his arsenal.

Stand-by leaders need to be taught to be prepared and able to use the positive experience of mistakes. This is part of the learning process. And they need to be able to separate random errors from those that arise from untimely actions or from lack of attention to detail. It is necessary to involve employees in work on such mistakes. The best way to give employees the opportunity to learn without repeating their mistakes is to ask them to correct the situation on their own. No matter how painful this process is, because it must always have a time frame and a leader-mentor who oversees the implementation of the error correction.

People always want to be valued for their abilities, skills and positive personal qualities. People are more willing to agree with a person who does not pretend to be a model of perfection, behaves modestly and does not demand perfection from themselves.

7. Social mobilization – a tool for implementing community projects

In RA, the implementation of a social project is impossible without interaction with the community and directly depends on effective communication with its residents. Involving citizens in the implementation of a social project in the early stages of its planning encourages the local population to properly control and protect the results of projects. Recent reforms in Ukraine show that people in local communities are ready to unite and take development initiatives.

We believe that this is a reflection of the modern, different from the past, the style of behavior of citizens. Such new realities have emerged as a result of numerous national and international community development efforts that have had a significant impact on community development. Such development trends occur due to the method of so-called social mobilization. In the process, people are organized around a goal

(the need for development), which is vital, related to improving living conditions and creating new opportunities for future generations. The goals can be, for example, drinking water, micro-irrigation, energy production and conservation, RA reduction, microfinance, health and the environment, waste recycling, quality education, and so on. Social mobilization is a change in people's consciousness in such a way that they become ready for new forms of socialization and behavior. It is a dynamic process of attracting potential and the desire of people to help themselves by joint actions.

The method of social mobilization is based on the assumption that people have the desire and ability to do many things on their own for their own well-being, as well as for their families and communities. However, as a rule, they rarely gather to reveal their collective strength, as they lack social and technical advice from the outside. Such an advisor should be the subjects of representative authorities in Ukraine or their authorized persons or organizations that can teach people the skills:

- get organized – the organization helps them to pool resources / efforts, reduce costs and engage in self-sustaining activities;
- identify real leaders from the community to form and develop leadership, because they, and not outsiders, enjoy more trust and authority and can therefore direct efforts and unleash people's potential;
- identify and prioritize opportunities and needs that people want to address;
- provide and facilitate the flow of necessary resources to the community to realize opportunities / needs;
- monitor, lobby and liaise with donor organizations (central, local government, private sector, NGOs, external donors, etc.).

The leading role in the development and implementation of social projects belongs to the motivation discussed above, so in the process of development and implementation of social projects must be created and maintained the necessary moral and psychological atmosphere.

An effective tool for the formation and development of leadership in Ukraine in Ukraine can be the creation of a continuous learning environment through the introduction of representative bodies of technology "transferred point of view", which is to merge their own leaders

through the transfer of a clearly defined and structured system of values value system from recognized senior leaders to individuals who are at the lower levels of the organization and show leadership behavior. For example, there is a leader in the district council (formal or informal) who is perceived as an authority by the majority of deputies. In addition, this leader has such traits that are perceived as a standard of behavior and life, so it is appropriate to start the evening meeting with this leader and deputies of district and local councils, as well as all willing residents of the district to pass on their knowledge and experience through memories , life stories and in direct contact caused people to react back to the desire to be like a leader.

8. Conclusions

Thus, our analysis allowed us to formulate a number of conclusions, namely:
1. To create a favorable leadership environment , mechanisms are used to disclose the internal reserves of the organization, which generate the personal intellectual potential of each employee in the collective potential of the organization.
2. Creating a favorable leadership environment requires the use of effective tools for identifying and developing intellectual potential, activating sources of effective motivation of employees to perform quality duties taking into account their needs, increasing job satisfaction, fair evaluation of professional results and rewards for it.
3. In order to form a leadership environment in the SAI, it is necessary not only to use the resources of the territorial community with the intensification of their activities, but also to form an appropriate and adequate national legislative basis. It will clearly regulate the mechanisms of interaction between the central government, representative authorities and citizens to ensure the provision of quality services and meet the needs of residents of local communities and the development of civil society as a whole.

    Further areas of research of the issues raised in the article may be as follows: overcoming the negative manifestations in the management activities of officials; substantiation of effective mechanisms for the

implementation of public leadership in the management of officials in territorial communities; involvement of community residents in public leadership, etc.

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Summary

Many years of experience in trying to reform the representative authorities in Ukraine indicate that the lack of change means stagnation and prevents development. Change is an inevitable element of our lives, but it often causes fear in people. The ability to adapt to and enjoy change shapes our health, happiness and personal dignity much more than anything else. Each of us is given two options to choose from, influence others and as a result, manage change or is allow to other impact on us. It is for this reason that representative bodies in Ukraine need to be created conditions for the arrival of representatives of the new, ie professional public, management. It must be based on leadership, because it is not so much about younger people, but about new professionals who are able to adapt to change and function effectively in changing conditions and situations. At the same time, they must have a clear understanding of the axiom that the success of their activities lies in teamwork and continuous self-development and self-improvement. It is obvious that a modern representative of public authorities in general and local governments in particular must be a person who seeks to create a favorable leadership environment in order to unite all communities interested in addressing socially significant issues. And such a representative who understands that he will not succeed if he will thoughtlessly, automatically, copy someone's style and thoughtlessly imitate anyone.

The article analyzes the experience of forming a favorable leadership environment in the stand. The main tools of uniting people for solving socially significant issues in representative authorities are substantiated. The priority directions of formation of a favorable leadership environment in the stand are identified.

Keywords: public administration leadership, representative authorities, formation of a favorable leadership environment, united territorial community, decentralization, professional training of officials, territory development.