

THE INFLUENCE OF MANAGEMENT STYLE AND EMOTIONAL INTELLIGENCE ON THE FORMATION OF EMPLOYEES' COMMITMENT AND LOYALTY

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Article History: Received on 28th July 2019, Revised on 30th August 2019, Published on 03rd October 2019

Abstract

Purpose of the study: This research has the goals to identify the influence of management style and emotional intelligence on the formation of commitment and loyalty among the staff, and compare different styles of personnel management and determine the most effective.

Methodology: The methodological basis of the study was formed by the following principles: the principle of internal and external determination unity, the principle of consciousness and activity unity, the principle of systemic nature, the principle of objectivity, the principle of qualitative and quantitative approach in the process of data analysis, the principle of validity. Statistical processing of data included analysis of the significance of differences using the analysis of variance, the determination of correlation relationships between certain indicators. The correlation was performed with Pearson and Spearman coefficients. Statistical processing was carried out with the software package of SPSS 16.0.

Main Findings: The staff is a valuable resource for the organization. And for a long time already it is known, that effective work of employees raises competitiveness and profitability of the organization. Therefore, the management of personnel, as well as the formation of commitment and loyalty is becoming a top priority. In the course of our study, we studied the factors that affect the formation of commitment and loyalty of employees. We determined that under the current conditions of doing business in Ukraine, the level of loyalty and corporate culture depends on the management style and other factors that affect their level: 1) If the manager is oriented toward production goals, without taking into account the "personal factor", the level of organizational loyalty of subordinate employees is reduced. The highest level of development of communications between workers in the company raises the level of their loyalty. 2) Democratic leadership style increases the level of loyalty, corporate culture, and job satisfaction, and the authoritarian style of leadership leads to their reduction. 3) The presence of diverse tasks that meet the characteristics of workers and positive relationships with colleagues increase the level of loyalty and employee satisfaction. 4) The severity of such tendencies as "trustfulness- tameness -dependence" and "responsiveness-unselfishness-sacrifice" in the manager increases the level of loyalty of subordinates. Taking into account such factors by management as a mode of work, the diversity of work, independence in work, the correspondence of work to abilities, the possibility of advancement, the level of work organization, relations with colleagues, technical equipment, employee satisfaction with his labor can increase the level of corporate culture and its components.

Applications of this study: The study could be useful for HR-specialists, managers, psychologists, and employees in different spheres.

Novelty/Originality of this study: Undoubtedly, loyalty plays an important role in the success of the organization. The level of employees' loyalty, as well as their attitudes and labor values, largely determine the degree of staff's susceptibility to both external (salary, benefits, working conditions, etc.) and internal (the content of the work performed, the opportunities for professional growth, recognition, and evaluation of achievements) incentives.

Keywords: *Organizational commitment, loyalty, the psychology of management, Management style, emotional intelligence.*

INTRODUCTION

Organizational activity as one of the types of human activity exists in the systems "a man – a group of people" and "an organizer - a group". It is an integral part of the practical management of people, the targeted influence of the subject-organizer on the object - the managed group.

The problem of organizational commitment and loyalty is becoming increasingly important today due to the recognition of the importance of the human factor in the success and effectiveness of the organization. According to many studies, a person who is committed, loyal, involved in the activities of one's company, demonstrates a high rate of success and motivation. Although the interest is growing, the topic of organizational commitment and loyalty remains explored only partly (Landry, Panaccio&Vandenberghe, 2010; Zeqiri&Ahmeti, 2013). A number of theories have already been developed that split up organizational loyalty to components, explaining what exactly forms it, but the question of whether it is possible to form a high level of loyalty, acting solely on personal factors, without changing the situational factors, is still relevant (Ibrahim &Falasi, 2014; Wong, 2017).

As established by psychologists, specialists in the field of organizational psychology and psychology of management, the efficiency of the work of the enterprise also largely depends on the style of management. Management thinking and the manager's means of influence on the performance of the organization change in the direction from a one-dimensional to a multi-dimensional style of management.

An organization that aspires to achieve high organizational loyalty among ordinary workers must take action to make sure that subordinates have high commitment ([Martensen&Grønholdt, 2006](#)). That is, take into account their interests and needs when organizing work to achieve organizational goals. It is up to the leaders to determine whether favorable conditions are created to form a high level of commitment and loyalty among employees in the organization when employees perceive those events that occur between them and their leaders as representatives of the organization as fair and attractive for themselves ([Coetzee & Botha, 2012](#)).

The most powerful influence on the employee is provided by his immediate supervisor, and the variety of ways of this influence is reduced to the following provisions:

- Managing relationships in which the manager must actively engage employees in a symbiotic relationship, when the information necessary for decision-making is distributed among employees, ensuring the inclusion of employees in solving problems;
- An open communicative climate formed by a manager that allows subordinates to freely and clearly understand the organizational standards with which they can identify themselves. Also, an open communicative climate allows employees to exchange their views and expectations;
- Emotional competence of the manager. Emotional intelligence facilitates the effective transfer of the vision of the future organization and its goals to the followers. An emotionally competent manager can identify and assess the feelings of subordinates, influence the emotions of employees so that they become more receptive to organizational goals and values and become more loyal to them ([Martynova et al., 2017](#); [Martynova&Evarovich, 2018](#); [Martynova, 2018](#)).

Undoubtedly, loyalty plays an important role in the success of the organization. The level of employees' loyalty, as well as their attitudes and labor values, largely determine the degree of staff's susceptibility to both external (salary, benefits, working conditions, etc.) and internal (the content of the work performed, the opportunities for professional growth, recognition, and evaluation of achievements) incentives ([Yao, Qiu& Wei, 2019](#)).

This research has the goals to identify the influence of management style and emotional intelligence on the formation of commitment and loyalty among the staff, and compare different styles of personnel management and determine the most effective.

LITERATURE REVIEW

Despite the significant number of foreign scientific publications devoted to this topic, the very concept of loyalty remains controversial. For instance, researchers have not yet come to a consensus, whether loyalty is a socio-psychological setting (attitude) or behavioral pattern.

Descriptions of the psychological nature of loyalty also differ. Almost all authors note that increasing loyalty is associated with a decrease in the probability of the employee leaving the company. There are several approaches.

The behavioral approach is based on the assumption that the degree of correspondence between the behavior of people and their actions depends on three conditions:

1. These actions should be perceived as a result of free choice;
2. They must be implemented publicly;
3. Rejection of them should be perceived as associated with difficulties and losses.

Thus, the behavioral approach assumes the formation of employee loyalty as a result of committing actions that subsequently will not allow them to change their position or behavior.

In the behavioral approach, behavioral commitment is seen as the degree of employee willingness to continue working in the company, the desire to remain in the organization, or as an approved behavior that goes beyond formal corporate requirements. In general, the level of loyalty is defined as a function of costs and rewards associated with belonging to a particular profession or organization.

One of the first researchers to suggest in the framework of behavioral approach the theory of the employee's commitment to the organization was Howard Becker ([1960](#)). According to his theory, commitment is the result of some kind of "bet" that a person makes, linking "external interests with the corresponding direction of one's activity." Commitment arises when these "side-betting", such as work-related skills, age or other factors, are combined and perceived by the employee as accumulated investments in the organization. For instance, an additional pension set up the business and personal ties with colleagues, etc. Commitment can be the result of both the accumulation of investments in the organization and the

reduction of opportunities (reluctance to change job to a more profitable one, but one that requires additional training, the desire to remain in the organization because of fear of not finding another job, in connection with reaching pre-retirement age, etc.) ([Dominiak, 2001](#)).

This approach is consistent with the concept of commitment, based on the theory of exchange. Commitment develops as a result of employee satisfaction with the remuneration and incentive proposals of the organization. Employees will need to sacrifice these awards if they leave the company ([Esmaeilpour&Ranjbar, 2017](#)).

Unlike H. Becker ([1960](#)) and his followers, a number of scientists adhere to an attitudinal approach and put forward the concept of attitudinal commitment. This term refers to the emotional attitude of an employee to an organization, and the orientation is defined as an emotional response, including concern and care for the company and colleagues, a sense of affiliation, interdependence or trust. At the same time, the orientation characterizes the relationship between the worker and the organization. So, for example, Linda Jewell writes about the devotion to the organization as a variable, which reflects the strength of the connection between the person and the organization in which one works, the connection that exists in one's submission ([Dominiak, 2019](#)).

An attitudinal approach assumes that commitment is formed as a combination of previous work experience, perception of the organization and personal characteristics of a person. The combination of these factors leads to the emergence of positive feelings in relation to the company, which are then converted into loyalty.

Some researchers believe that commitment is a positive emotional reaction to the organization, including its goals and values. The authors distinguish three components of commitment:

1. Identification: employee's acceptance of the organization's goals and values as his/her own;
2. Participation: immersion or "dissolution" in work activities;
3. Loyalty: love and affection for the organization.

One of the most widespread definitions of commitment in Western scientific literature within the framework of the attitudinal approach belongs to [L. Porter \(1974\)](#) and his colleagues ([Randall, Fedor&Longnecker, 1990](#)). The authors define it as "the willingness of an employee to make great efforts in the interests of the organization, a great desire to remain in the company, the acceptance of its basic goal sand values". In another work, commitment is defined as "a state in which a person identifies with the organization and its purposes and wishes to support belonging to it in order to facilitate the achievement of these goals".

The degree of commitment is considered by researchers as a measure of a person's identification with the company, involvement in its activities. It includes:

- The force of conviction and approval of the company objectives and principles;
- The degree of readiness to make significant efforts on its behalf;
- The strength of the desire to uphold belonging to the company.

In the framework of the attitudinal approach to commitment, there are also many views on its nature and forms. The greatest attention was paid to the concept of affective (emotional) attachment as a form of psychological attachment to the organization, a set of strong positive attitudes towards the organization. The basis of this concept was laid by Rosabeth Moss Kanter ([1984](#)). She gives the following definition of attachment: "the readiness of social actors to give energy and to be faithful to the organization" and "the application of the emotional fund of a person to the group." The researcher describes three types of attachment: continuance, cohesion, and control ([Kanungo, 1982](#)). The first type connects the cognitive system of a person with social roles, the second connects catechism (emotional, energy) with relationships, the third is about the estimated norms. As part of the effective approach, organizational commitment is seen as well as a sense of pride for the organization and the desire to join it, emotional attachment to the organization, identification and involvement to the organization, the degree of psychological attachment to the organization, etc. The concept of moral (value) attachment is based on the internalization of organizational norms, goals, values, mission and the identification of a person with the authority of the organization. Usually the concept of "moral adherence" is considered as part of the effective attachment and is defined as "the adoption of organizational goals and values." A number of researchers speak of a normative commitment as a person's commitment to remain in the organization. They believe that commitment is determined by "the value of loyalty as such and a duty to the organization" ([Foster, Whysall& Harris, 2008](#)). The employee continues to assist the organization, because (s)he believes that (s)he should behave in this way, because it is "right", and such behavior is expected of her/him. This form of attachment, according to the authors, is different from affective, as it reflects the sense of commitment to work in an organization, but does not always include the emotional attachment.

Obviously, the ambiguity in the understanding of the construct "organizational commitment" itself created certain difficulties in the development of the concept of attachment and its interpretation. Therefore, integrated models began to develop. At present, proponents of the attitudinal concept gradually agree that commitment is a multidimensional construct. But the available research does not allow us to uniquely identify the components of attachment, establish the prerequisites and consequences of its occurrence.

A three-component concept that was put forward by [D. Meyer and N. Allen \(1982\)](#) has become common now. The organizational commitment in it is defined as "the psychological connection between the employee and the organization, reduces the likelihood that the employee will voluntarily leave the organization" ([Neuman, Wagner&Christiansen, 1999](#)).

[D. Meyer and N. Allen\(1982\)](#) describe commitment as a mental state or attitude. This mental state has three completely different components: an affective commitment, a continuation commitment and a normative commitment, which in turn allow one to talk about three forms of commitment ([Neuman, Wagner&Christiansen, 1999](#)).

They showed that affective commitment develop son the basis of organizational support and justice, personal importance and competence. Employees will be emotionally attached to the organization on the basis of their feelings that the organization conducts with them honestly and fairly. The affective component will also be strong for those employees who feel that employees' support and care for them are organizational values, for employees who feel the importance of their own contribution to the organization, the value of their own ideas, as well as those who feel that they work in environment that increases the sense of one's own competence.

The development of a long-term component depends on whether there are conditions that increase the cost of leaving the organization, and also whether the employee realizes that this cost exists. It is assumed that a long-term component is formed on the basis of two prerequisites: the amount of investment made to the organization (time, effort, funds, etc.), and the employee's awareness of possible alternative work options ([Neuman, Wagner&Christiansen, 1999](#)). The normative component develops primarily through early socialization and internalization of values.

Later, J. P. Meyer and a group of co-authors proposed a model linking the prerequisites, correlates and consequences of attachment. Under the prerequisites in this case we mean the factors that are supposedly influencing the development of each of the three forms of attachment, under the consequences are the factors suspected to affect the attachment itself, the correlates are the variables, concerning the cause-effect relations of which among the researchers there is no agreement ([Allen&Meyer, 1982](#)).

It was particularly emphasized that the dominant component of the organization's commitment can only be one of them ([Dick, 2006](#); [Muchinski, 2004](#)).

To the prerequisites of attachment, they attributed the demographic factors (age, sex, education, work experience, marital status), individual differences (locus of control, personal effectiveness), factors related to work experience (a sense of just attitude and support from the organization), etc. Correlates are recognized as the involvement in work, commitment to the profession and satisfaction (work, pay, colleagues). As a result, a decrease in staff turnover, a decrease in absenteeism, an increase in labor productivity, a person's organizational behavior, as well as a reduction in the likelihood of stress in the workplace and a reduction in the conflict between family and work are highlighted.

On the basis of an analysis of the data of various studies, J.P. Meyer ([Allen&Meyer, 1982](#)) and his colleagues concluded that the relationship between the components of attachment and the demographic characteristics of the worker is weak, while the individual differences are related to the affective component. The factors associated with work experience correlate with the components of attachment much more strongly, especially with the affective component, while the correlation sign with the extended component differs from the sign of correlation with the affective and normative components.

A comparison of the studies conducted in and outside of North America showed that the Meyer and its colleagues' model can indeed be used in various socio-economic cultural settings, albeit with certain adjustments ([Aranya&Jacobson, 1975](#)).

Analysis of various approaches to the study of organizational commitment made it possible to identify a number of components of this construct:

1. Emotional attitude to the organization. It can be as positive (a sense of loyalty, devotion, pride, etc. And in this case corresponds to loyalty), and negative (corresponds to disloyalty).
2. Separation and adoption of values, goals, norms, rules, procedures, decisions of the organization (cognitive mechanisms lie at the core). Here we can distinguish two poles, corresponding to attachment and detachment.
3. Intention (willingness) to act in a certain way. The positive pole of this axis often includes efforts to favor of the organization (basic or additional) and intend to continue working in the organization.

It should be noted that by many studies it is the emotional commitment of the staff to the organization that is considered the most desired. At the same time, J. Grube, R. Dunham and M. Castaneda ([1994](#)) believe that only the study of the level of emotional loyalty of the organization is insufficient.

According to V. Dominiak ([2006a](#)), the intention to continue working in the organization is not a component of attachment, but a separate construct ([Dominiak, 2006](#)). He believes that it is possible to be loyal to the organization and not to be its employee, which is partially confirmed by the concept of external organizational commitment. On the other hand, the exclusion of the intention to continue to work in the organization from among the components of organizational commitment allows reducing the distance between the concepts of the client and organizational loyalty, as well as

significantly expands the scope of this construct (Minarova, 2018). This structure corresponds to the concept of a socio-psychological setting, includes emotional, cognitive and behavioral (intentional) components, and fully corresponds to the definition of loyalty given by V. Dominiak (2006b).

As we have already noted at the moment, there are two approaches to the consideration of the phenomenon of commitment: attitudinal and behavioral. In the framework of an attitudinal approach, commitment is defined as the desire to remain a member of the organization, to exert maximum efforts in the interests of organizing and accepting the values of the organization and its goals (Randall, Fedor&Longnecker, 1990). The behavioral approach defines adherence as behavior that correlates with the action of a person when entering a job and their continuing work in an organization (Jewell, 2001).

Common to all these views is that commitment is a psychological state that:

1. Characterizes the relationship between employees and the organization;
2. Relates to the decision on whether to continue or not continue membership in the organization.

At the moment, the attitudinal approach to adherence is more developed, and the methods used in this approach are considered more valid and verified. In different models of this approach, the commitment was explored as one-dimensional (Porter et al., 1974), three-dimensional (Neuman, Wagner&Christiansen, 1999) and even five-dimensional construct (Dominiak, 2006).

The authors of each of these models offer their tools for measuring the level of commitment, in the first place there are special questionnaires. In the Russian-language literature, the only one of them is published (Lutens, 1999).

Summarizing the above, we propose to consider organizational commitment as an attitude of an employee to an organization, a socio-psychological setting characterizing the worker's relationship with the organization and determining its strength. Organizational commitment as a social and psychological setting includes emotional, cognitive and behavioral components, the latter is presented in an intentional form, i.e. in the form of intent to act in a certain way (Chen, Tsui&Farh, 2002; Irefin& Mechanic, 2014). The emotional component includes the feelings and emotions experienced by a person in relation to the organization. The cognitive component includes the division and acceptance of organizational values, goals, norms, rules, procedures, decisions, etc. The behavioral (intentional) component includes the willingness to exert efforts in the interests of the organization.

METHODS

For our study of the influence of management style and emotional intelligence on the formation of employees' commitment and loyalty in modern conditions, we took employees of the company, in the staff of which there are about 500 people. The company's field of activity is a construction business, therefore, employees of different specialties work in the company, and the organization has an extensive management system. For our research, representatives of the highest level of management of this company (directors of individual lines of business, top managers), as well as their subordinates were selected.

The study involved 45 people (20 men and 25 women), ranging in age from 20 to 54 years: 16.7% of participants aged 20 to 30 years, 30% of participants aged 31-40 years, 26.7% of participants age 41 to 50 years and 26.7% of participants age from 51 and above. A small sample of our research can be explained by the specifics of the order guide of the company being studied. The customer has limited us in our capabilities.

The data analysis of descriptive statistics to the distribution of the main indicators of the researchers in the course of the work was made (see Table 1).

Table 1: Level of education of study participants

| | Quantity | Percentage (%) |
|-----------------------------|----------|----------------|
| Average | 16 | 35,6 |
| Incomplete higher education | 3 | 6,7 |
| Higher education | 26 | 57,7 |
| Several higher | 0 | 0 |

More than half of those surveyed have higher education, others have incomplete higher or secondary education, none of the participants have more than one higher education.

Among study participants, a group of those who have been working for this organization for up to 3 years (46.7%) prevails. 30% of the subjects have been working for this organization for 3 to 7 years, and 23% – for more than 7 years. Each participant was surveyed separately.

The methodological basis of the study was formed by the following principles: the principle of internal and external determination unity, the principle of consciousness and activity unity, the principle of systemic nature, the principle of

objectivity, the principle of qualitative and quantitative approach in the process of data analysis, and the principle of validity.

The study was based on a complex of methodological approaches, as well as data collection, processing, and interpretation methods. The following psychodiagnostic techniques were selected.

1. M.Holla methodic was used to determine the emotional intelligence of the leader, his/her ability to comprehend the individual's relationship, manifested in emotions, and control the emotional domain through decision-making ([Fetiskin, Kozlov&Manuilov, 2002](#)). It is comprised of 30 statements and includes 5 scales: 1) emotional awareness, 2) control of emotions (rather, it is emotional frivolity, emotional non-rigorousness), 3) self-motivation (rather, it is just an arbitrary control of your emotions, excluding clause 14), 4) empathy, 5) recognition of other people's emotions (rather, the ability to have an effect on other people's emotional state).
2. "Organizational commitment questionnaire" was proposed by Porter and his colleagues in 1979. The questionnaire consists of 15 questions. The researcher assesses each issue on a scale of 1 ("completely disagree") to 7 points ("totally agree"). The results are calculated by the key and compared with the standard indicators (approximately 4.5 points of the total sample). Thus, the level of loyalty of each employee is determined.
3. Methodics of the diagnosis of interpersonal relations by T. Leary. The technique was developed by T. Leary, G. Laforge, R. Sazek in 1954 and is designed to study the subject's representations about himself and the ideal "I", as well as for studying relationships in small groups. The questionnaire contains 128 evaluative judgments, where 16 points are formed in each relationship type, sorted in ascending order. The technique is constructed in such a way that judgments aimed at clarifying some type of relationship and are not arranged in a row, but in a special way: they are grouped by 4 and reiterated after the same number of definitions. During processing, the number of each relationship type is calculated. The purpose is to obtain indices of eight character logical trends and on their basis to calculate the indicators of the two main trends - dominance and friendliness.
4. The test "Level of organizational culture (OC)". On a ten-point scale, it is suggested to consider one's attitude towards a number of statements characterizing the company's organizational culture ([Barabasz&Kuzmierz, 2014](#)). The proposed 29 judgments were collected in the process of interviewing managers of middle and senior management. All judgments are significant. Therefore, the indicator below 4 points on any item indicates a poor situation in this area of work and interpersonal communication of workers. Analysis and the corresponding response to the indicators of the four sections: work, communication, management, motivation, and morality contribute to raising the "OC" index as a whole. The degree of influence of socio-culture on the activities of the organization is assessed by three factors: the direction, breadth, and scope of impact on personnel. The test data makes it possible to evaluate the first factor in a direct form: the overall score above 175 points indicates a positive orientation of the organizational culture; two other factors can be estimated on the basis of indicators by section ([Ladanov, 1997](#)).
5. Diagnosis of the management style of the team leader. It allows defining the management style in terms of the correlation between democratic and formal organizational factors ([Rogov, 1999](#)). The methodic consists of 40 questions and a rating scale from "never" to "systematically". It consists of two scales: "P" (personality) is the leader's focus on the maintenance of a pleasant atmosphere in the team. Scale "P" (production) is the leader's focus on achieving production goals.
6. Identification of the style of personnel management (an adapted version of the expert methodic by Zakharov). The method is used to define the management style and consists of 16 groups of statements reflecting various aspects of the interaction between managers and teams and the characteristics of the manager as a leader. Each group consists of three statements, indicated by the letters A, B, and C, where one should be selected that most closely corresponds to the image of the supervised leader.

Taking the opportunity to investigate a real company, we used many tests, although in this article we described only four variables. In our further articles, we plan to use the material obtained.

Statistical processing of data included analysis of the significance of differences using the analysis of variance, the determination of correlation relationships between certain indicators. The correlation was performed with Pearson and Spearman coefficients. Statistical processing was carried out with the software package of SPSS 16.0.

RESULTS AND DISCUSSION

The employees we study work in the same organization, in the same conditions, with the same level of wages. However, they work in different departments with different managers. Therefore, it is fair to believe that it is the leader and his management style that is one of the determining factors in employee satisfaction ([Pandey &Khare, 2012](#)).

We carried out an analysis of variance and found that in groups with different leaders there was a significant difference in almost all indicators.

The difference in the level of loyalty to the organization in the 5 departments studied by us with different leaders was revealed (see Figure 1).

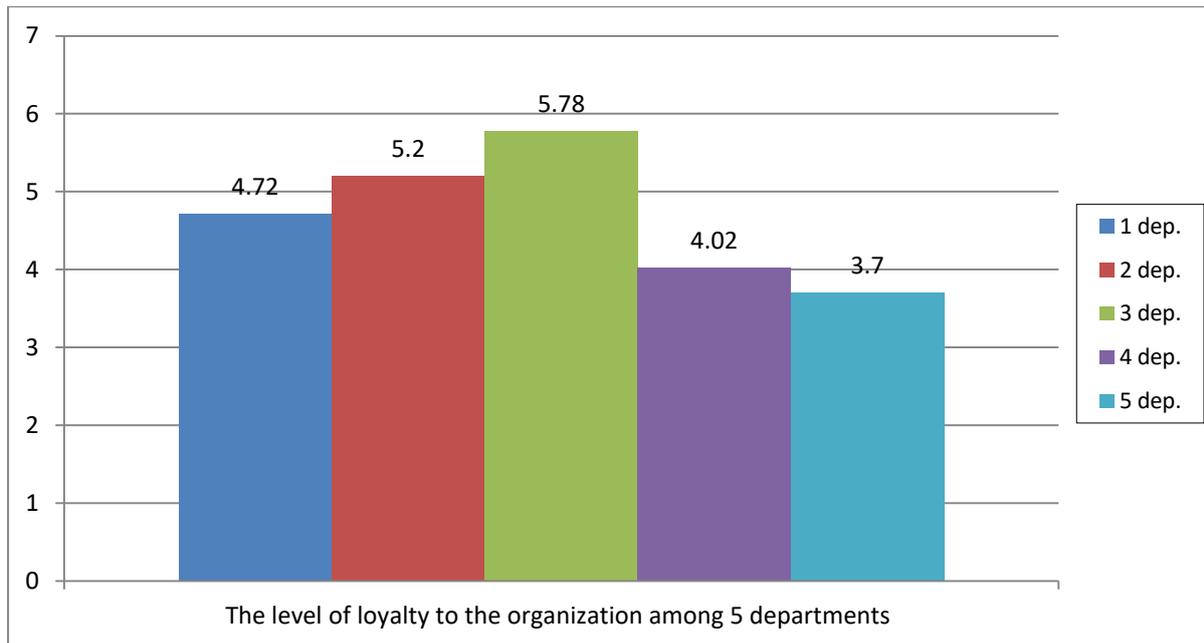


Figure 1: The average level of loyalty to the organization in 5 surveyed departments

We noticed that in the third department, there is the highest level of loyalty. The smallest is in the fourth and fifth departments. This is perhaps explained by the fact that in the fourth and fifth departments the leaders have the lowest indices of emotional intelligence, and in the style of management, they have lower rates for other attitudes toward relationships in the process of work. Heads of these departments have a more expressed authoritarian management style. However, we will try to verify the impact of these indicators on the level of loyalty further and determine whether these indicators really are those factors that determine the level of staff loyalty.

Looking at the indicators of the level of corporate culture, we noticed that it is also different and there is a significant difference in such indicators as communications, management, and motivation (see Figure 2).

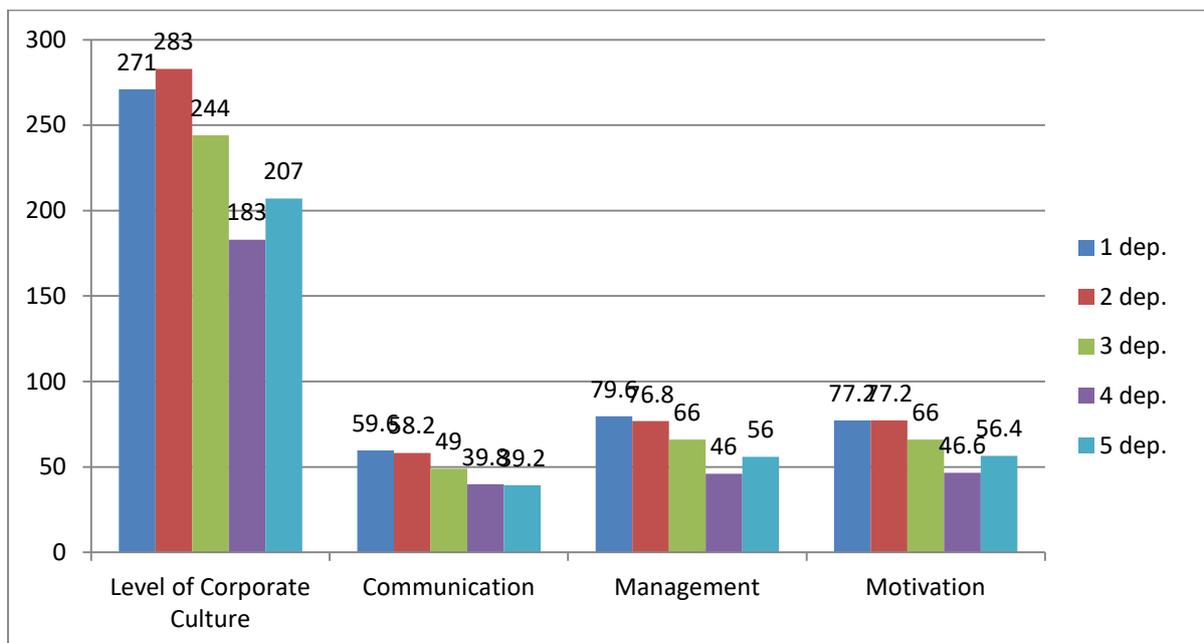


Figure 2: The difference in the level of corporate culture among 5 studied groups

From the diagram, we see that the level of corporate culture and its components (communications, management, motivation) is the highest in departments 1 and 2, and in 4 is the smallest.

The style of personnel management is also different in the studied groups according to the data of the variance analysis (see Figure 3).

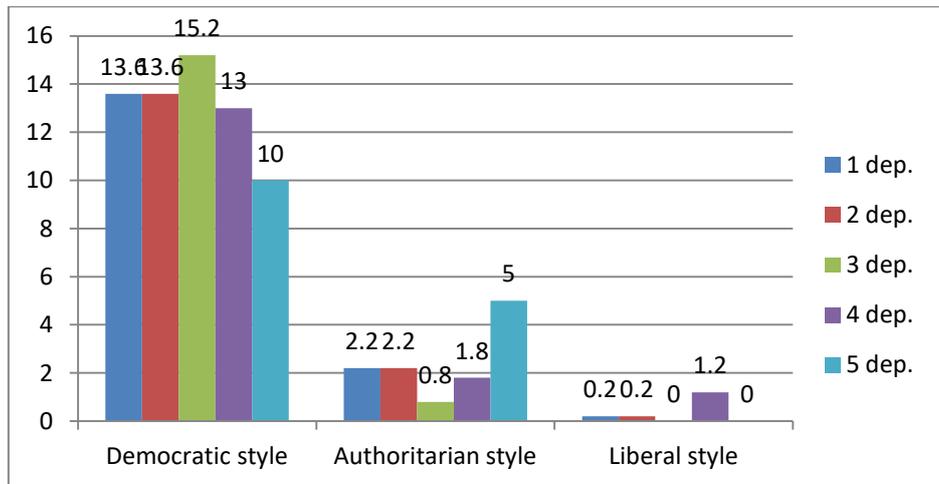


Figure 3: Medium level of management styles in 5 research departments

In all studied departments, the democratic style prevails. However, most of all it is expressed in the 3rd department, least of all - in the 5th, and in 1st, 2nd and 4th it's almost at the same level. Authoritarian style is most expressed in the 5th group, least of all - in 3rd, and in 1st, 2nd and 4th it's almost at the same level. Liberal style in all departments is almost not expressed, except 4th, withal at a rather insignificant level.

This technique was developed by T. Liry (1954) and is designed to study the subject's ideas about himself and the ideal "I", as well as to study relationships in small groups. With its help, the prevailing type of relations to people is revealed in self-assessment and mutual evaluation. The questionnaire contains 128 evaluative judgments, of which in each of the 8 types of relationships 16 points are formed, arranged in ascending intensity. The technique is structured in such a way that judgments aimed at clarifying any type of relationship are arranged not in a row, but in a special way: they are grouped into 4 and repeated through an equal number of definitions. During processing, the number of relations of each type is calculated.

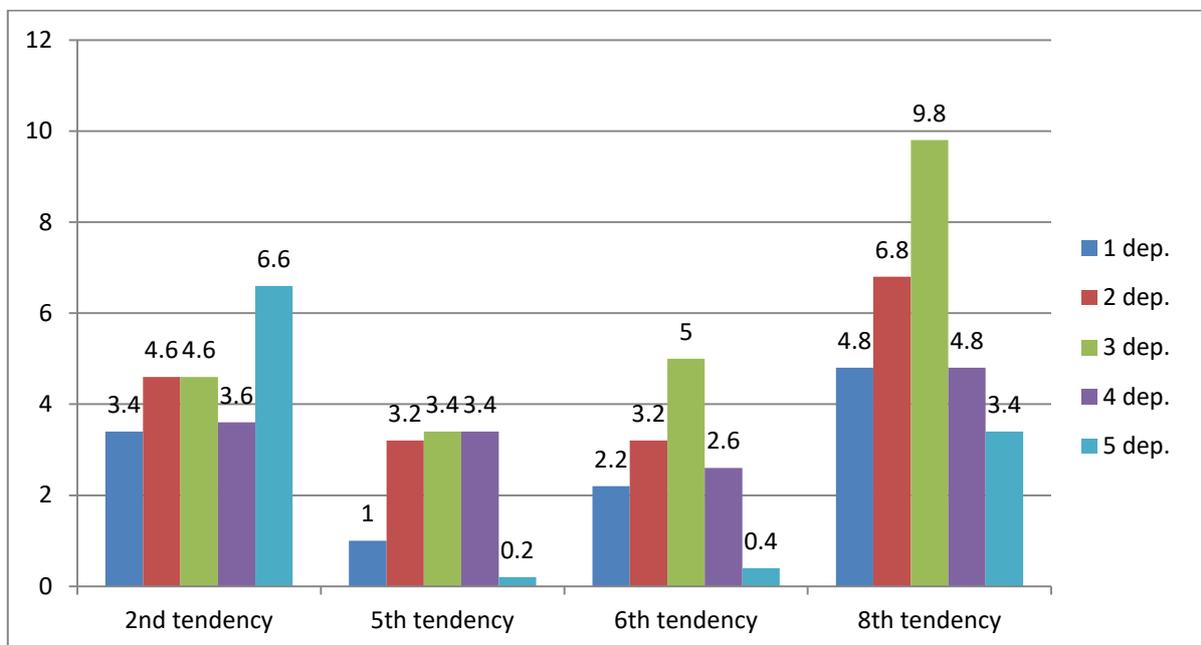


Figure 4: The severity of tendencies in the leaders of the five study group by Liri's method

The data obtained by Liri's method showed us the existing difference in such tendencies as "self-confidence - overconfidence- narcissism" (2 tendency), "complaisance - obedience - passive subordination" (5 tendency), " trustfulness - tameness - dependence" (6 tendency), "sensitivity - unselfishness - sacrifice" (8 tendency) (see Figure 4).

In the 5th department, 2nd tendency "self-confidence - overconfidence - narcissism" is expressed the most in manager; all other tendencies are expressed to the least extent. In the third department, the head clearly shows "trustfulness - tameness - dependence", "sensitivity - unselfishness - sacrifice".

According to the purpose of our research, we needed to look at the correlation of organizational loyalty, corporate culture with the management style of the leader. We are once again convinced that loyalty is directly related to the work experience in this organization ($r = 0.4$, $P < 0.05$): the longer an employee works in an organization, the higher his/her level of organizational loyalty. Loyalty also has a negative correlation with the leader's orientation only towards the achievement of production goals ($r = -0.93$, $P < 0.05$): if the manager has a strong focus on production goals, without taking into account the "personal factor", then the level of organizational loyalty of subordinate employees is significantly reduced. There is also a direct correlation of loyalty with one of the indicators of the corporate culture level, such as communication ($r = 0.37$, $P < 0.05$): the higher level of development of communications between workers in the company raises the level of their loyalty.

In the context of the relationship between loyalty and management style, one can assert that loyalty to the organization is directly related to the democratic leadership style ($r = 0.59$, $P < 0.01$) and negatively related to the authoritarian leadership style ($r = -0.45$, $P < 0.05$). That is, the democratic leadership style increases the level of loyalty, and the authoritarian leadership style leads to its reduction.

Organizational loyalty also has correlations with some communicative tendencies by the method of Liri:

- With the tendency "insistence - intransigence", there is a direct correlation ($r = 0.49$, $P < 0.01$), which means that criticality on the part of the head does not lead to a decrease in the loyalty of subordinates.
- With the tendency "complaisance - obedience - passive subordination" has a direct correlation ($r = 0.39$, $P < 0.05$) - higher criticality to oneself and the modesty of the leader increases the organizational loyalty of subordinates.
- With the tendency of "trustfulness - tameness - dependence" has the highest direct correlation ($r = 0.71$, $P < 0.01$). Such qualities as respectfulness, gratitude, desire to bring joy to the partner from the leader increase loyalty to the organization.
- The tendency of "Kindness - non-autonomy - excessive conformism" characterizes the ability to support, sociability, goodwill, mindfulness, and has a direct correlation with organizational loyalty ($r = 0.4$, $P < 0.05$).
- Organizational loyalty also has a direct correlation with the tendency "sensitivity - unselfishness - sacrifice" ($r = 0.58$, $P < 0.05$): delicacy, tenderness, the desire to care for loved ones, and also tolerance, to shortcomings and the ability to forgive increases the level of loyalty of employees.

The data of the questionnaire developed by us made it possible to determine the influence of satisfaction with certain aspects of labor on the level of loyalty. Diversity of labor and relations with colleagues has a direct correlation with loyalty ($r = 0.37$, $P < 0.05$, $r = 0.45$, $P < 0.05$): greater satisfaction with these indicators increases the level of loyalty of the organization.

The level of corporate culture and its components (work, communications, management, motivation, and morals) have a negative correlation with the age of workers ($r = -0.4$, $P < 0.01$): Senior workers have low levels of the corporate culture.

Management and motivation have a direct correlation with the level of education ($r = 0.37$, $P < 0.05$ and $r = 0.48$, $P < 0.05$): the higher education level of the employee increases the level of assessment of these indicators.

Assessment of such an indicator of the corporate culture as the work has a negative correlation with emotional awareness and empathy ($r = -0.9$, $P < 0.05$): the highest level of emotional awareness and empathy reduces the workers' level of the indicator of corporate cultures, such as "work". That is, they are less focused specifically on the fulfillment of work goals.

The level of corporate culture and its indicators do not have correlations with the style of leadership (democratic, authoritarian, liberal) and with the orientation towards production and people, as well as with the tendencies in communication by the Liri's method. But at the same time the level of corporate culture has a direct correlation with the satisfaction of workers with different aspects of their work:

- Work schedule ($r = 0.42$, $P < 0.05$),
- Independence in work ($r = 0.39$, $P < 0.05$),
- The correspondence of work to abilities ($r = 0.41$, $P < 0.05$),
- Possibility of advancement ($r = 0.43$, $P < 0.05$),
- The level of work organization ($r = 0.49$, $P < 0.01$),
- Relations with colleagues ($r = 0.52$, $P < 0.01$),
- Technical equipment ($r = 0.39$, $P < 0.05$),
- Worker satisfaction with his work ($r = 0.4$, $P < 0.05$).

Consequently, taking into account these factors will enable to increase the level of corporate culture and its components in the formation of a management style.

Democratic leadership style involves a combination of exactingness and regulation with an initiative and a creative approach to the fulfillment of official duties, as well as the desire to delegate authority and share power, responsibility, and democracy in decision-making.

Democratic leadership style increases the employee's satisfaction with the following indicators:

- Independence in work ($r = 0.45$, $P < 0.05$),
- Conformity of work to abilities ($r = 0.46$, $P < 0.05$),
- Relations with colleagues ($r = 0.62$, $P < 0.01$),
- Relations with management ($r = 0.56$, $P < 0.01$),
- Technical equipment ($r = 0.48$, $P < 0.05$),
- Worker satisfaction with his work ($r = 0.4$, $P < 0.05$).

The authoritarian style of leadership (focus on their own opinions and judgments, aspiration to power, self-confidence, a penchant for a rigid formal discipline, a long-distance with subordinates, a reluctance to admit one's mistakes, neglect to initiative and creative activity of subordinates) has a negative correlation – it decreases the level of satisfaction with the following indicators:

- Independence in work ($r = -0.445$, $P < 0.05$),
- Work organization ($r = -0.41$, $P < 0.05$),
- Relations with colleagues ($r = -0.52$, $P < 0.01$),
- Relations with management ($r = -0.53$, $P < 0.01$),
- Technical equipment ($r = -0.51$, $P < 0.01$).

However, it has a direct correlation, which means it increases the level of satisfaction with the necessity to complete new tasks ($r = 0.439$, $P < 0.05$).

Liberal leadership style (lack of exactingness and strict discipline, control, liberalism, familiarity with subordinates, propensity to shift responsibility) has a negative correlation with the correspondence of work to abilities ($r = -0.53$, $P < 0.01$), relations with colleagues ($r = -0.51$, $P < 0.01$), relations with management ($r = -0.43$, $P < 0.05$).

Therefore, it can be concluded that the democratic leadership style has an effect on the satisfaction of a number of indicators in the work, thereby increasing its effectiveness. At the same time, the authoritarian and liberal styles decrease the satisfaction of employees with certain parts of labor ([Esmaeilpour&Ranjbar, 2018](#)).

We also investigated the influence of such factors as gender, age, education level and work experience on loyalty, using correlation and dispersion analysis. The significant difference in the level of organizational loyalty and corporate culture in men and women is not found. Age does not affect the level of organizational loyalty, but a negative correlation is found, as noted earlier, with the level of corporate culture: older people have lower grades. More experience in the organization increases the level of loyalty to it.

CONCLUSION, SUGGESTIONS, AND LIMITATIONS

The staff is a valuable resource for the organization. And for a long time already it is known, that the effective work of employees raises the competitiveness and profitability of the organization. Therefore, the management of personnel, as well as the formation of commitment and loyalty is becoming a top priority. In the course of our study, we studied the factors that affect the formation of commitment and loyalty of employees. The study was based on general psychological methodological principles. The most approved and reliable methods were selected and implemented, a wide range of statistical processing methods was used.

We determined that under the current conditions of doing business in Ukraine, the level of loyalty and corporate culture depends on the management style and other factors that affect their level:

1. If the manager is oriented toward production goals, without taking into account the "personal factor", the level of organizational loyalty of subordinate employees is reduced. The highest level of development of communications between workers in the company raises the level of their loyalty.
2. Democratic leadership style increases the level of loyalty, corporate culture, and job satisfaction, and the authoritarian style of leadership leads to their reduction.
3. The presences of diverse tasks that meet the characteristics of workers and positive relationships with colleagues increase the level of loyalty and employee satisfaction.
4. The severity of such tendencies as "trustfulness- tameness -dependence" and "responsiveness-unselfishness-sacrifice" in the manager increases the level of loyalty of subordinates.
5. Taking into account such factors by management as a mode of work, the diversity of work, independence in work, the correspondence of work to abilities, the possibility of advancement, the level of work organization, relations with

colleagues, technical equipment, employee satisfaction with his labor can increase the level of corporate culture and its components.

Based on the results obtained, recommendations were proposed to improve the effectiveness of personnel management.

The practical relevance of the study is determined by the need to improve the efficiency of companies through more effective use of psychological methods of personnel management. Knowing the psychological peculiarities of management, in particular, organizational culture and management style will allow building a system of work with personnel based on the organization of the system of norms and values that are divided by members, to select staff in accordance with the specifics of the culture of the organization.

The limitations of our study lie in the fact that it is held in one company and on a small sample of managers. In the future, we plan to increase the number of investigated companies in the various fields of activity and to increase the sample tested.

ACKNOWLEDGMENT

The authors confirm that they have no conflict of interest. There is no sponsorship for this research.

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