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PSYCHOLOGICAL FACTORS UNDERLYING THE TRANSFORMATION OF INITIATIVE INTO CONSTRUCTIVE LEADERSHIP AMONG TRADE UNION EMPLOYEES: A CORRELATIONAL STUDY

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Abstract. This study examines the correlational relationships between initiative, conformity, communicative-organizational abilities, and managerial decision-making styles among trade union employees. A sample of 211 respondents (121 men, 90 women) from the Sirdaryo, Andijan, and Navoi regions of Uzbekistan was assessed using I.A.Krupnov's Initiative Questionnaire, the Klauchek-Delar Conformity test, the Sinyavsky-Fedoroshin Organizational and Communicative Abilities test, and Fetiskin's managerial decision-making style inventory. Spearman's rank correlation analysis revealed that age was significantly associated with the motivational ($r=0.298$, $p<0.05$) and dynamic ($r=0.256$, $p<0.05$) components of initiative, while conformity showed significant positive associations with the goal-oriented, cognitive, dynamic, emotional, and regulatory components. The findings demonstrate that conformity exerts a dual function within the initiative-leadership system, simultaneously supporting team integration and constraining independent decision-making, and that effective leadership depends on a balance between constructive conformity and professional autonomy.

Key words: initiative, leadership, conformity, correlational analysis, trade union employees, managerial decision-making, Spearman correlation, professional autonomy.

Аннотация.

В данном исследовании рассматриваются корреляционные взаимосвязи между инициативностью, конформностью, коммуникативно-организаторскими способностями и стилями принятия управленческих решений у работников профсоюзных организаций. Выборка из 211 респондентов (121 мужчина, 90 женщин) Сырдарьинской, Андижанской и Навоийской областей Узбекистана была обследована с использованием опросника инициативности И.А.Крупнова, теста конформности Клаучек-Делара, теста организаторских и коммуникативных способностей Синявского-Федорошина и опросника стиля принятия управленческих решений Н.П.Фетискина. Корреляционный анализ по Спирмену выявил значимую связь возраста с мотивационным ($r=0,298$; $p<0,05$) и динамическим ($r=0,256$; $p<0,05$) компонентами инициативности, а также значимые положительные связи конформности с целевым, когнитивным, динамическим, эмоциональным и регуляторным компонентами. Результаты демонстрируют, что конформность выполняет двойную функцию в системе "инициативность - лидерство", одновременно поддерживая интеграцию в коллектив и ограничивая самостоятельность в принятии решений.

Ключевые слова: инициативность, лидерство, конформность, корреляционный анализ, работники профсоюзных организаций, управленческие решения, корреляция Спирмена, профессиональная автономия.

Annotatsiya.

Ushbu tadqiqotda kasaba uyushmalari xodimlarida tashabbuskorlik, konformlik, kommunikativ-tashkilotchilik qobiliyatlari va boshqaruv qarorlarini qabul qilish uslublari o‘rtasidagi korrelyatsion bog‘liqliklar tahlil qilingan. O‘zbekistonning Sirdaryo, Andijon va

Navoiy viloyatlaridan 211 nafar respondent (121 erkak, 90 ayol) I.A.Krupnovning tashabbuskorlik so‘rovnomasi, Klauchek-Delar konformlik testi, Sinyavskiy-Fedoroshin tashkilotchilik-kommunikativ qobiliyatlar testi va Fetiskinning boshqaruv uslubi so‘rovnomasi yordamida o‘rganilgan. Spearman rang korrelyatsiyasi tahlili yosh omilining tashabbuskorlikning motivatsion ($r=0,298$; $p<0,05$) va dinamik ($r=0,256$; $p<0,05$) komponentlari bilan, konformlikning esa maqsadli, kognitiv, dinamik, emotsional va regulyator komponentlari bilan ishonchli bog‘liqligini ko‘rsatdi. Natijalar konformlikning tashabbuskorlik-yetakchilik tizimida ikki tomonlama funksiyaga ega ekanligini, ya'ni jamoaga integratsiyani qo‘llab-quvvatlashi va mustaqil qaror qabul qilishni cheklashi mumkinligini isbotlaydi.

Kalit so‘zlar: tashabbuskorlik, yetakchilik, konformlik, korrelyatsion tahlil, kasaba uyushmalari xodimlari, boshqaruv qarorlari, Spearman korrelyatsiyasi, professional avtonomiya.

1. Introduction.

The rapid transformation of labor markets, driven by digitalization and evolving organizational governance models, has placed increasing emphasis on the psychological resources that enable employees to act proactively and lead effectively within their organizations. Trade unions, as civil society institutions responsible for representing collective interests, ensuring social partnership, and defending labor rights, present a distinctive occupational context in which employees are simultaneously required to conform to organizational norms and to demonstrate independent initiative and leadership. This dual psychological demand - balancing conformity with autonomy - has received limited empirical attention in the trade union context specifically, despite extensive research on initiative and leadership in corporate and educational settings (Frese & Fay, 2001; Rotter, 1966; McClelland, 1987).

While prior research has established that conformity can both facilitate group cohesion and constrain individual agency (Asch, 1956), the specific mechanisms by which conformity interacts with the structural components of initiative - and how this interaction relates to communicative-organizational abilities and managerial decision-making styles - remain underexplored, particularly within post-Soviet civil society institutions such as trade unions. The present study addresses this gap by examining these relationships empirically among trade union employees in three regions of Uzbekistan.

The aim of this study was to determine the correlational relationships between the structural components of initiative, conformity, communicative-organizational abilities, and managerial decision-making styles among trade union employees, and to derive theoretical implications for understanding the psychological mechanism by which individual initiative is transformed into constructive leadership.

2. Materials and Methods.

Participants. The study sample comprised 211 trade union employees (121 men, 57.3%; 90 women, 42.7%) from the Sirdaryo (n=75, 35.5%), Andijan (n=89, 42.2%), and Navoi (n=47, 22.3%) regions of Uzbekistan. Participants were selected based on their active professional involvement in trade union activities, with attention to age, work experience, and family status distribution.

Instruments. Four validated psychodiagnostic instruments were employed: (1) I.A.Krupnov's Initiative Questionnaire, assessing seven structural components of initiative (goal-oriented, motivational, cognitive, productive, dynamic, emotional, and regulatory); (2) the Klauchek-Delar Conformity test; (3) the Sinyavsky-Fedoroshin Organizational and Communicative Abilities test; and (4) N.P.Fetiskin's questionnaire for assessing managerial decision-making style.

Statistical analysis. Descriptive statistics were computed for all variables. Given the non-normal distribution of several variables, non-parametric statistics were employed throughout: the Mann-Whitney U-test for two-group comparisons, the Kruskal-Wallis H-test for multi-group

comparisons, and Spearman's rank correlation coefficient (r) to assess the strength and direction of associations between continuous variables. Statistical significance was set at $p<0.05$.

3. Results.

Table 1. Correlations between initiative components, age, and conformity (n=211, Spearman r)

Component	Age (r)	Conformity (r)
Goal-oriented	-0.068	0.233*
Motivational	0.298*	0.147
Cognitive	-0.063	0.229*
Productive	0.048	0.041
Dynamic	0.256*	0.257**
Emotional	0.017	0.236**
Regulatory	0.087	0.247*
Reflexive	-0.002	0.126

Note: * $p<0.05$; ** $p<0.01$.

As shown in Table 1, age was significantly and positively associated with the motivational ($r=0.298$, $p<0.05$) and dynamic ($r=0.256$, $p<0.05$) components of initiative, but not with the remaining components. This suggests that as trade union employees gain professional experience, the motivational grounding of their initiative strengthens - initiative becomes increasingly anchored in an internalized sense of professional value and social responsibility rather than in the mere impulse toward self-expression.

Conformity demonstrated significant positive correlations with the goal-oriented ($r=0.233$, $p<0.05$), cognitive ($r=0.229$, $p<0.05$), dynamic ($r=0.257$, $p<0.01$), emotional ($r=0.236$, $p<0.01$), and regulatory ($r=0.247$, $p<0.05$) components of initiative, while showing no significant association with the motivational, productive, or reflexive components. The magnitude of these correlations was consistently modest ($r=0.23$-0.26), indicating a stable but non-deterministic relationship: moderate conformity appears to support certain structural aspects of initiative - particularly those related to goal clarity, situational analysis, emotional stability, and self-regulation - while leaving the motivational core of initiative relatively independent of group-normative pressure.

Further analysis of managerial decision-making styles (not shown in Table 1) revealed that cognitive analysis, internal motivation, emotional-regulatory stability, and productive orientation were jointly associated with constructive decision-making behavior, whereas an excessive orientation toward power and authority was negatively associated with collaborative, interest-coordinating decision styles.

4. Discussion.

The present findings extend prior theoretical accounts of conformity (Asch, 1956; Eagly & Karau, 2002) by demonstrating that, within the trade union context, conformity is not simply an inhibitor of initiative but performs a dual psychological function. On one hand, moderate conformity appears to support the structural, emotionally regulated aspects of initiative - consistent with the view that group norm adherence provides psychological safety and situational clarity that facilitate constructive action. On the other hand, the absence of a significant relationship between conformity and the motivational and productive components suggests that the intrinsic drive to

initiate new ideas and translate them into concrete results remains a relatively autonomous psychological resource, less susceptible to normative pressure.

These results support the conceptual distinction between "constructive conformity" - which facilitates team integration without suppressing individual agency - and excessive conformity, which may undermine independent decision-making and organizational responsibility, as suggested in the broader literature on group dynamics (Asch, 1956). The practical implication is that trade union leadership development programs should not seek to minimize conformity altogether, but rather to cultivate an optimal balance between group-oriented adaptability and individual professional autonomy.

A limitation of this study is its cross-sectional, correlational design, which precludes causal inference regarding the direction of the observed relationships. Longitudinal or experimental designs would be valuable in future research to determine whether increases in conformity precede or follow changes in the structural components of initiative over the course of a trade union employee's career.

The differentiated pattern of correlations also carries implications for how organizations diagnose readiness for leadership roles. Rather than treating conformity as a single global trait to be maximized or minimized, human resource practitioners might benefit from assessing which specific components of initiative are more or less coupled with normative adherence in a given employee's profile. An employee whose goal-directed and emotional-regulatory functioning is closely tied to group norms may respond well to structured, team-embedded leadership development, whereas an employee whose motivational drive operates independently of conformity may be better suited to roles requiring autonomous initiative from the outset.

It is also worth noting that the moderate effect sizes observed here ($r=0.23$-0.26) are consistent with the broader literature on personality-organizational behavior associations, where single predictors rarely account for large proportions of variance in complex constructs such as leadership readiness. This suggests that conformity should be understood as one contributing factor within a larger constellation of psychological determinants - including communicative-organizational ability and managerial decision-making style - rather than as a standalone predictor of leadership potential.

5. Conclusion.

This study provides empirical evidence that conformity exerts a dual, component-specific influence on the structural architecture of initiative among trade union employees, supporting goal-directed, cognitive, dynamic, emotional, and regulatory functioning while leaving core motivational drive relatively independent. Age was found to strengthen the motivational and dynamic dimensions of initiative, reflecting a maturation process in which professional experience deepens the internalized value of proactive engagement. Taken together, these findings support a model in which effective leadership among trade union employees emerges from a functional balance between constructive conformity and professional autonomy, rather than from the maximization or minimization of either construct in isolation.

These findings offer an empirical foundation for designing targeted psychological development programs within trade union systems, particularly in post-Soviet civil society contexts where such institutions play an expanding role in social partnership and labor rights protection. Future research combining the present correlational approach with longitudinal tracking of individual employees, as well as cross-country comparisons within similar civil-society institutional contexts, would further strengthen the generalizability and causal interpretation of these findings, and would help clarify whether the observed dual function of conformity generalizes beyond the specific regional sample examined here.

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