

TOWARDS AN OPTIMAL MODEL OF LEADERSHIP STYLES FOR INNOVATION IN ORGANIZATION: RUSSIAN REALITY

Innovations, new products, high speed of implementing ideas to win competitive market refer us to the problem of choosing the right leadership style for managing companies of future. As innovation became a main driver for long-term success of all types of business, organizations can't ignore the necessity of changes at management and leadership style any more. Horizontal systems of management with high trust and autonomy of employees (Muhl, 2014) imply democratic leadership styles and reassure its success worldwide (Grund & Harbring, 2009). Nevertheless, the right balance of control and freedom at leadership behavior is still a question. The companies can't act blindly at choosing leaders and their style of management. Cultural and organizational environments face complexity of new-brand structured companies with strong focus on innovation whereas high risk and uncertainty of new products along with long-term orientation of innovation generate challenging tasks for organizational leaders (Mumford & Licuanan, 2004). Apparently during next several years Russian companies will have to transform their business models towards global competitive expectations to stay on the world market. Old models and approaches which worked before are not relevant anymore, hence, research and crystallization of emergent practices is a vital issue for Russian organizational psychology.

Most of leadership theories were conceptualized in western countries and continue to dominate (Shahin & Wright, 2004). It leads to a gap in understanding the mechanisms of leadership in non-western cultures (Shao & Webber, 2006) and Russia is not an exception. Horizontal flexible management systems like agile, matrix, holacracy require cultural adaptation.

And this study is a contribution to determine the connection between leadership styles (servant, transformational and transactional) and organizational innovation on Russian IT companies' sample. Mediation model was suggested and tested. Knowledge sharing, Creative self-efficacy of employees and support for innovation became proved mediators. To test the proposed model and find out the optimal mechanism of boosting innovation in organization questionnaires were translated and validated.

During the study three of our four hypotheses were completely supported and one is partly supported: leadership style is a predictor of organizational innovation through mediators: employees' knowledge sharing, creative self-efficacy and innovation support

climate. Transactional leadership style is a negative predictor of innovation while servant and transformational leadership styles are positive predictors of innovation.

In a framework of optimal model of leadership for boosting innovation practical implementation of study's results proposed combination of servant and transformational leadership styles, which means attention to employees' personal development, individual approach in communications with employees, supportive culture of innovation and setting of clear and meaningful goals, making employees feel an important part of the organization. Two leadership styles: with focus on employees' interests (servant) and with focus on organizational needs through inspiring employees for better outcomes (transformational) increase the level of knowledge sharing in organization encouraging people to connect and to discuss new information. Also powerholders should build employees' creative self-efficacy and creativity. And, besides, creating of organizational climate, supporting innovative behavior of employees, is necessary for generating novel ideas and implementing them. Offering support and encouragement managers can alleviate employee anxiety and uncertainty. This support also should boost employees' creative self-efficacy.

The recent study promotes people-orientated management for innovative companies in Russia and building of psychological connections with employees in order to enact employee creativity and innovation, - it can improve quality of relationship between leaders and followers in order to create supportive climate and achieve organizational strategy and goals.

Besides, at the company with focus on innovation knowledge sharing should be set on two levels: business processes - clear informational exchange plus reward system for information sharing and psychological level - safety to share ideas, increasing organizational trust and raised amount of interactions between employees (Muhl, 2014).

Support for innovation should become an official value of corporate culture including managers' tolerance to failures and mistakes; easy rules of innovation implementation, innovative behavior of leaders, external and internal motivational system for innovative outcomes (e.g. reward for launch of new products, investments in education).

Research of 2017 year, soon will be published. Mediation model with 7 variables was tested by SEM and Amos Path analysis.