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A modern approach to the leadership dimension

T. Lepeyko
Ya. Jamal

A summary of modern views on the leadership at the enterprise has been presented. The following different dimensions of leadership have been discussed: the style of leaders, the leadership domains of action, the connection between the leadership and the management and main classical and modern leadership theories. Based on the analysis of monographs, the main ideas of the leadership definition, leadership characteristic have been summarized and comparison of leadership and management core concepts has been presented. The contingency theory of leadership and the participative leadership model have been analyzed and grounded based on the main types of leader (formal and informal) and leadership taxonomy. Leadership styles have also been reviewed and analyzed. Special attention has been focussed on how leadership is connected with the demographic aspects, such as age, gender, hierarchical level. The main leadership theories have been analyzed including: the trait theory, the behavior theories (X and Y, Blake and Mouton's leadership grid, Fiedler's contingency theory, Hersey and Blanchard's situational theory, House's path-goal model, participative behavior leadership, Vroom and Yetton model) and a group of new leadership theories. A conclusion has been drawn that transformational leadership is positively correlated with subordinates' job satisfaction, lower turnover rates, better performance and higher productivity and its impact on other factors such as trust in leaders or organizational commitment has been determined. There is no single leadership style or behavior that can be effective in every situation, therefore the concept of multidimensional leadership should be implemented.

Keywords: leadership, style of leaders, leadership domains, dimensions.

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Сучасний підхід до поняття лідерства

Т. Лепейко
Я. Джамаль

Запропоновано узагальнення сучасних поглядів на лідерство на підприємстві. Розглянуто різні аспекти лідерства, такі як: стиль лідерів, зони дії лідерства, зв'язок між лідерством і менеджментом, а також основні класичні та сучасні теорії лідерства. На основі аналізу монографій узагальнено основні ідеї визначення поняття лідерства, характеристики лідерства й наведено порівняння ключових концепцій лідерства та менеджменту. Ситуаційну теорію лідерства та демократичну модель лідерства проаналізовано та обґрунтовано на базі основних типів лідера (формального та неформального) і класифікації лідерства. Також розглянуто та проаналізовано стиль лідерства. Окрему увагу приділено аналізу зв'язку лідерства та таких демографічних аспектів, як: вік, стать, рівень ієрархії. Проаналізовано основні теорії лідерства, а саме: теорію рис, теорії біхевіоризму (X і Y, управлінську решітку Р. Блейка та Дж. С. Моутона, ситуаційну теорію лідерства Ф. Фідлера, ситуаційну теорію лідерства П. Херсі та К. Бланшарда, модель "путь – мета" Р. Хауза, демократичного лідерства, модель В. Врума та Ф. Йеттона), а також групу сучасних теорій лідерства. Зроблено висновок про те, що трансформаційне лідерство позитивно корелює із задоволеністю працею підлеглих, меншою плинністю кадрів, високою ефективністю та продуктивністю праці, а також визначено його зв'язок з іншими факторами, такими як: довіра до лідерів або організаційна відданість. Немає єдиного ефективного лідерського стилю чи поведінки, прийнятного для кожної ситуації, тому слід застосовувати концепцію багатовимірного лідерства.

Ключові слова: лідерство, стилі лідерства, сфери лідерства, аспекти лідерства.

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Современный подход к понятию лидерства

Т. Лепейко
Я. Джамаль

Предложено обобщение современных взглядов на лидерство на предприятии. Рассмотрены различные аспекты лидерства, такие как: стиль лидеров, зоны действия лидерства, связь между лидерством и менеджментом, а также основные классические и современные теории лидерства. На основе анализа монографий обобщены основные идеи определения понятия лидерства, характеристики лидерства и представлено сравнение ключевых концепций лидерства и менеджмента. Ситуационная теория лидерства и демократическая модель лидерства проанализированы и обоснованы на базе основных типов лидера (формальный и неформальный) и классификации лидерства. Также рассмотрены и проанализированы стили лидерства. Особое внимание уделено анализу связи лидерства и таких демографических аспектов, как: возраст, пол, уровень иерархии. Проанализированы основные теории лидерства, а именно: теория черт, теории бихевиоризма (X и Y, управленческая решетка Р. Блейка и Дж. С. Моутона, ситуационная теория лидерства Ф. Фидлера, ситуационная теория лидерства П. Херси и К. Бланшарда, модель "путь – цель" Р. Хауза, демократическое лидерство, модель В. Врума и Ф. Йеттона), а также группа современных теорий лидерства. Сделан вывод о том, что трансформационное лидерство положительно коррелирует с удовлетворенностью трудом подчиненных, меньшей текучестью кадров, высокой эффективностью и производительностью труда, а также определена его связь с другими факторами, такими как: доверие к лидерам или преданность организации. Нет единственного эффективного лидерского стиля или поведения, приемлемого для каждой ситуации, поэтому следует применять концепцию многомерного лидерства.

Ключевые слова: *лидерство, стили лидерства, сферы лидерства, аспекты лидерства.*

Leadership means different things to different people around the world, and different things in different situations. Simply, leadership is the art of getting someone else to do something you want done because he wants to do it. Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring. Here are some definitions of the leadership concept presented in the current scientific publications:

• the process whereby one individual influences others to willingly and enthusiastically direct their effort and abilities towards attaining a defined group's or organizational goals" [1];

• the reciprocal process of mobilizing people with certain motives and values, various economic, political, and other resources in the context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers" [2];

• an influential relationship between leaders and followers who intend real changes that reflect their mutual purposes [3];

• the ability of an individual to motivate others to forego self-interest in favour of a collective vision, and to contribute to the attainment of that vision and to the collective by making significant personal self-sacrifice over and above the call of duty [4].

The research has focussed on the main dimensions of leadership. In particular, the theories, the styles and the global idea about it have been discussed to make it more clear.

Another way to understand the concept of leadership is through the way it is studied and the different models it encompasses. N. Deanne [5] found that leadership research can be classified into three domains and that each domain comes with its own assumption and consequently its own definition. The first of these domains is the leader-centered approach where the main area of focus is on the leader behaviour and characteristics and their effects. This has been the most popular domain with the most research done. The second domain is the follower-based approach [6] which focuses on such issues as the followers' characteristics, behaviour and perception. And, finally, the relationship-based approach [7] which emphasizes the relationship between the leader and the followers as the main point of focus and is concerned with such issues as reciprocal influence and the development and maintenance of effective relationships. The leader-centered approach and the relationship-based approach have been at the centre of most research, however, the follower-based approach is becoming more and more popular in determining leadership results [8]. With each change of domains used, leadership is seen as described and defined differently. For example, the core characteristics (tenets) change for each domain.

The main three tenets of the leader-centered approach are: group, influence and goal [7] while with a more relationship-based approach, Rost [3] found that the four characteristics are the most prevalent: influence, mobilization, relationship and ability. Leadership can be better explained and understood with the use of the domain classification of N. Deanne [5].

Further attributes of the leadership dimension need to be analyzed to better understand the concept and its meaning. This can be accomplished through the analysis of the distinctions and similarities between leadership and management and power as these terms are often confused [9].

Often the terms "manager" and "leader" are seen as interchangeable. While in certain cases it is true, it is not always the case. Management is described as "the coordination of human, material, technological, and financial resources needed for an organisation to achieve its goals" [4]. The difference between the two is quite clear: a manager plans, organises, controls and motivates, while a leader influences others. The basic difference is shown in [10] and the influence managers exert over others is highlighted by French and Raven famous taxonomy: reward, coercive, legitimate, referent, expert power.

Managers can use these sources of power in isolation and simultaneously. These powers are subjective and what one subordinate sees as a strong source of power might be seen by another as a weak source [1]. But, according to P. Kotter [11]

leaders have three roles to perform: "establishing direction – developing a vision of the future and the strategies for producing the changes needed to achieve that vision. Aligning people – communicating directions in words and deeds to everyone whose cooperation is needed to create the vision. And finally, motivating and inspiring – energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs" [11]. Power, for leaders, is the means used to potentially influence others. Power for leaders can come but is not limited to in the form of referent power (followers identify themselves with the leader), expertise, and the ability to reward or punish [9; 12].

The main conclusion about comparison of the leadership and management is presented in Table 1.

Table 1

Leadership vs management [1]

Criteria	Leadership	Management
Change	Provide a vision and initiate change	Implement changes as suggested by leaders
People	Inspire and develop	Control
Power source	The ability to influence others	Authority
Task	Do the right things	Do things right
Commitment goals	Passionate	Impersonal

The next dimension is leader's type. There are two types of leaders: formal leaders and informal leaders. A formal leader is "a member of an organisation who is given authority by the organisation to influence other organisational members to achieve organisational goals" and an informal leader is "an organisational member with no formal authority to influence others who, nevertheless, is able to exert considerable influence because of special skills or talents" [13].

Leadership is essential at every level of an organisation. At the supervisory level, leaders complement the organisational system [9; 14] and improve their followers' motivation level, effectiveness and overall satisfaction [6]. At the strategic level, leaders ensure that the organisation is properly coordinated and works effectively with its external environment [1; 14]. On the whole, leaders guide, align and "lead" the organisation and its people towards the objective and goals of the organisation and make sure that the organisational functions are aligned with the external environment [9].

Leadership theories according to [5; 15 – 17] can be classified into three categories which like domains can help to define leadership better. The three categories are trait, behaviour and contingency. Each category can be seen as reflecting an area which is characterised by a particular focus of interest and a specific research interest [15]. This classification can be used in conjunction with a new category called new leadership. However another taxonomy exists such as the one used in [5] which divided the theories into two groups, namely, universalist and contingent. The former referred to such theories as great person theories, psychoanalytic theories, charismatic, transformational and transactional theories while the latter referred to such theories as Fielder contingency theory [18; 19] or Vroom participative leadership model [5]. The situational approach is more recent and is based on the assumption that in certain situations some styles of leadership are more appropriate than others [16]. Other frameworks exist [17] that are built up on the universalist/situational divide and include two more focuses, namely, trait and behaviour as shown in Table 2.

Table 2

Jago's framework of leadership theories [20]

Focus	Approach	
	Universalist	Contingent
On traits	The leader traits theory	Fiedler's contingency theory
On behaviors	The early behavioral theory	The path-goal theory

The third dimension is leadership style. While a democratic leadership style has been found as predominant in western organisations or a consultative leadership style in non-western organisations, not all leaders have the same leadership styles. The leadership styles adopted by leaders might be a result of a number of factors. G. Yukl [20] believes that eight factors influence the leader choice of his leadership style: the level in the authority hierarchy, the function of the organisational unit, the size of the organisational unit, the task characteristic and technology, the lateral interdependence, the crisis situation, the stages in the organisation life cycle and the subordinates' competence and performance. M. Smit in [21; 22] ferers to R. Tannebaum and W. H. Schmidt who list three forces that they consider to be influencing the leadership style: the force in the leader himself, those in the subordinates and those in the situation. On the other hand, J. A. Conger deems that the decision-making style is the result of the need for participation, the result of commitment and closeness of supervision required.

As mentioned in [23], I. Blanchard and M. Wakin argue that the difficulty of the task is also an important factor in finding the appropriate leadership style. According to N. Deanne [5] the choice of the leadership style depends on the nature of the task, the power available, the followers' experience, the organisational culture, the preferred style of the leader, the preferred style of the subordinate and the time available for the task.

Other researchers such as [1; 16; 17; 21 – 24] have found demographic factors of the leader that influence his leadership style:

• Age has been found to be an important factor in the leadership style. Different generations (X-ers, Baby Boomers, and Y generation) are quite different due to different events, culture, mentality etc. which happened to that generation. These different work characteristics lead to the belief that different leadership styles are necessary for each generation to be more productive. X-ers, for example, tend to be more independent, self-motivated and self-sufficient while Baby Boomers tend to be more diligent and prefer a stable working environment. As discussed by B. J. Avolio, D. A. Waldman and F. J. Yammarino [23], each generation has a peculiar preference for its leadership style. For example, age has been found to influence the type of leadership style preferred by employees in such a way that older employees are less willing to participate than younger employees and as such prefer a leadership style that promotes less participation.

• Gender has also been found to influence the leadership style. J. C. Rost [3] has found that men and women prefer different leadership styles. The difference in the leadership style is believed to be based on the difference in the abilities of men and women. Women are believed to be more socially oriented, egalitarian, equality-based, self-aware and nurturing than men. The difference in the abilities has been believed to lead women to communicate with their co-workers in order to satisfy the need for affection whereas men communicate to satisfy the need for control. Firstly, the

leadership styles of women have been found to be more democratic and transformational [1]. "Evidence suggests that males prefer greater democracy while others propose that women prefer a more democratic system" [24]. Women leaders prefer to use a consideration and personal relation leadership style while men are more likely to use a task-oriented leadership behaviour [1].

• The hierarchical level has also been found to have an influence on the leadership style of managers. Leadership style of leaders is believed to be different according to the hierarchical level of the manager where first, middle and upper managers have different delegative, directive and participative practices. Similarly, B. J. Avolio and B. M. Bass in their research found that transformational leadership is more prevalent at the top level while lower and middle managers are more likely to be more transactional in their leadership style and behaviour [23]. Moreover, P. Kotter [11] highlighted the difference in leadership styles and practices at seven different management levels and nine different job functions.

The fourth dimension is main leadership theories.

The first approach to leadership is presented in [5; 9; 25] and it is mostly focused on what a leader is and not on what a leader does. Three main categories of characteristics were created, namely, physical features, abilities and, lastly, personality traits [5]. After hundreds of studies the list of traits is still not certain, generally the predominant traits are:

• intelligence: capability to solve problems;

• task-relevant knowledge: clarification of what/how things should be done;

• dominance: exerting influence on others;

• self-confidence: helps a leader influence others;

• energy/activity levels: charisma;

• tolerance to stress: the ability to work under pressure;

• integrity: ethical behaviour and trustworthiness;

• emotional maturity: accepting criticism and not being self-centred [13].

Due to a large number of critiques and the lack of findings on common traits and lack of empirical evidence [5], researchers moved away from the trait theory toward a group of theories called the leadership style. J. A. Mello [26] concludes that "50 years of study have failed to produce qualities that can be used to discriminate leaders and nonleaders". However recent research [8; 27] has made the trait theory popular once again in leadership research [9].

The next group of theories is behaviour. This approach is focused on the behaviour and action taken by leaders and how they treat and perceive their followers [9]. This group includes such theories as the consideration and initiating structure [28], McGregor theory X and theory Y, and Blake and Mouton's leadership grid.

The main critique of the theory is focused on the weakness of the universal approach. The critiques are based on the idea that not one style of leadership is adequate for every situation which is what the theory is based on. Many researchers gave further critiques for the theory on the ground of, "inconsistent findings and measurement problems, the problem of causality, the problem of the group, informal leadership and, more important, the lack of situational analysis" [9]. A. K. Korman [29] found that the magnitude and direction of correlation of the leadership style and outcomes vary greatly and the statistics is not always significant. Findings in behavioural studies seemed very contradictory and it became apparent that success of the style of the leader behaviour was dependent on the situation and, consequently, researchers focused on the group of theories that can be classified under contingency theories [9].

The third group of theories is contingency. They attempt to rectify many of the deficiencies mentioned in behavioural theories [5], which start with the notion that being an effective leader cannot be attributed to a single leadership style, but rather effective leadership is a product of a combination of traits, situations, behaviours and cognitions [1]. The contingency approach thus tries to fit all such variables that play a role in the leadership process into one framework. The main idea is that the effectiveness of a particular leadership style is contingent on the situation [16]. The contingency theory movement is mostly credited to F. E. Fiedler [4; 30] but there are other well-known theories such as House goal theory or the Vroom and Yetton model [5] or Hersey and Blanchard situational theory [6].

The main arguments of the model critiques are based on [1; 31]:

• consistency – it is inconsistent in the way it connects concern for task or relationships with ability or willingness;

• continuity – the development level continuum lacks continuity since it requires willingness to appear, disappear and reappear as the development level increases;

• conformity – it runs counter to conformity in that it does not start with a style of high task and high relationship for a group which is simultaneously unable and unwilling.

The most influential and complete contingency theory is believed to be R. House's path-goal theory of leadership [5]. One of the key roles of a leader is to motivate his/her followers, as motivation can often translate into high performance. One way to motivate workers is through the process of goal setting. R. House's path-goal model is a goal-setting theory that describes the ways in which leaders can motivate their subordinates to achieve both group and organizational goals. A. G. Jago in [30] mentioned that R. J. House and T. R. Mitchell advanced two propositions. Firstly, that the "leader behaviour is acceptable to subordinates to the extent that followers see such behaviour as a source of satisfaction and, secondly, that leader behaviour is motivational to the extent that such behaviour makes followers need satisfaction contingent on the effective performance and to the extent that such behaviour complements the environment of subordinates by providing guidance, support and rewards necessary for effective performance". These actions are consistent with the four types of behaviour (styles) that leaders can engage in to motivate subordinates as shown in the Figure under the leader behaviour [13; 26].
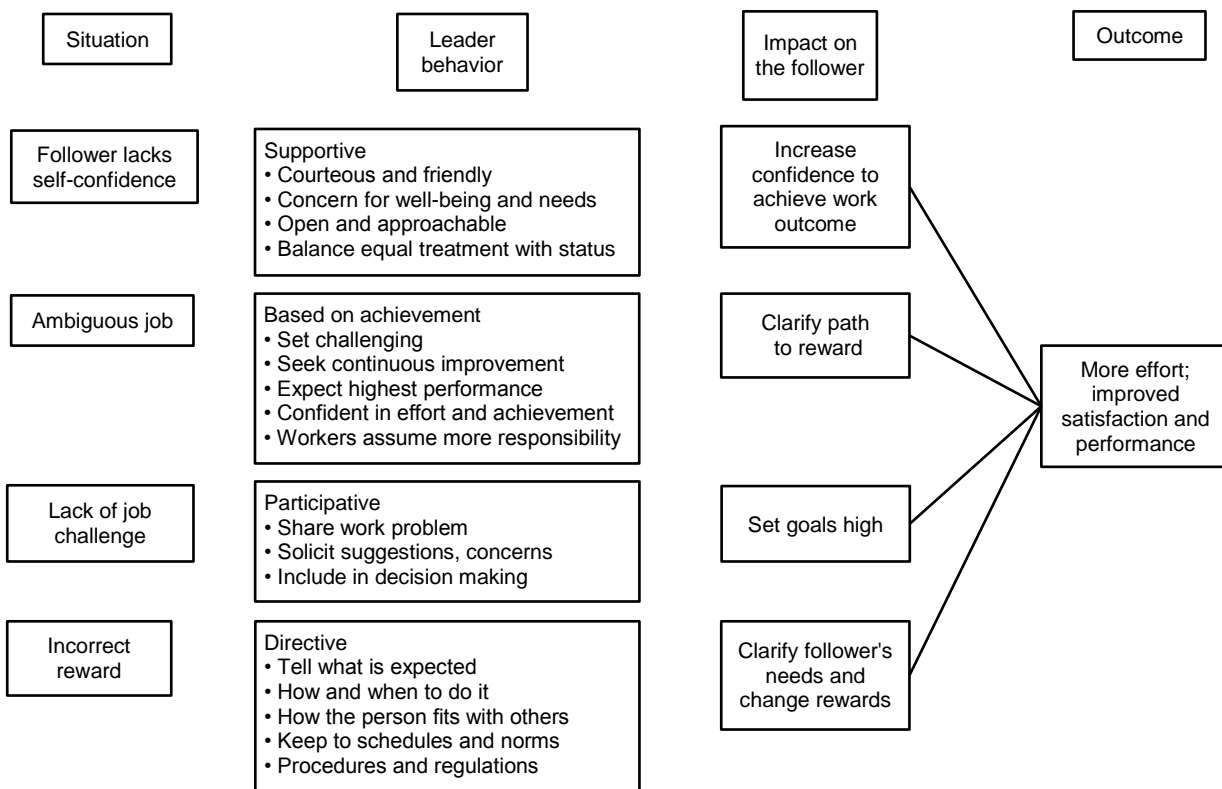
Figure. **Robert House's path-goal diagram** [26]

In the path-goal model, two contingency variables exist: the environment and the follower characteristics [26]. Thus in order to motivate subordinates, a leader not only has to be aware of the individuals' goals and needs, but must also take into consideration the individuals' nature, as well as the nature of the work they perform. Unlike Fielder's contingency theory, the path-goal method assumes that leaders are flexible with regard to their style, and must engage in different behaviours depending on the varying nature of situations in order to maximise the follower-desired outcomes [26].

A. Bryman [7] highlights several problems with the theory, in particular: "inconsistent findings, problems associated with using group average methods of describing leaders, no attention to informal leadership, causality and measurement problems" [5]. According to M. G. Evans [32] the theory has not yet been fully and adequately tested.

Vroom and Yetton theory, similarly to other contingency theories, focuses on the criteria to determine that the leader should involve their subordinates in different types of decision making but goes further by including which decision procedure will be most effective according to the situation [5]. Leaders play an active role in decision making in firms. In the decision-making process, leaders can choose from two styles: the autocratic leadership style or the participative leadership style. The participative leadership style is one that places value on subordinates' inputs in the decision-making process. Alternatively, in the autocratic leadership style, leaders prefer to make decisions without subordinate involvement. The Vroom and Yetton model describes the different ways in which leaders can make decisions and provides a guide to leaders on when and to what extent subordinates should be incorporated in the decision-making process [13].

Answering the above questions, the problem type (a feasible set) is found, which indicates the decision style to be used [13]:

● the autocratic style: the manager makes decisions without the input from subordinates;

● the consultative style: subordinates may give some input, but the leader makes the ultimate decision;

● the group style: the group makes the decision, and the leader is considered to be part of the group;

● delegated style: the subordinates make the decision, without any input from the leader.

Thus, many researchers tend to be critical of the model for various reasons including:

1. The model tends to dictate the style of leadership that may not be compatible with the leader's preferred style. For example, the model might suggest the personal participative style but the leader might prefer not to engage subordinates and vice versa.

2. Critics believe that the level of employee's participation in decision making should be relatively constant. If this is not the case, the employee may feel entitled, frustrated and resentful. However the model does not address the issue.

3. Researchers are sceptical of the model which leads to better decisions [22].

Both the trait and behavioural approaches to leadership provide an important insight into what makes effective leaders, both theories are missing an important variable. The trait approach looks at the characteristics of great leaders, but ignores the situation in which those characteristics are used. The trait theory fails to recognise that a certain characteristic might be more important than others in certain scenarios. The behaviour approach researches various actions that leaders may engage in, in order to maximise their effectiveness. Ultimately, however,

the behaviour approach takes a universal approach, concluding that there is one ultimate behavioural leadership style, this is not a realistic view with regards to varying situations [13]. As a result of the above, additional theories have come into play, so called "new leadership theories".

The new leadership paradigm (transactional-transformational) was first compared and contrasted by R. Quinn with other theories such as the consideration-initiative theory [18; 29] and the task-oriented model, however, the new paradigm was quickly seen as a new set of theories [12] that was added to the other models and didn't replace them and was consequently seen [7] as a new leadership approach [5].

Although researchers use many definitions such as transformational [2; 12], charismatic [20; 30], transforming, inspirational, visionary [33], or value-based [5] to describe this new type of leadership, a close inspection shows that there seem to be more similarities than differences between these researchers' views of leadership. The two terms – "transformational" and "charismatic" are the two most common definitions which both refer to the same type of leadership [5].

The new leadership theories aim to explain how specific leaders are able to create a very high level of motivations, admiration, respect, loyalty, performance, dedication and commitment in their followers and are able to guide their organisations towards great goals and objectives [5].

The paradigm is based on the work of B. J. Avolio, D. A. Waldman and F. J. Yammarino [23], J. J. Hater [16] and B. M. Bass [12] and many others. B. M. Bass believed that previous leadership approaches were transaction-based (reward for behaviour) and that a different type of approach was needed to explain why followers are motivated to perform more than is required [12].

Transformational leadership can be seen as having four dimensions: charisma (the leaders provide vision or sense of vision, create pride, trust and respect i.e. they inspire others), inspiration (the leader is seen as a model by his followers, who clarifies a vision in communication and uses symbols to focus effort), individual consideration (the leader uses coaching and mentoring, provides feedback and links the individuals' needs to the organisation's mission), intellectual stimulation (the transformational leader provides subordinates with new challenging ideas which makes the followers rethink old ways of doing things) [12].

The research suggests that transformational leadership is positively correlated with subordinates' job satisfaction, lower turnover rates, performance and higher productivity [7; 13; 26; 34] and also other factors such as trust in leaders [24] or organisational commitment [9]. In addition transformational leadership may lead to organisational citizenship behaviours [24].

Charismatic leadership can, however, have a negative effect such as lower interpersonal relationship, poor administrative practice, failure to plan for succession, negative consequences of self-confidence and impression management and an increased "group think effect" due to unquestioned obedience [12].

Critique of the new leadership theories focuses on such issues as the "excessive, almost evangelical role accorded to the transformational leader, who virtually unaided has the vision to guide the organisation through turbulent changes and crises" [25].

While leadership is easily observable in action, defining it precisely is much more difficult because each researcher sees leadership differently according to the researcher paradigm. Always, it seems, the concept of leadership eludes us or turns up in another form to taunt us again with its slipperiness and complexity.

There is no question on the effect of leaders in leading the organization to success and higher profit. Therefore organizational success consequently depends on leaders being present at all levels to perform the organizational mission.

However, determining what makes a leader is still unknown. There is no single leadership trait or behavior that is effective in every situation, however, the concept is now better understood and leadership remains a prevalent subject in the organizational behavior study.

Whilst most research is still North American-based, various leadership theories should be tested to develop a new one, if needed, for other countries especially those which have a very different culture to the North American's one.

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Information about the authors

T. Lepeyko – Doctor of Science in Economics, Professor, Head of Management and Business Department of Simon Kuznets Kharkiv National University of Economics (9-A Nauky Ave., Kharkiv, Ukraine, 61166, e-mail: tetyana.lepeyko@hneu.net).

Yassir Jamal – postgraduate student of Management and Business Department of Simon Kuznets Kharkiv National University of Economics (9-A Nauky Ave., Kharkiv, Ukraine, 61166, e-mail: yassirjamalpmj@gmail.com).

Інформація про авторів

Лепейко Тетяна Іванівна – докт. екон. наук, професор, завідувач кафедри менеджменту та бізнесу Харківського національного економічного університету імені Семена Кузнеця (просп. Науки, 9-А, м. Харків, Україна, 61166, e-mail: tetyana.lepeyko@hneu.net).

Яссір Джамаль – аспірант кафедри менеджменту та бізнесу Харківського національного економічного університету імені Семена Кузнеця (просп. Науки, 9-А, м. Харків, Україна, 61166, e-mail: yassirjamalpmj@gmail.com).

Информация об авторах

Лепейко Татьяна Ивановна – докт. экон. наук, профессор, заведующая кафедрой менеджмента и бизнеса Харьковского национального экономического университета имени Семена Кузнеца (просп. Науки, 9-А, г. Харьков, Украина, 61166, e-mail: tetyana.lepeyko@hneu.net).

Яссир Джамаль – аспирант кафедры менеджмента и бизнеса Харьковского национального экономического университета имени Семена Кузнеца (просп. Науки, 9-А, г. Харьков, Украина, 61166, e-mail: yassirjamalpmj@gmail.com).

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