

# THE COMMUNICATION PARADIGM OF LEADERSHIP AS A BASIC ASSUMPTION FOR CHANGES IN THE PUBLIC SECTOR ORGANIZATIONS IN THE REPUBLIC OF MACEDONIA

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## Abstract

In the basis of the progress and enhancement of every organization lies the ability to reform (continuous introduction and implementation of changes) which leads to its improvement. This is especially popular and necessary in the public organizations from the transition countries where the reform process is still in progress. On the other hand, the communication is one of the determinants and even more, a basic premise for successful conduction and embodiment of these changes.

Because of this, the problem orientation of this work is defined as existence of inadequate interpersonal communication between the leader and his followers in the process of sharing and implementing of the vision and realizing effective, timely and relatively permanent changes. More specifically, the subject of the research is focused on investigation of the effectiveness and efficiency communication level of the public sector's leaders as determinant of the implementation of the organizational changes in the public administration (as a represent of the changes foreseen in the Strategy for public administration reform, aiming to create a competent, professional and service – oriented administration is the implementation of a civil servants' performance appraisal system). Thus, in order to realize this general task, the research has set out several specific objectives such as: to investigate and determine the scope of the communication and cooperation, the level of estimated benefit in/ from the communication, the level of (in) formality in the relations between the participants in the communication process, the level of mutual trust between them, the level of authoritarian and hierarchical posture of the relations in the organization (reflected through the presence of the different leadership styles).

As to the methodology of research, in this case is applied analytical – descriptive approach with an empirical research in public sector organizations in the Republic of Macedonia (population) from which, with application of appropriate sampling techniques, is extracted a representative sample of 200 respondents from different spheres, levels and locations. The analytical framework of the research is empirically tested through application of originally authored or instrument such as the structured questionnaire, which is directly related and contains items which are indicative for evaluation of the quality (presence – absence) of relationship between the variables.

In order to make relevant conclusions, data gathered underlie to adequate statistical analysis i.e. calculation of values of the central tendency and correlation measures, with preference of non parametric procedures of Chi – square and C-contingency coefficient. The results indicate that the leadership has the strongest influence over the implementation of the organizational changes with correlation coefficient ( $r = 0.69$ ), followed by the level of mutual trust between the participants in the communication process ( $r = 0.62$ ), the scope of the communication and cooperation ( $r = 0.56$ ) and the level of formality of the communication process ( $r = 0.27$ ). The results, also, show that almost there is no interdependence between the level of estimated benefit in/ from the communication and the implementation of the organizational changes. This leads to the conclusion that, as we expected, the level of authoritarian and the hierarchical posture of the relations in the organization (the leadership) has the biggest impact over the level of success in the implementation of the organizational changes.

**Key words:** Communication, leader (ship), public sector, organizational change

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## 1. General Theoretic Framework of the Research

Given that leadership is commonly defined as a form of interdependence and influence between the leader and the followers in a distinctive context of events, whose main feature is installed and pre-defined trajectory “from the present - to the desired” (defining and achieving the vision), for determining the degree of effectiveness and efficiency of leadership in the pursuit of organizational change, are relevant, primarily the researches on the styles - types of leadership presence, then the trends, processes and effects of the conducted changes, as well as the results from researches conducted to determine the levels of organizational commitment, motivation and satisfaction during the process of and after implementation of the innovations.

The phenomenon of leadership, or guidance, as some authors in Macedonia insist that it should be called (Petkovski, 2000), is highly identical with the term “managing – management” that dominated in the literature from the socialistic epoch in this region. The essence that there are two key factors of the structure “led – managers” is not changed at all. Nor have changed the perceptions about the key features of the concept and its multiple connections and dependence with a range of factors from the social group, objectives and tasks for which the group exists (situational factors), the composition and characteristics of the social actors in the group (factors leader - followers).

If we try to structure a historic overview of the tendencies and the scientific interest in this area, we can easily distinguish several periods (usually three), passing from the period when on the top was the interest for detection of specific leadership characteristics, through the interest for special types of leadership behaviors, to the last, so called, contextual approach, when we can talk about the situational leadership.

As particularly significant researchers of the leaders personality, according to some authors (Misheva - Spasovska: 1990), it is worth to be emphasized: Stockdale (Stockdale: 1984), Mann (Mann: 1959), Davis (Davis: 1972); Lord, De Vader and Alleger (Lord, De Vader, Alleger: 1986).

Furthermore, according to other local researchers, as the most important research papers are those arising from the original techniques for studying the process of leadership, as well as the models and theories of the same: Likert (Likert: 1961), Blake and Mouton (Blake & Mouton); Fiedler (Fiedler: 1972), Smith and Tannenbaum (Smith, Tannenbaum), etc.

In former Yugoslavia, due to the specificity of the system and regulation, many of the foreign researchers' findings often were considered as inapplicable. However, there are data for some authors who have studied the management and self-management. It is worth mentioning the work of Zhupanov (1982) who summarizes the results from the researches of: Brekich, Jushich, Rus, Shiber, Shverko, Magdich, Kljajich, Vejnovich, Pastuovich etc., which are related to the participation in the decision making and the perceptions of the impact structure in the self-governing labor organization. In all of them without exception, been shown that the distribution of power in the hierarchical structure is prominent oligarchic and even autocratic.

What is the present situation? It seems it is not changed at all. Neither regarding the issue of the interest in the phenomenon of leadership, nor when it comes to results. Maybe the only changed is the aspect from which the leadership is studied. And if in the past was interesting the management in the self-governing society, now is interesting the leadership of the changes. Of course! It is clear why.

From the many results obtained through the research practice in post - socialistic Macedonia, we single out a few:

*According to certain researches in the public sector organizations in Macedonia, familiarity with the organizational vision and mission is an activity which somewhere neither has been started, and somewhere is unfinished, although it can easily be offset by various methods of informing, for example: advertisements, spread the word, meetings, education, etc. (Stefanovska: 2011: 270).*

*In the public sector organizations in Macedonia, it is a fact that there is a problem with inflexibility of the leadership style according to the situation, and theoretical assumptions, which are empirically confirmed, basically, should be sought in the characteristics and behavior of the leader, the nature of the situation (circumstances), the characteristics of the human resources led, as well as the type of*

*organizational culture as factors from which mainly depends the choice of the leadership style (Cvetkovska: 2009: 74). Namely, the results indicate that the leaders rarely adjust their style of leading towards the situation, expressed through over exceeded and improper use of autocratic leadership style that adversely affect the safety, morale and motivation of employees, reduces their job satisfaction and ultimately the overall organizational performance (Ibid, pg. 75).*

*It has been verified the impact of the informing about the structural changes, assessing and confidence in the superior over the degree of the affective component of the organizational commitment... As to the flows of the organizational communication, the results did not confirm their impact on the level of the affective component of the commitment, with exception of the diagonal communication, or communication with the colleagues - coworkers, which affects the degree of the affective component of the commitment. (Trajkova, 2008: 138).*

*Studies of the organizational communication within the Macedonian business environment have shown that 91% of the employees do not feel sufficiently informed about the organizational happenings. Thus, the reasons for this situation were located in the absence of formal and familiar ways of distributing information and communication channels within the organization. (Popovska, 2006)*

*The leadership style is not related to the labor organizations in which it is practiced nor to the nature of the economic activity. (Miseva - Spasovska, 1992: 314)*

Thus, the new results of research leadership in the Republic of Macedonia (Petkovski: 2000), (Popovska and Popovski: 2006), (Miseva – Spasovska: 1992), (Trajkova:2008), (Stefanovska: 2011), (Cvetkovska: 2009), unambiguously say that we have changed very little in terms of the way of which the organizations or the changes in them have been led. Or, in other words, how the leadership is understood and practiced. On the other hand, there are indicators of key variables related to leadership, who have consistently negative trend (degree of satisfaction, commitment of the employees in the public sector, motivation for change).

The latest thing that necessarily needs to be analyzed is that for the alarming of such a trend publicly have spoken representatives of government and political and economic establishment in Macedonia. Namely, in itself is indicative and defeating the fact of the growing number of sickness, especially among employees in public administration, which led to sharp notice for taking radical measures in the process of control and sanctions for negligent performance. (Statements of Ministry of Health of the Republic of Macedonia, 2011). Namely, according to the director of the Macedonian Health Fund, the number of sick leaves from 10,000 in 2007 increased to about 22,000 in 2011 and the public administration is the one that uses the most sick leaves – “14 sick leaves on 1000 employees in the public administration”.

Finally, we conclude once again that in such a situation, the importance of research in the area of managing the changes, particularly issues related to attitudes, values, motivation - in the context of shifting to new, are particularly valuable.

Inspired by the model of strategic leadership (Stefanovska: 2011) we conclude that it may be worth to single out, one key component - determinant - a variable, that holds a special meaning in the interactive process between leader and the followers, from whose visible change can be expected different value?! This statement raises many questions, but since our interest as well as according to some basic postulates of psychology, in which interaction and communication are used synonymously, we retain ourselves on the communication which we elevated on the level of a basic premise - a paradigm of effective and efficient leadership.

Hence, to us it is important the following:

- a) How adequate is the interpersonal communication between the leader and the followers in the process of sharing and implementing the vision and implementation of effective, timely and relatively permanent changes?;
- b) The nature, type, style, process, shape, etc. of the acceptable versus unacceptable interactive action - communication?;
- c) The trend of studying the emotional intelligence as a new challenge in the context of building new leaders of the change.

## 2. Research Hypothesis

Starting from the above stated researches and theoretical settings that could be traced to the following: "Effective leadership results in well-founded success and personal satisfaction", we are trying to establish the link between the adequate communication and the quality of changes. That is, to determine the existence of a clear structural difference in the communication between the effective - less effective leaders.

Therefore we went from a general hypothesis which states:

*H: There is no adequate interpersonal communication between the leader and the followers in the process of sharing and implementing the vision and implementation of effective, timely and relatively permanent changes.*

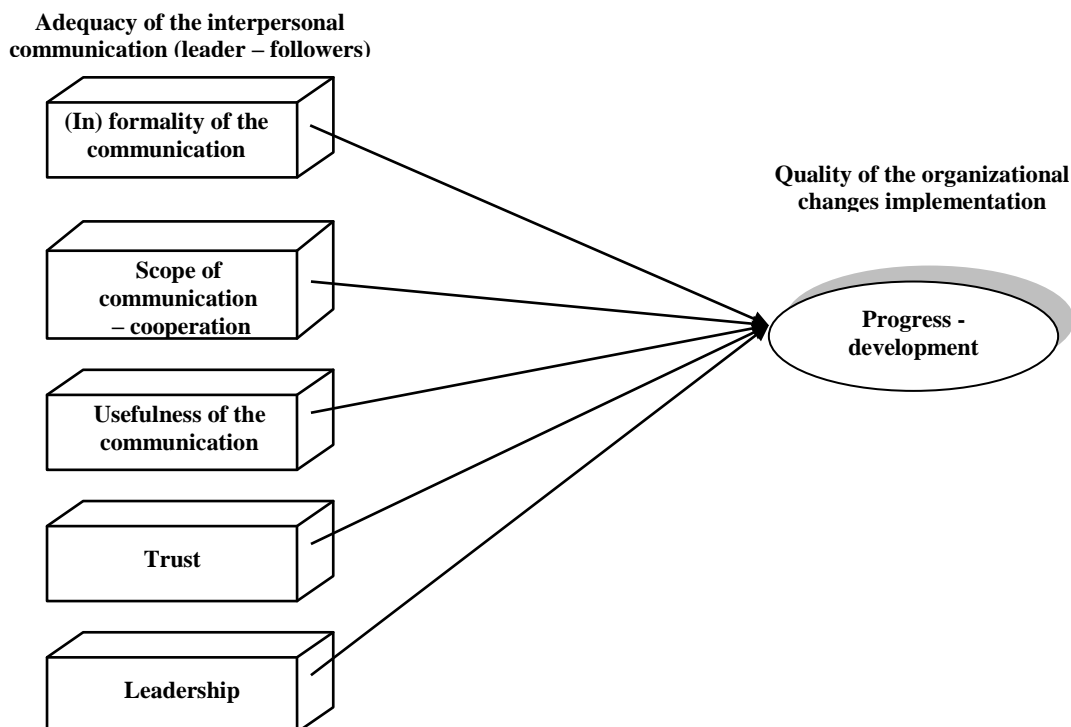
In the first phase of the research (Cvetkovska: 2011), the indicative dependent variable, among other things, also referred to the extent and quality of implementation of the civil servants performance appraisal system (as one of the changes envisaged in the Strategy for reform of public administration in order to create a competent, professional and service-oriented administration). (Strategy for reform of the public administration, pg. 12). Namely, "one of the main tasks within this area (the area of civil service, authors notice) is the establishment of mechanisms for appraisal and control of civil servants in order to strengthen the accountability and quality of work performed and services provided, and improve the performance efficiency." (Strategy for reform of the public administration, pg. 14)

In the further research, considering the changed direction of our interest, the dependent variable was not related to the implementation of a specific project, but it was specified through several general indicators, which were expected to vary separately depending on the type of interaction and leadership.

In this sense, within the general hypothesis we set out several specific hypotheses about the specific aspects of interaction - communication, which we have chosen based on preliminary research and logical assessment of their relevance to the posed problem.

The specific hypotheses are set in the same model as the general, so we will not repeat their formulation. But, therefore, we fully present the aspects (variables), to which the hypothesis refer to and, for better understanding, we finish this part with a pictorial presentation of the analytical / hypothesis framework of the research.

**Figure 1. Analytical/ hypothesis framework of the research**



### 3. Research Variables

As previously mentioned, based on preliminary research and logical assessment of their relevance for the given problem, are selected those aspects which do not refer to the individual (leader, follower), but are trying to assess the interactive relationship between the key stakeholders of the leadership phenomenon, specified through especially selected indicators relating to the communication phenomenon. It is here, where we tried to directly emphasize the key aspect of leadership which is the interaction - communication.

Thereby, we think that the conditionally called “communication interpretation” of the leadership offers significantly more opportunities than the traditional, to solve the key problems in the process of forming the image of successful leaders, leaders of change. Leadership is undoubtedly a communication act. The same is confirmed by many authors who in their models see the leadership at the intersection of its three components: leader - followers - situation (interaction). Hence, the leadership understood primarily as a communication act to a large extent will certain the relation of the interaction between entities in a partnership and collaborative relationship, built through a process of mutual respect and complementary influence. As we already mentioned, in this relation we singled out the aspects that we think that are important:

The first variable (aspect of the communication – interaction) we marked as “*(in) formality of the communication*”. This value does not so much refer to the formality as a structural aspect of the organization, but reflects the acceptance / rejection of a series of judgments, preferences, claims which speak of its presence (perceived presence) in the organization. For example, “all information are openly stated”; “with most of the colleagues we are on ‘You’”; “we are notified in written even for regular issues”; “we know who is the ‘boss’ when something is spoken” etc. Thus, we started from the assumption that it is an important aspect of the communication that influences over and derives from the type and quality of leadership and is generally associated with the work performance.

The second variable is “*the scope of communication – cooperation*” as an important precondition for common working, but as well as an organizational goal. This value we operationally expressed through the degree of acceptance - rejection of several claims, by which is expressed through the quality and frequency of the variable: “we regularly inform and agree”; “we do not hesitate to consult each other constantly”; “we provide each other with all necessary information”; “we try to share the choirs equally”; “we offer mutual assistance when someone is overloaded” etc. The scope of the communication could be linked to the progress and development and it should be reflection and result of the effective leadership. However, it is only an assumption from which we start when trying to specify and rank the aspects of communication which are associated with the successful leadership.

The “*usefulness of the communication*” is the third variable - value. It does not so much refer to the assessment of the importance of communication (which would be too trivial assumption), but to the awareness of the instrumental power and the function of communication as a tool for mutual understanding in specific situations. It is operationalized through several claims / situations that reflect real problems in the working in which is expected and reasonable to ask for understanding, support and assistance. Thus, we had in mind the knowledge that in our culture and tradition is deeply present, and says: “Do not show your problems and do not seek help, because it is a sign of weakness”. However, we assume that it is certainly an important feature of a good organizational communication, as it is described throughout the literature.

The fourth aspect of the communication, which is most easily recognized as a value and rightly noted as a condition and goal for a quality organizational life (somewhere described as a fundamental pillar of the organizational life – the Holistic model of HRM), is the “*trust*”. It seems that there is no need to specifically explain its essence, even more when it is operationalized through the value statements for which should be decided keeping in mind the imperative: “I have never doubted the colleagues because:” and line up the following statements: “we have rules of behavior which we respect”; “we are open, honest, we have no hidden agendas”; “we need one another and we do not gossip about the people behind their backs”; “no one from the colleagues has lied to me” etc. It is a fact that it is about the moral aspect of the communication and behavior that recently suffers negative impacts from the overall social reality. However, we believe that our assumption on the high rank of this value and its relation to the leadership and development is not without basis.

At the end, we determined the two variables for which we assume to be significantly interdependent and which mark “the head and tail of the same medal”, for a successful organizational life. Namely, the *leadership*

understood as an “ability to guide someone else and adequate influence on the group”, we have expressed by a dozen specified claims taken directly from the definitions of successful leadership. For example, “he is (the leader) interested in what we are saying”; “the leader consult us”; “he treats us as mature individuals”; “he is a trainer, he encourages us, he cares, shares”, to complete with accurate value judgment oriented towards the leader who says: “I particularly appreciate the leader”.

Finally, we end with the value “*progress – development*”, as assumed dependent variable, determined through several determinants directly associated with visible indicators of the organizational life for which is given a definite assessment according to the imperative: “Our organization is getting better because:” and seven clearly laid ranking items are stated.

It is important to emphasize that it is exclusively about individual perceived reality without the use of precise measurement indicators and criteria. The items are set very clearly to reflect a personal view. Anyway, the purpose of this work was not aimed at precisely measuring the progress and development in the organizations, but to determine the relationship between the characteristics of the communication as an individual act in the group dynamics.

Besides these, the study includes two types of control variables from which the first group includes the personal characteristics (level of education and work experience) and the second one – the organizational features (number of colleagues).

#### **4. Research Methodology**

As to the methodology of research, in this case is applied analytical – descriptive approach with an empirical research in public sector organizations in the Republic of Macedonia (population) from which, with application of appropriate sampling techniques, is extracted a representative sample with a range of 200 respondents from different spheres, levels and locations. Namely, the sample comprises of persons employed in public organizations, civil service and local administrations in the municipalities of Bitola, Resen, Prilep, Kichevo, Makedonski Brod, Samokov, Kavadarci, Negotino, Veles, Demir Hisar and Krushevo.

The analytical framework of the research is empirically tested through application of a structured survey questionnaire which is directly related and contains items that are indicative for evaluation of the quality of the relationship (presence – absence) between the variables. The questionnaire represents a Likert scale and it consists of 6 sections (one for each investigated variable) with total of 45 statements for which the respondents had to indicate their level of agree / disagree on a scale from 1=strongly disagree to 5=strongly agree.

Having in mind the objectives of the research and the specifics of the variables themselves, as main statistical techniques in the process of data processing are applied: the measures of central tendency, standard deviation, correlation and some nonparametric procedures (chi-square test from table two on two), as a control procedure to determine the relationship “leadership – development”.

#### **5. Research Results and Conclusions**

The several variables, their nature and the suitability for their analysis leave at our disposal sufficiently big possibilities to conclude.<sup>3</sup> However, given the type and structure of this work, we would retain ourselves on the most significant which we have crowned into several sections, including the following:

1. From the review of the obtained values of the measures of central tendency and variation we can point out some indicative conclusions. Firstly, it can be clearly noted that the formality as dimension that defines the communication is more present and can be relatively said that it is one of the characteristics of the interpersonal relations in the public sector organizations in Republic of Macedonia. We say relatively, because in relation to this aspect, for which is gained the smallest mean value ( $\bar{Y} = 2.64$ ), in the same time we have gained the greatest amount of variation in the

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<sup>3</sup> The results obtained from the data procession are presented in their integral form in the tables and graphs given on pages 9 and 10

scores ( $Kv = 24.60$ ), which indicates a certain inhomogeneity of the respondents' choices, which may stem from the extremely different relations of interaction in the different organizations, or from the lack of understanding of the too generally set items in the questionnaire. In any case, we can say with certainty that the formality in the interaction and communication is a feature that is present in the organizational life in Republic of Macedonia, which indicates to a predominantly autocratic leadership style, which show the results of other studies quotes listed above.

2. As to the calculated mean values for the other variables it can be noticed that they are moving over 3.00, ranged from 3.08 for the variable "usefulness of the communication", to 3.82 for the variable "progress – development". The obtained values can be certainly estimated as indicators of the relation that the respondents have toward the specific phenomena, set as variables. Therefore, we can conclude that the tendency to openly communicate when facing and emergence of a problem related to the workplace is still considered as a sign of individual weakness and as such it is undesirable for many of the employees who have a problem or fear?! to publicly recognize that problem and seek help, understanding, etc., which surely speaks for some differences related to the trust in the colleagues, the leader as a trainer and so on (confirmed by the coefficient of variation  $Kv = 24.45$ , which speaks of the significant differences of choice among different respondents).
3. The thing for which we should certainly be happy is the relatively high average score for the variable "progress – development" ( $\bar{Y} = 3.82$ ), which is the highest value obtained in the research and suggests to the existence of awareness and a clear positive attitude towards the changes. Namely, it is unequivocal the fact of the multiyear intensive changing and development of the Macedonian society and the organizations in it, in which are opened and closed a number of organizational problems. Hence, there probably came to changes in the organizational life for whose quality we can conclude only indirectly. In any case, many of the changes are so specific, clear, visible and manifest that can be very simple and easy to perceive. Of course, another question is whether they are true and sufficient ( $Kv = 21.52$ ), but in any case the results show that the changes are perceived and experienced reality by the employees in the public administration in Republic of Macedonia. Maybe so intensely experienced that it has got reflected in the fact of the increased number of sick leaves (which can easily be connected to some kind of increased stress on the workplace as a result of the intensity, the approach or the style of shifting).
4. The variable for which the respondents expressed the greatest homogeneity in the selection ( $Kv = 18.02$ ), and also they highly ranked it ( $\bar{Y} = 3.70$ ), is "the scope of communication – cooperation". This as knowledge, in itself, even without the data on its interdependence and interrelatedness with the other variables can only rejoice us, because it speaks in favor of the built positive climate of cooperation and unity within the working collectives and groups that can be seen independent from their leadership which in the circumstances of the current transition and the growing political influence of the party power, often is experienced as unnecessarily, formal and variable category. (In some organizations, this has been clearly stated in terms: *"What about the leaders ... it is clear from where the orders come ... they are only executors like us. Well, that is why here it is all quite normal and as always... whoever wants may come, we know how to organize ourselves and how to work"* - which is consistent with the findings of Trajkovska, previously quoted).
5. Foregoing may serve as a basis from which we will start the commenting on the high score with whom the "leadership" was assessed ( $\bar{Y} = 3.63$ ); ( $Kv = 22.72$ ), where we can see scores in a range of 3.70, with min. 1.30 and max. 5.00, which are pointing to some extremes in assessing likely derived from the approach and style of the leader in the different organizations. In any case, it is clear that as is understood the practice of the leadership in the public sector in Macedonia – to be more closely tied to factors outside than inside the organization, undoubtedly and always will result in such insufficiently ambiguous and homogeneous choices and estimates of the employees interviewed.
6. From the measures of interdependence and correlation (represented through numbers and through the dispersion diagrams), we can see that the obtained values for the connection of the different variables is different and moves within, insignificant correlation – up to 0.20 ( $r = 0.08$  for the variables "Utility – Development") over low interdependence - from 0.20 to 0.40 ( $r = 0.27$  for the variables "Formality – Development") to results that indicate, moderate correlation – 0.40 to 0.70

( $r = 0.56$  for the variables “Scope of cooperation – Development”;  $r = 0.62$  for the variables “Confidence – Development” and  $r = 0.69$  for the variables “Leadership - Development). What could we comment and conclude? Of course, the same what is related and that arises from our general hypothesis that: *“There is no adequate interpersonal communication between the leader and the followers in the process of sharing and implementing the vision and implementation of effective, timely and relatively permanent changes”*. Namely, although the calculated values of central tendency indicate a relatively satisfactorily “around and above the average” assessments about the quality and the presence of the phenomena, taken by themselves, the measures of interdependence between the variables assure that the leadership understood in its original essence, which mean apparent existence of the different aspects of the communication of which we have tested the most important, simply does not exist in that form. However, if based on the resulting, we need to rank some determinants of the good leadership that leads to progress and development, it could be easily done, but without we are fully confident in the same. The reason is simple. The communication is the most important tool for successful leadership, and with the results which indicate that the Macedonian administrator simply does not perceive it in that way, then we are left nothing else, but to point out once again the need for change in the approach and style of leadership. What also emerged as a confirmed fact by the research, is the fact on the certain cohesion of the group, which exists independently of the leadership, which is really highly valued, but probably due to some other reasons for which we can only indirectly conclude. When we say indirectly, we mean on the high scores for the “leader who understands”, “the leader – supporter” and “the leader - trainer”, but also a leader who is probably helpless and useless expressed in circumstances of extremely high pressure and work stress.



**Table 1. Theoretic values of the descriptive statistical indicators of the investigated variables**

$\bar{Y}_t$	Min. t	Max. t	Range t
3.00	1.00	5.00	4.00

**Table 2. Descriptive statistical indicators of the investigated variables**

Independent variables	Measures of central tendency			Measures of variability and dispersion							n
	$\bar{Y}$	Me	Mo	min.	max.	Range	$\sigma^2$	$\sigma$	Kv	Ka	
(In) formality of the communication	2.64	3.00	2.70	1.70	5.00	3.30	0.60	0.77	24.60	0.54	200
Scope of communication and cooperation	3.70	3.80	4.00	1.70	5.00	3.30	0.44	0.67	18.02	-0.21	200
Usefulness of the communication	3.08	3.10	3.30	1.00	5.00	4.00	0.57	0.75	24.45	0	200
Trust	3.41	3.50	3.60	1.20	5.00	3.80	0.62	0.79	23.18	-0.35	200
Leadership	3.63	3.70	4.00	1.30	5.00	3.70	0.68	0.82	22.72	-0.46	200
Dependent variable	Measures of central tendency			Measures of variability and dispersion							n
	$\bar{Y}$	Me	Mo	min.	max.	Range	$\sigma^2$	$\sigma$	Kv	Ka	
Progress and development	3.82	4.00	4.40	1.40	5.00	3.60	0,68	0.82	21.52	-0.85	200

**Legend:**

$\bar{Y}_t$  – Theoretic Arithmetic Mean

$\bar{Y}$  - Empirical Arithmetic Mean

Me – Median

Mo – Mode

Min. t – Theoretic Minimum

Max. t – Theoretic maximum

min. – Minimum

max. – Maximum

$\sigma^2$  - Empirical Dispersion (Sample Variance)

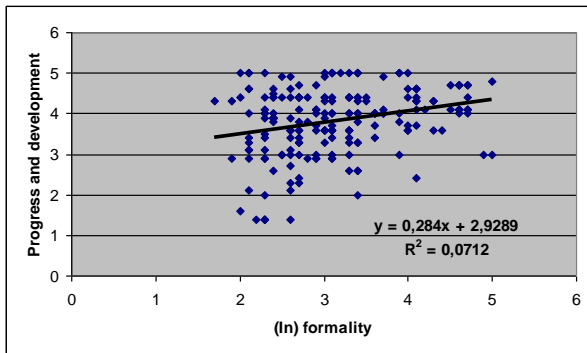
$\sigma$  – Standard Deviation

Kv – Coefficient of Variation

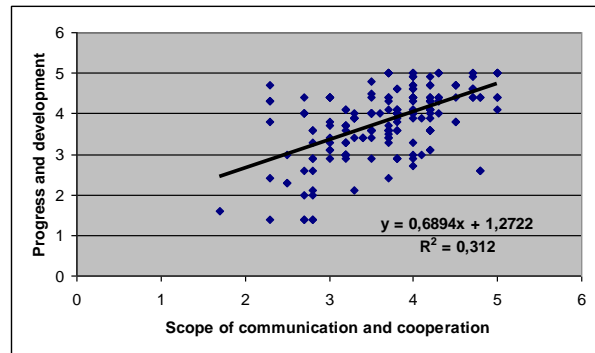
Ka – Coefficient of Asymmetry

n – Sample size

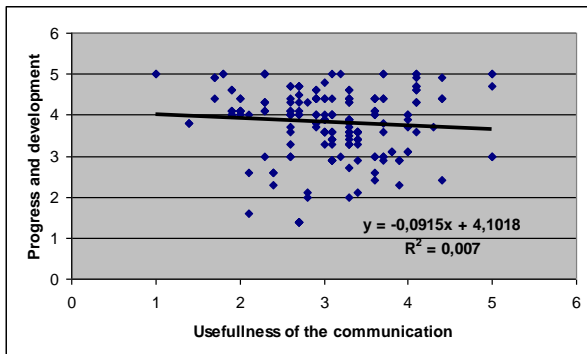
**Chart 1. Correlation (In) formality – Progress and development**



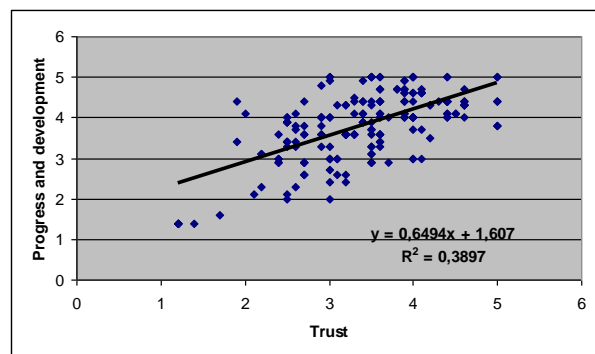
**Chart 2. Correlation Scope of communication and cooperation – Progress and development**



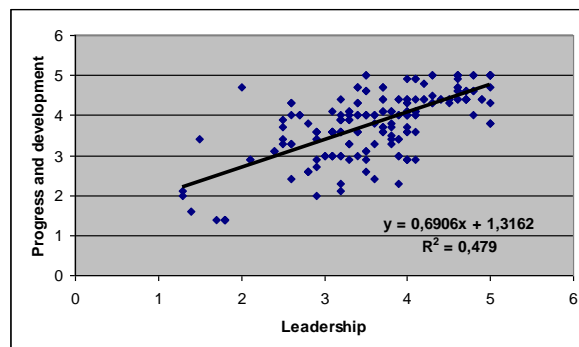
**Chart 3. Correlation Usefulness of the communication – Progress and development**



**Chart 4. Correlation Trust – Progress and development**



**Chart 5. Correlation Leadership – Progress and development**



**Table 3. Coefficients of correlation and determination between the investigated variables**

	Progress and development	
<b>(In) formality of the communication</b>	$r = 0.27$	$r^2 = 0.0712$
<b>Scope of communication and cooperation</b>	$r = 0.56$	$r^2 = 0.312$
<b>Usefulness of the communication</b>	$r = -0.08$	$r^2 = 0.007$
<b>Trust</b>	$r = 0.62$	$r^2 = 0.3897$
<b>Leadership</b>	$r = 0.69$	$r^2 = 0.479$

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