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Leadership in the role of motivators and creators of employees performance

The purpose of the article is to highlight a new dimension of business that takes place in completely different conditions and that is based primarily on knowledge, creativity and post-modern leadership. Radical changes, in which today's economy and its entities exist and develop, require the new ways of leadership. Hence the modern form of business articulates and gives a critical dimension of leadership, as an interaction between leaders and employees, with the intention to change it, based more on emotional and ethical assumptions than on forced active influence. The aim of the analysis is to determine the professionalism of leadership treatment of employees and what is the projection of the further trend of these relationships, given that this relationship directly affects the motivation of employees in achieving their performance.

Research methods. The research was carried out using common scientific approaches and methods, in particular the empirical method. This paper analyzed the different theoretical and practical approaches to the phenomenon of leadership as a result of the changes within which today's Serbian business and inverse role of this phenomenon occurs. Relevant employee data was collected using the questionnaire method. For the needs of the research, and based on the literature in the field of leadership and experience of the authors, a questionnaire with 40 questions was developed (this is not a standardized questionnaire model, but a personal projection).

Research results. The research resulted in the confirmation of the set hypotheses that the performance of the organizations depends on the style of leadership and the characteristics of employees and that leadership is not only the management but also a psychological problem.

Research novelty. Leadership in the future imposes an unwritten rule that some things will never be the same, as well as that some new forms will appear that will improve our knowledge, the systems in which we work and general business environment. New leadership will rely on the complex knowledge and innovations that come from employees. Future leaders will be those who make entrepreneurs out of their employees and who create an atmosphere of direct innovation. Serbian companies need to invest much more in the future development of leaders and managers. The research sheds light on the role and importance of leadership as a direct reflection on changes in employee behavior, motivation and increased performance.

Practical significance. The results of this research can be applied in all areas of business and economy. Having in mind the contingent approach, the obtained results can be used as a basis for creating the most efficient leadership style possible. Tabl.: 6. Refs.: 20.

Keywords: leadership; leadership style; motivation; performance; business success.

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Scientific problem. Leadership as an unstoppable metamorphic process continues its evolution in the modern economy. The evolution of leadership starts from connection between leaders and subordinate employees over hierarchical chain of command and a one-way communicative process. Leadership can be treated as a collective process that

involves both leaders and employees and is created in a specific social and historical context.

"Therefore it is necessary to make principled distinction between management and leadership: while management focuses on personal problems and problems of human resources, organizational setup and structure, preparation of certain funds and their executive recruitment, efficiency and utilitarianism, that is the internal organizational issues,

management, technical objectives and control, the leadership is focused on the vision, the construction of the "big picture" of change, innovation, strategic landmarks, purpose of the future" (Kottler, J.P., 2006) [12].

Leadership in its analysis has two points of view: orthodox perspective based on the concept of efficiency, since it starts from the assumption that the leadership takes place in a rational created institutions, where the fundamental function of the leadership is mobilization of employees in the direction of the organizational objectives and critical perspective that involve various sociological concepts including social structure, processes, culture and norms oriented towards the discovery of ways in which power, control, and legitimacy conflicts affect the dynamics of relations between leaders and employees" (Rost, J.C.) [14].

Increasingly the question is what is leadership? And who are the leaders? Leadership is a process of influencing and directing the activities of members of organizations towards achieving the business objectives. It is a wise way how leadership uses its influence and power. Leadership as the process of forming the behavior of people in the business system is focused on human interaction "influencing the others" and on internal integration of business system (Rost, J.C., 2008) [14].

Leadership is demonstrated when individuals mobilize institutional, political, psychological and other resources to arouse, engage and satisfy the motives of employees (Stogdill, R., 1948) [19].

From the above it can be seen that leader is a chosen and favorite person with a central role and the highest social status and the spirit in front of everyone in the business system. This is a person with a physical and personal qualities and characteristics (age, appearance, communication skills, knowledge, intelligence, creativity, integrity, flexibility, and an aspiration for leadership, reliability, self-confidence, extraversion, emotional stability, and the like).

According to the global leadership prognosis, a leader is defined as someone who manages the performance and responsibilities of other individuals in the organization (Howard, Wellins, 2008) [8].

Analysis of recent research and publications. A number of authors have researched the topic of leadership in the Republic of Serbia. Berber and others (2019) found that the

dominant leadership style in the banking sector in Serbia is the transformation style. Bobera, Jelaca and Bjekic (2017) [1] came to the conclusion that a combination of transactional and transformational leadership style is present in Serbian companies, while laissez faire leadership is almost unrecognizable. Simic, Kezic, and Ristic (2017) [16] observed connection of the motivational structure with the quality of the relationship between leader and employees. Stojanovic-Aleksic, Stamenkovic, and Milanovic (2016)[18] investigated the relationship between gender leadership and leadership style applied by the leader and concluded that women leaders are more task-oriented and implement an authoritarian leadership style while men choose democratic leadership styles. Stojanovic-Aleksic and Zivkovic (2015) [17] conducted research on 38 Serbian companies and singled out the most important characteristics of leaders that form the basis of their power and that influence the formation of leadership skills. Josanov-Vrgovic, and Pavlovic (2014) [10] investigated the relationship between leadership and job satisfaction in the education system and came to the conclusion that the focus of leaders on people contributes to employee satisfaction and motivation in the areas of school development, management, relationship with colleagues and teamwork. The leader's focus on tasks has a negative effect on communication, management, development and safety. Buble, Juras and Matic (2014) [2] highlighted the connection between leadership style and motivation in Croatian companies.

All previous research has observed the style and behavior of leaders mainly from the perspective of Integrity and morality (ethical and spiritual leadership) of leaders increasingly take the key positions in the profiles of leaders, so creating both the basis and guarantee for respect from employees, and all this leads to business success. (Burns, 2006) [3].

Altruism, or caring for others, and integrity are also important characteristics of leaders. When it comes to differences between leaders, authentic leaders emphasize authenticity and self-awareness and tend to be more transactional than others. Ethical leaders emphasize moral issues, while spiritual leaders emphasize vision, hope, and faith. Schermerhorn, J., Hunt, J., Osborn, R., (2007) leaders. In the research part of this paper we deal only with the perception of leadership style

and leadership characteristics from the perspective of employees.

The purpose of the article is to highlight a new dimension of business that takes place in completely different conditions and that is based primarily on knowledge, creativity and post-modern leadership. Radical changes, in which today's economy and its entities exist and develop, require the new ways of leadership. Hence the modern form of business articulates and gives a critical dimension of leadership, as an interaction between leaders and employees, with the intention to change it, based more on emotional and ethical assumptions than on forced active influence. The aim of the analysis is to determine the professionalism of leadership treatment of employees and what is the projection of the further trend of these relationships, given that this relationship directly affects the motivation of employees in achieving their performance.

Research methodology. The aim of the empirical part of the research is to identify the extent to which the personality of leaders and leadership style contribute to the motivation of employees in business systems in one part of Serbia (western Serbia). The research was conducted in organizations with different types of activity in both economic and public sector.

The authors of the research started from two hypotheses:

1. The hypothesis that leadership is not only the management but also a psychological problem.

2. Hypothesis that business success depends primarily on the style of leadership and the characteristics of the employees themselves to be motivated to achieve higher performance.

The goal of the analysis is to determine whether leaders properly treat his employees and what is the projection of future trends of these relations, in view that this attitude directly affects the motivation of employees in achieving their performance.

By questionnaire method and leadership research, we investigated the employees in certain business systems at listed regional area in the Republic of Serbia. The target group of the research is composed of business and public business systems that perform their activities in the territory of Western Serbia during

the period of this survey (from April to September 2019).

For the study, based on the literature in the field of leadership (Northouse P., 2008 [13]; Goleman, D., 2000 [6]) and experience of authors, a questionnaire with 40 questions divided into two sections is presented.

In addition to general questions about gender, age, years of service and qualifications, in the first section the respondents have answered the question of whether they are doing the work for which they are trained. The reason for this question lies in the hypothesis that work motivation and employee success first depends on whether the employee works a proper job, then on style and characteristics of leaders in the business system. As a last question in the first section the respondents evaluated their own performance in the job evaluations of 1-5, ie. from unsatisfactorily to excellent.

The second part of the questionnaire is related to the characteristics of leaders in the business system perceived by employees. Within this section the respondents on a 5-point Likert scale, which ranges between 1 (Strongly Disagree) and 5 (Strongly Agree) evaluated the leadership style which is implemented in the business system, traits that a leader has, behavior when working with employees and attitude to their own responsibilities. In a separate part the respondents could provide recommendations for the improvement of leader work. On the last question in the second section the respondents evaluated the overall experience of leaders with mark of 1-5, i.e. from unsatisfactorily to excellent.

In this study, we use the first and simplest classification of leadership styles presented in studies known as Iowa and Ohio, according to which leadership style can be: autocratic, democratic and liberal, that is, a leader can be focused on either tasks or employees (Stojanovic-Aleksic, 2016 [17]; Northouse, P., 2008 [13]; Gonos & Gallo, 2013 [7]).

Autocratic leadership style is characterized by the leader's distance from associates, the leader is responsible for setting goals and overall business, and all decisions are made independently while associates are expected to be subordinate and obedient. An autocrat leader is always focused on achieving business goals while interpersonal relationships are not important to him. Such leaders are less crea-

tive and use coercion to persuade employees to achieve set goals (Gonos & Gallo, 2013 [7]; Karácsony P., Czibula A., 2020 [11]). Democratic leadership style is otherwise called participatory and is determined by good communication skills, cooperation with subordinates, openness, and mutual respect. Such a leader is more focused on good interpersonal relations than on accomplishing planned tasks. The liberal style of leadership is characterized by the full involvement of all employees in the decision-making process, defining the vision, taking responsibility and achieving business policy. Such a leader fully believes in the knowledge of the employees and gives them complete freedom in decision-making and work. The main role of such a leader is to help associates get the necessary information from the environment (Northouse 2008, Gonos & Gallo, 2013) [7].

To define the list of leader traits, the combined literature of several authors in this field was used, (More in Northouse, P., 2008 [13]; Casimir, G., & Waldman, DA, 2007 [4]; Drzewiecka, M., Roczniowska, M., 2018 [5]; Stojanovic-Aleksic, V., Živkovic, S., 2015 [17]) and 14 characteristics were singled out on the basis of which the psychological characteristics of leaders were assessed.

Satisfaction with the leader and business success is determined on the basis of the leader's assessment, support for the leader's decisions, identification with the leader, the degree of trust that employees have in the leader and the assessment of their own success at work.

Motivation is determined on the basis of the means used by the leader to persuade associates to achieve the set goals (penalties, rewards, tolerance, acceptance of suggestions, pleasant and polite communication, etc.)

For collecting data was used an anonymous survey available on the Google Forms platform. For the collection of data was used the snowball technique. Link to questionnaire was distributed to e-mail addresses of 100 employees from 30 business systems different sizes and different activities. In the invitation email, respondents were asked to distribute a link of the questionnaire with their colleagues and associates. 196 respondents took part in the research. All the statistical analysis has been conducted by using the SPSS software package.

Research results. In 196 respondents, men participated with 48% and women participated with 52%. Average age 30.8 years (standard deviation from the mean was 7.683 years) with 6.65 years of service (standard deviation from the mean value is 6.695 years). The reason for testing such young generation of employees (74.5% of respondents aged 23-33 years) is that the future of business system depends precisely on their knowledge and motivation for business success. Most respondents, 55.6% were even highly educated and 61.1% of respondents do the job for which they were trained. The own success in business is rated very high by employees, an average score of 4.29 (standard deviation is 0.767). It is characteristic that the men who do the work in the profession are very confident in themselves and their success as much as 57.4% of them have rated the own performance with a maximum score of 5. While the women in both cases (and when they do and when they do not do the work in the field) were uncertain and assessed the own success in business as very good (51%). Important characteristics of the employees, separated by gender are shown in Tables 1 and 2.

Table 1. Age, years of service and evaluation of the employees classified by gender

	Men				Women			
	Min	Max	Mean	Std. Deviation	Min	Max	Mean	Std. Deviation
Age	23	56	31.26	8.009	22	51	30.48	7.388
Years of service	1	30	7.36	7.324	0.3	25	5.60	5.864
Own success	2	5	4.49	0.684	2	5	4.10	0.738

Source: Formed by authors based on data.

Table 2. Schedule of respondents by company size, level of education and the work they do

	Men		Women	
	N	%	N	%
Company size				
Small	43	45.7	38	37.3
Medium	26	27.7	32	31.4
Large	25	26.6	32	31.4
Education level				
Secondary	35	37.2	52	51.0
High	59	62.8	50	49.0
Job within profession				
Yes	64	68.1	56	54.9
No	30	31.9	46	45.1

Source: Formed by authors based on data.

The reliability of the scale, which is based on its internal accordance, was analyzed using the Cronbach's alpha coefficient. The reliability of the factors in this study is presented in Table 3. All of items are divided in 8 dimensions and for each of them it is calculated Cronbach's alpha coefficient. Some of items are overlapped in two or more dimensions and

some of items needed reverse order of scale (marked with*). Table 4 indicates the corresponding elements of each dimension.

The obtained results clearly indicate the appropriate internal accordance (Cronbach's alpha coefficient for all items is 0.946), which significantly exceeds the recommended theoretical value of 0.7 (Ivy, 2008).

Table 3. Reliability of measuring scale

Dimensions	Number of items	Cronbach's alpha
Style of leadership	24	0.882
Democrats (D)	13	0.911
Autocrats (A)	13	0.706
Liberals (L)	12	0.897
Social relations (S)	10	0.747
Task orientation (T)	8	0.760
Psychic abilities of the leader (P)	14	0.947
Motivation (M)	12	0.888
Attributed Satisfaction with leader and own business success (B)	5	0.827
Cronbach's alpha coefficient for 36 items = 0.946		

Source: Formed by authors based on data.

Based on collected data the style of leadership is analyzed that prevails in the territory of Western Serbia. The leadership style that participates in this territory was determined on the basis of 26 elements from the questionnaire. Although all leadership styles are almost equally represented in individual responses, the overall result is the democratic leadership style (Mean 4.066, St. Dev. 0.798), followed by the Liberal (Mean 3.899, St. Dev. 0.829) and Autocratic (Mean 3,485, St. Dev. 0.586). Leaders from these areas are a shade more focused on interpersonal relationships (Mean 3.78, St. Dev. 0.630) than on tasks (Mean 3.72, St. Dev. 0.603)

Leaders are dedicated to their work and to the fulfillment of the planned objectives. They are very motivated and focused primarily on achieving their goals. They respect the

employees (even 41.3% of employees is absolutely convinced of this), they believe in their skills and abilities, they delegate tasks to them but suggestions of followers are only partially accepted. Employees see leaders as very creative persons with high intelligence and great integrity. They interpret the state of the environment to employees (21.4% of followers fully recognized their leader in this statement) and then direct and motivate them to meet the scheduled tasks. The leaders in this part of Serbia like to show their power (69.4%) and rarely use the means of coercion and punishment but their power is based on imposing their own will, awards, praise, knowledge and expertise. Also a large number of leaders in this part of Serbia have minions into the ranks of employees who greatly protect "save" position of leader.

Nevertheless, respondents perceive their leaders as tolerant (51.5%) and fair people (73.5%).

Table 4 below provides information about Mean, Standard Deviation, skewness and kurtosis of each item classified by size of enterprise. Based on Table 4, it can be noted that the style of leadership depends on the size of the business system.

By individual elements, the autocratic way of behaving of leaders is represented in small enterprises, although this cannot be confirmed in the summary results. In medium-sized companies, autocratic and liberal leadership styles alternate and democratic and liberal leadership styles are typical for large business systems. In small enterprises, leaders are more focused on tasks (Mean 3.73, St.Dev. 0.632, vs. Mean 3.57, St.Dev. 0.688), in medium-sized enterprises leaders are more committed to accomplishing tasks (mean 3.81, St.Dev. 0.632). Dev. 0.476) and less on creating a good organizational climate (mean 3.64,

St. Dev. 0.552) while in large business systems leaders are focused on achieving the set tasks (Mean 4.05, St. Dev. 0.580) and developing good interpersonal relationships (Mean 3.80, St.Dev. 0.611).

In large business systems leaders are committed to work, have a lot of confidence in employees, their knowledge and skills, respect the organizational goals but are more motivated by the pursuit of the own objectives (promotion, salary, prestige, status, benefits, privileges). Leaders explain the state of the environment employees, delegate their responsibility, they explain in detail the tasks and duties, respect their suggestions but usually punish employees. In this case the leaders are focused on achievement, encourage employees to perform tasks as qualitative as possible, the employees have high expectations from the leaders but they are very critical of themselves, especially if they are given the opportunity to participate in decision-making.

Table 4. The mean value, standard deviation, skewness and kurtosis for each criterion are classified by the size of the business system

Leader is:		Small enterprise				Medium enterprise				Large enterprise			
		M	St.D.	S	K	M	St.D.	S	K	M	St.D.	S	K
D, A*	Democrats	2.77	1.028	0.490	-0.172	2.98	1.344	-0.013	-1.333	3.16	1.131	0.370	-1.318
D*, A	Autocrats	3.02	1.025	-0.408	-0.142	3.19	1.357	-0.226	-1.094	2.67	1.244	0.382	-0.947
L	Liberals	2.67	0.822	-0.277	-0.336	3.10	0.785	-0.410	0.557	3.16	1.049	0.250	-1.262
D, A,P,T	Responsible	3.51	1.216	-0.550	-0.822	4.34	0.947	-1.191	4.106	4.14	1.008	-1.376	1.880
P	Honest	3.96	1.018	-1.164	0.902	3.76	1.031	-0.684	-0.222	3.75	1.138	-0.471	-1.173
D,P,T	Dedicated	3.84	1.006	-0.954	0.491	4.19	0.843	-1.096	0.994	3.82	1.212	-0.586	-1.240
P	Reliable	3.57	1.214	-0.442	-0.885	3.64	1.071	-0.550	-0.282	3.63	1.304	-0.474	-1.268
L*,P,S	Decent	4.14	0.905	-1.520	2.902	4.06	1.007	-0.922	-0.131	4.11	0.994	-1.121	0.358
P	Intelligent	3.65	1.185	-0.957	0.087	3.78	1.009	-1.012	1.119	4.21	0.750	-1.160	2.103
D,P	Has integrity	3.64	1.088	-0.913	0.310	3.86	1.067	-0.972	0.786	4.14	0.915	-1.592	3.511
P	Emotional intelligence	2.95	1.128	-0.330	-0.543	3.19	1.051	-0.019	-0.793	3.58	1.253	-0.440	-1.166
L,P	Creative	3.44	1.118	-0.353	-0.402	3.41	1.185	-0.409	-0.714	3.91	0.969	-1.163	1.041
L,P	Charismatic	3.12	1.269	-0.322	-0.750	3.19	1.221	-0.177	-0.930	3.65	1.232	-0.535	-0.989
D,P,T	Motivated	3.43	1.083	-0.214	-0.164	3.59	1.044	-0.333	-0.271	4.11	0.859	-1.082	1.018
D,L, S	Respects the employees	4.05	1.254	-1.187	0.118	3.71	1.075	-0.780	-0.510	3.95	1.274	-1.919	-0.570
D,S	Motivates followers	3.15	1.226	-0.290	-0.760	3.40	1.169	-0.492	-0.944	4.47	0.734	-1.587	2.833
A,L*,S*	Demonstrates the power	3.22	1.162	-0.350	-1.002	3.90	1.150	-1.010	0.315	4.11	0.976	-1.649	2.903
A,T	Punishes employees	2.64	1.345	0.053	-1.595	3.22	1.364	-0.207	-1.303	2.86	1.172	0.075	-1.263
A,P	Vindictive	2.37	1.289	0.528	-1.073	2.93	1.387	0.087	-1.132	2.00	0.972	0.821	-0.218
L,P	Tolerant	3.22	1.107	-0.229	-0.761	3.62	1.085	-0.279	-0.864	3.56	1.323	-0.713	-0.721
P	Careful	3.27	1.323	-0.552	-0.847	3.36	1.038	-0.300	-0.167	3.44	1.296	0.038	-1.740
S,B	Employees believe him/her	3.10	1.357	0.272	-1.283	3.47	1.112	-0.625	-0.195	3.65	1.382	-0.427	-1.487
	Hero	2.31	1.281	0.421	-1.065	2.36	1.252	0.381	-0.961	2.58	1.349	0.324	-1.209
A,S*	Distanced from employees	3.10	1.044	0.406	-0.569	2.66	1.132	0.050	-1.215	2.72	1.436	-0.006	-1.526
D, A*,L, S	Accepts suggestions	3.12	1.308	0.110	-1.363	3.17	1.440	-0.131	-1.401	3.72	1.146	-0.822	-0.355
D,A*,T	Explains goals	3.01	1.240	0.339	-1.264	3.29	1.284	-0.524	-0.831	3.96	1.068	-1.112	0.756
D,A*,L,T	Interprets environment	3.93	1.212	0.318	-1.124	3.45	1.187	-1.013	-0.064	3.91	1.272	-0.856	-0.644

Continued table 4

D,A,T	Respects organizational goal	3.53	0.989	-0.280	-0.290	3.57	1.141	-0.836	-0.103	3.82	1.227	-0.796	-0.614
A,L,T	Respects own goal	3.53	1.183	-0.403	-0.981	3.90	1.320	-0.987	-0.203	4.04	1.981	-0.895	-0.081
A*,L,T*	Flexible in the work	3.27	1.107	-0.165	-1.221	3.43	1.156	-0.214	-0.729	3.33	1.300	-0.251	-1.297
L, S	Believe in employees knowledge	3.74	1.043	-0.229	-1.161	3.51	1.044	-0.333	-0.271	3.79	1.235	-0.584	-1.094
S*	Has favorites	3.12	1.122	0.023	-0.810	3.40	1.376	-0.593	-0.789	3.96	0.981	-0.398	-1.053
S*	Has wards	2.99	1.019	0.316	-0.258	3.09	1.247	0.113	-0.865	3.60	1.100	-0.380	-0.540
S,B	Favored by employees	3.09	1.153	-0.223	-0.530	3.17	0.970	-0.561	-0.152	3.28	1.114	-0.265	-1.116
S,B	To the employees' taste	2.35	1.226	0.513	-0.826	2.62	1.361	0.298	-1.055	3.12	1.211	-0.368	-1.200
B	Leader rate	3.36	1.040	-0.225	-0.250	3.38	0.834	-0.447	1.114	3.65	1.259	-0.426	-1.205

Source: Formed by authors based on data.

Leaders in large business systems are best assessed and the reasons for this can be found in the fact that the managers of these business systems are mostly highly educated, with extensive work experience, vision, clearly set goals, delegate tasks, set standards, not vain, have great charisma, intelligence and are trusted people. The employees suggest these leaders to be involved in all levels of the business system, to pay more attention to the needs and feelings of employees and become more flexible.

In medium sized business systems, the leaders are most dedicated to their work. Employees see them as trustworthy persons but greatly distanced from employees. They are tolerant or vindictive and, to a lesser extent, are committed to organizational goals but responsible in their work. The employees criticize these leaders mostly for relationship to employees, harassing, tactlessness, level of education, moral principles and political engagement.

In small business systems the leaders respect mostly their own goals and take least care of the relationship with employees. They are flexible in setting deadlines for the performance of the tasks, penalties and coercive measures are used rarely, they love to show their power but it happens less frequently than in other business systems. Employees rated their honesty the highest marks but leadership style is rated the lowest grade. Leaders in small enterprises are mainly persons with secondary education, have expert knowledge about the production itself but not the managerial and organizational skills as well as a sufficient level of emotional intelligence. The leaders in these business systems generally have the prejudice that the power should be separated i.e. to distance from

employees which is a big mistake of leaders and employees largely condemn such an act.

It is characteristic that all questions that assess the leadership style of women were very critical and it is also observed the greater dispersion of responses in women compared to male respondents. The perception of women leaders is that they are less respected by leaders in relation to male colleagues, leaders underestimate their abilities and do not respect their suggestions. Women are poorly assessed at honesty and commitment of leaders. Also female respondents believe that leaders are not willing to delegate their responsibilities and more often punish them and show their power against them. Most suggestions concerning relationships with employees, care about the wishes of followers, tolerance and modes of communication were written by women,

Men more often describe the behavior of leaders as focused on interpersonal relationships (Mean 3.88, para. Dev. 0.565) and less on tasks (mean 3.69, st. Dev. 0.656), that is, leadership style (in summary results) is perceived as democratic (Mean 4.12, St. Dev. 0.746) or liberal (mean 4.02, St. Dev. 0.747). Women in most cases describe the leadership style as task-oriented (mean 3.86, dev. 0.598) and less as people-oriented (mean 3.58, dev. 0.604). In the cumulative result, women also recognize the democratic style of leadership as dominant (mean 4.02, para. Dev. 0.844), but in individual elements they most often describe the leader's behavior as autocratic (Mean 3.04, St. Dev. 1.178).

People who do work in the profession have more often described the leader as focused on creating a good organizational climate (Mean 3.81, St. Dev. 0.539) than on achieving goals and tasks (Mean 3.78, St. Dev. 0.526) while employees who do not work the job for which

they were trained see the leader as a person focused on accomplishing tasks (Mean 3.74, St. Dev. 0.755) and less as a person interested in creating good social relations in the company (Mean 3.64, St. Dev. 0.706).

The truth is that there is not only one true leadership style but some features and capabilities that are characteristic can be separated for successful leaders. The following are the properties which leaders should also possess and it is indicated in brackets the percentage in which these characteristics are identified at the leader in West Serbia. As the most influential attributes that leaders have in this part of Serbia are high motivation to achieve their goals (57.0%), followed by the goals of the business system (62.3%), responsibility (72.7%) and dedication (77.1%). Leaders are usually creative people, especially in today's turbulent business conditions, general crisis and globalization, seek to find a way to achieve business plans, unfortunately, in this part of Serbia only 38.9% of respondents confirmed that. These are people of integrity (73.3%) having high intelligence (76.0%), a vision they projected on the followers (28.4%). They just have to be honest men (39.7%) and 21.9% of employees fully believe their leader. These people are competent (44%), tolerant (30.2%), flexible (21.6%), charismatic (47.6%) and caring (51.0%).

Emotional intelligence is the ability to follow and differentiate the own and others' feelings and emotions, and use this information as a guide for thinking and behavior (Salovey & Mayer, 1990) [20].

Emotional intelligence makes a leader able to increase the motivation of followers to carry out the necessary tasks in the business of organizational system. (Goleman, Boyatzis, McKee, 2006). Particularly important characteristics of successful leaders is emotional intelligence that Goleman (2010) [6] defines as the ability to empathize with others, estimates, create good relations, to be attractive - and other emotional skills which are critical to really fit in and be successful, and thus useful to themselves and the environment. Emotional intelligence can be developed over time and it is an essential prerequisite of success of leadership style and the level of employee motivation. Results of this study showed that the lowest level of emotional intelligence show leaders in small enterprises and the highest level of emotional intelligence have leaders in

large business systems. Regardless of the level of education, age and years of service, emotional intelligence is equally important for both sexes, and to a large extent determines the image that employees have about the leader. On the basis of the calculated coefficient of Pearson linear correlation it is calculated is a strong positive correlation between the rating of leader and level of emotional intelligence, which has a leader ($r = 0.650$, $n = 196$, $p < 0.05$), meaning that emotional intelligence explains 42.25% of the variance in the rate of leaders by employees.

There is also a significant level of correlation (Pearson linear correlation) between the observed level of emotional intelligence of leaders and employee motivation viewed both as a single element ($r = 0.510$, $n = 196$, $p < 0.01$) and as a summary result ($r = 0.703$, $n = 196$, $p < 0.01$).

To be seen as hero by employees a leader has to possess a lot of knowledge, to demonstrate a high level of intelligence and creativity, to have a vision that will be transferred employees, to explain the goals and objectives of business, to leading constructive discussions with employees and involve them in decision-making. It must be a man of faith who has a high level of integrity, emotional intelligence and charisma. Unfortunately in this part of Serbia, the employees do not identify with the leader sufficiently.

22.9% of all respondents see the leader as a hero while 53.1% of respondents do not find heroic qualities in the leader.

Also, 60.7% of employees would behave differently if being in the place of leader and their suggestions in most cases are related to tolerance, flexibility, confidence in their abilities, not looking for mistakes but finding solutions through teamwork and communication with all employees.

It has been said that a leader must be a motivator. Based on the data analyzed, 26.5% of respondents absolutely recognized their leader as someone who motivates and inspires them. Subjective level of motivation of employees in this part of Serbia, to a large extent depends on the size of the business system (Table 4) and years of service. For women, in addition to these factors, is greatly influenced by age.

Employees receive the highest level of motivation and inspiration from leaders at the beginning of their work engagement and the

lowest level of motivation they perceive at the end of their working life (Mean 3.86, St. dev. 1.213 in the first 5 years of work to Mean 2.90, st. Dev. 0.968 with 25+ year of service). However, in summary, the motivation of employees is highest in the first 5 years of service (mean 3.87, dev. 0.908) followed by employees with 25+ years of service (mean 3.75, dev. 0.639) and the lowest in employees who are in the group of 15-25 years of work experience (mean 3.42, st.dev. 0.937). Women rated the motivational abilities of leaders (as an independent category but also in the cumulative result) with a lower grade (sum Mean 3.656, st.dev. 0.949) compared to men (total score Mean 3.947, st.dev. 0.781).

Also, people who do not do the job for which they were educated leader will motivate with more difficulties than people who do the work they love and for which they are educated. To be accepted by followers as motivator the leader should primarily respect the employees, to be caring, to respect the organizational goal employees, has emotional intelligence, charisma, be reliable, dedicated, motivated and a man of integrity. In a large percentage of creativity, intelligence and charisma of leaders can be a factor of motivation. For motivation of women is particularly important that the leader is a man of confidence and charisma, while men is motivated by tolerance, respect of organizational goals, employee care, and dedication to work.

Table 5. Spearman correlation coefficients between the subjective experience of the performance of leaders and leadership styles with different characteristics and personalities of leaders evaluated from the perspective of an employee

	Leader rate (rho)		Leader rate (rho)
Leader respect organization goals	0.647** 0.000	Leader is intelligent	0.678** 0.000
Leader explains organization goals to employees	0.659** 0.000	Leader has integrity	0.588** 0.000
Leader believes in ability of employees	0.637** 0.000	Leader is motivated	0.676** 0.000
Leader interprets state of environment	0.618** 0.000	Leader is responsible	0.426** 0.000
Leader accepts remarks from employees	0.793** 0.000	Leader is vindictive person	-0.652** 0.000
Leader is to employee taste	0.700** 0.000	Leader is tolerant	0.751** 0.000
Leader is flexible	0.618** 0.000	Leader is honest	0.691** 0.000
Employees identify with leader	0.576** 0.000	Leader is reliable	0.682** 0.000
Leader respect personality of employees	0.722** 0.000	Leader is dedicated	0.667** 0.000
Leader often punishes employees	-0.452** 0.000	Leader is trusted person	0.671** 0.000
Leader motivates and inspires employees	0.458** 0.000	Leader is caring person	0.751** 0.000
Leader is favored	0.711** 0.000	Leader is charismatic person	0.721** 0.000
Leader respects own goals	0.591** 0.000	Leader has emotional intelligence	0.626** 0.000
Leader is creative	0.674** 0.000	Leader politely address to followers	0.505** 0.000
** p < 0.01 * p < 0.05 n=196			

Source: Formed by authors based on data.

On the territory of Western Serbia, employees assess the effectiveness of leaders with average rate of 3.45 (standard deviation is 1.014). What elements of personality and style

of leadership and to what extent, contribute to the creation of these estimates are shown in Table 5. The employees require a warm,

friendly relationship from leader, a high level of tolerance, emotional intelligence, confidence in employees, understanding their problems and respect their personality. Employees criticize leaders for aloofness of tasks, detachment from employees, disorganization, inadequate knowledge, unclear objectives, tasks and neglect of poor communication.

The data collected partially confirmed the initial hypotheses. There is a high degree of correlation between the mental characteristics of the leader and the perception of his success (which can be seen from Table 6). Spearman correlation between leadership style and psychic traits is $r = 0.856$, $n = 196$, $p < 0.01$, so the leadership style is largely determined by the perceived psychic traits of leaders, which confirms the first hypothesis. The second hypothesis, based on these results, cannot be confirmed or refuted because

there is not enough data on the characteristics of employees that could affect business success.

The business success of the leader was rated at 3.31 (dev. 0.805). A leader's focus on interpersonal relationships contributes to the perception of a successful leader who creates an organizational climate that motivates employees to perform better while autocratic behavior of the leader, in the eyes of employees, creates the image of unsuccessful leader who does not know how to motivate employees in the right way because of mainly using the punishments and repressive measures.

In order to have employees motivated and to achieve good results, goals must be clear, the leaders have to be focused on the future, and employees have to know about every part of the business in order to have the ability to identify and solve problems.

Table 6. Spearman correlation coefficients between leadership style, motivation and perceived leader success in the overall result

	Relationship Orientation	Task focus	Liberal style	Autocratic style	Democratic style	Motivation	Leader success
Psychic characteristics	0.713** 0.000	0.504** 0.000	0.883** 0.000	-0.501** 0.000	0.809** 0.000	0.844** 0.000	0.818** 0.000
Relationship orientation		0.291** 0.000	0.668** 0.000	-0.560** 0.000	0.650** 0.000	0.792** 0.000	0.786** 0.000
Task focus			0.436** 0.000	-0.209** 0.000	0.596** 0.000	0.434** 0.000	0.412** 0.000
Liberal style				-0.615** 0.000	0.825** 0.000	0.883** 0.000	0.838** 0.000
Autocratic style					-0.523** 0.000	-0.687** 0.000	-0.610** 0.000
Democratic style						0.811** 0.000	0.775** 0.000
Motivation							0.841** 0.000
** $p < 0.01$ $n=196$							

Source: Formed by authors based on data.

This research has certain limitations. The results should be taken with caution because the respondents were exclusively from the ranks of employees, so their feelings, attitudes, needs and motives influenced their objectivity. The topic of leadership includes a large number of elements and factors and this research started with 40 questions in order to make the time for filling in the questionnaire optimal, so certain dimensions and factors are

insufficiently explained and researched. Also, the research was conducted in the time before the COVID-19 crisis when business conditions were different.

In future research, it is necessary to design research for each leadership style separately, to include leaders and employees in the research equally, and to limit the sample to the size of the company. Also in the introductory part it is necessary to get more detailed data

on the followers and the global success of the business system

Conclusions. Many factors, both external and internal, are linked with the success of the business systems. The role of leaders in strategic management approach is sacrosanct and most important. The leader's role in a turbulent environment is to design organizational and functional unit in business systems. To get adequate success the leaders should adjust their behavior in an optimal way to the requirements of environments on the one side and to internal environment with emphasis on the needs of employees, on the other side. In the research part the leadership is viewed from the perspective of employees in a part of business systems Republic of Serbia (its western part). Also through the research, due to the long period of transition and the general crisis in our country for a long time, numerous problems are seen in leadership.

The survey found that Serbian leaders in business systems use the democratic leadership style to the highest extent. They are dedicated to their work and achievement of the goals and are motivated to work. The specific characteristics that employees appreciate with leaders are: knowledge, skills, creativity, charisma, honesty and pleasantness. In the view of employees, leaders in the region do not have a sufficient level of emotional intel-

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ligence, tolerance and flexibility. Leadership style which is used in Serbian enterprises varies depending on activity, size of business system but requirements of employees are absolutely identical. Employees require from leaders more responsibility, open communication, respect, respect for employee suggestions and friendly attitude. These requirements are more pronounced in women who have long years of service and do the work for which they were educated.

To be in accordance with employees' taste and at the same time to be their heroes, in addition to vision, technical and conceptual skills, leaders have to pay attention to employees. Leaders must be willing to listen to suggestions and ideas of employees, to openly express their opinions, praise good ideas, arguments, refuse bad idea, to interpret the current state of the environment and explain the objectives of the work. Only an open and fair relationship with employees, clear goals and authority based on knowledge can make leaders be successful.

Interpersonal skills that leaders from these areas are missing can be gained through numerous training sessions and seminars which leaders can attend. To make it happen leaders must become aware of their shortcomings and to show the initiative to rectify them.

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Радовановіч Владімір, Давідовіч Гордана Рендуліч. Лідерство в ролі мотиваторів та стимуляторів продуктивності співробітників

Мета статті – висвітлити нову парадигму бізнесу в абсолютно інших умовах, що базується насамперед на знаннях, креативності та постмодерному лідерстві. Радикальні зміни, в яких існують й розвиваються сучасна економіка та її суб'єкти, потребують нових способів лідерства. Тому нова парадигма визначає і критично оцінює лідерство як взаємодію між лідерами та послідовниками з наміром його змінити, базуючись більше на емоційних та етичних припущеннях, ніж на примусовому активному впливові. Метою аналізу є визначення професіоналізму ставлення лідерів до співробітників та прогноз подальшого розвитку цих відносин, враховуючи, що ці відносини напряму впливають на мотивацію співробітників у досягненні їхніх результатів.

Методика дослідження. У процесі дослідження застосовано загальноприйняті наукові підходи і методи, зокрема емпіричний. Проаналізовано різні теоретичні й практичні підходи до феномену лідерства в результаті змін, в яких здійснюється теперішній бізнес у Сербії, та зворотна роль цього явища. Відповідні дані про працівників було зібрано за допомогою анкетного методу. У дослідженні на основі літературних джерел у сфері лідерства та досвіду авторів розроблено анкету із 40 запитань, що являє собою не стандартизовану модель анкети, а особисту проєкцію.

Результати дослідження. У результаті дослідження були підтверджені висунуті гіпотези про те, що діяльність організації залежить від стилю керівництва і характеристик співробітників, а також, що лідерство – це не тільки управління, а й психологічна проблема.

Елементи наукової новизни. Лідерство в майбутньому встановлює неписане правило, відповідно до якого деякі речі вже ніколи не будуть як раніше, а також з'являться нові форми, які поліпшують існуючі знання, системи, в яких ми працюємо, та загальне бізнес-середовище. Нові лідери будуть покладатися на комплексні знання та інновації, запропоновані працівниками. Майбутніми лідерами стануть ті, хто із своїх співробітників формуватиме підприємців та створюватиме атмосферу прямих інновацій. Сербським компаніям потрібно набагато більше інвестувати в майбутній розвиток лідерів та менеджерів. Дослідження висвітлює роль і важливість лідерства як прямого відображення змін у поведінці працівників, їхньої мотивації та підвищення продуктивності.

Практична значущість. Результати дослідження можуть бути використані в усіх сферах бізнесу та економіки. Маючи на увазі умовний підхід, а отримані результати - як основа для створення максимально ефективного стилю керівництва. Табл.: 6. Бібліогр.: 20.

Ключові слова: лідерство; стиль лідера; мотивація; продуктивність; успіх у бізнесі.

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Радованович Владимир, Давидович Гордана Рендулич. Лидерство в роли мотиваторов и стимуляторов продуктивности сотрудников

Цель статьи - осветить новую парадигму бизнеса в совершенно других условиях, которая основывается прежде всего на знаниях, креативности и постмодерном лидерстве. Радикальные изменения, в которых существуют и развиваются современная экономика и ее субъекты, требуют новых способов лидерства. Поэтому новая парадигма определяет и критически оценивает лидерство как взаимодействие между лидерами и последователями с намерением его изменить, основываясь больше на эмоциональных и этических предположениях, чем на принудительном активном воздействии. Целью анализа является определение профессионализма отношений лидеров к сотрудникам и прогноз дальнейшего развития этих отношений, учитывая, что эти отношения напрямую влияют на мотивацию сотрудников в достижении их результатов.

Методика исследования. В процессе исследования применены общепринятые научные подходы и методы, в частности эмпирический. Проанализированы разные теоретические и практические подходы к феномену лидерства в результате изменений, в которых осуществляется нынешний бизнес в Сербии, и обратная роль этого явления. Соответствующие данные о работниках были собраны с помощью анкетного метода. В исследовании на основе литературных источников в области лидерства и опыта авторов разработана анкета из 40 вопросов, представляющая собой не стандартизированную модель анкеты, а личную проекцию.

Результаты исследования. В результате исследования были подтверждены выдвинутые гипотезы о том, что деятельность организаций зависит от стиля руководства и характеристик сотрудников, а также, что лидерство - это не только управление, но и психологическая проблема.

Элементы научной новизны. Лидерство в будущем устанавливает неписаное правило, согласно которому некоторые вещи уже никогда не будут как раньше, а также появятся новые формы, которые улучшат существующие знания, системы, в которых мы работаем, и общую бизнес-среду. Новые лидеры будут полагаться на комплексные знания и инновации, предложенные работниками. Будущими лидерами станут те, кто из своих сотрудников будет формировать предпринимателей и создавать атмосферу прямых инноваций. Сербским компаниям требуется гораздо больше инвестировать в будущее развитие лидеров и менеджеров. Исследование освещает роль и важность лидерства как прямого отращения изменений в поведении работников, их мотивации и повышении производительности.

Практическая значимость. Результаты исследования могут быть использованы во всех сферах бизнеса и экономики. Имея в виду условный подход, полученные результаты могут быть использованы в качестве основы для создания максимально эффективного стиля руководства. Табл.: 6. Библиогр.: 20.

Ключевые слова: лидерство; стиль лидера; мотивация; производительность; успех в бизнесе.

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