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PSYCHOLOGY OF MANAGEMENT ACTIVITY AND ITS TRENDS

ПСИХОЛОГІЯ УПРАВЛІНСЬКОЇ ДІЯЛЬНОСТІ ТА ЇЇ ТЕНДЕНЦІЇ

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The article is devoted to topical issues defining managerial activity psychology and its current trends. Of course, the main place among various problems in the theory and practice of management is the complex issues related to the maintenance of management activities. The solution to all other management problems largely depends on a correct, complete understanding of the essence and content of management activities. The modern psychology of managerial activity represents managing people's information and technological processes. It covers all actions and conditions that give rise to technical-organizational, industrial, psychological-pedagogical, social-psychological, and other people connections. Management psychology is one of the most complex areas of human activity, in which personified relationships between people united by the labor process are revealed. Management activity is a set of coordinated actions and measures to achieve a specific goal within any firm, company, organization, or enterprise. The forms of managerial activity, namely legal, organizational, and organizational-legal, were analyzed and systematized. The world experience of using the psychology of managerial activity has been studied. It has been proven that management based on leadership principles involves considering specific laws to ensure effective implementation. The primary modern laws that improve awareness of the specifics of a certain type of management are highlighted. Today, effective management psychology is impossible without knowledge and use of social and psychological laws, as it is related to human interaction.

Keywords: activity, managerial activity, management, management psychology.

Стаття присвячена актуальним питанням визначення психології управлінської діяльності та її сучасним тенденціям. Саме психологія управлінської діяльності найчастіше реагує на реальні проблеми та потреби, які виникають у процесі управління, тобто її стан, структурний зміст не залишаються незмінними, а підлягають удосконаленню та втіленню різних апробацій. Управлінська діяльність є сукупністю скоординованих дій та заходів, які спрямовані на досягнення певної мети в межах будь-якої фірми, компанії, організації, підприємства. Більшість українських фірм, компаній, організацій, підприємств, які залишають без змін тип управління, переживають глибоку кризу. Без докорінної зміни всього управлінського механізму цієї ситуації не подолати, оскільки управління радянської моделі не піддається професіоналізації, тобто перетворенню на справжнє ринкове управління. Це пояснюють відсутністю у керівників, які діють за цією моделлю, мотивації до опанування нових методів управління, а ще частіше – нездатністю на це (через вік, радянську освіту, незнання іноземних мов, невідповідність займаній посаді, некомпетентність тощо). Проаналізовано та систематизовано форми управлінської діяльності, а саме правові, організаційні та організаційно-правові. Досліджено світовий досвід використання психології управлінської діяльності. Виявлено, що пріоритетними показниками психології управлінської діяльності є: збереження інтелектуальної еліти фірми, компанії, організації, підприємства; довірливі стосунки під час виконання та прийняття управлінських рішень; відповідальність та компетентність працівників; корпоративний дух взаємодії; якість прийняття управлінських рішень; здатність керівників до подолання психологічних бар'єрів під час нововведень; орієнтація на досягнення успіху фірми, компанії, організації, підприємства. Стратегічним центром психології управлінської діяльності є людина як найвища цінність для фірми, компанії, організації, підприємства. Доведено, що управління на засадах лідерства передбачає врахування певних закономірностей, дотримання яких забезпечує його ефективну реалізацію. Виокремлено основні сучасні закономірності, які покращують усвідомлення особливостей певного виду управління

Ключові слова: діяльність, управлінська діяльність, менеджмент, психологія управління.

Formulation of the problem. Among the various problems of the theory and practice of management, the central place, of course, belongs to the complex of issues related to the maintenance of management activities. The solution of all other management problems largely depends on a correct, complete understanding of the essence and content of management activities. Management psychology is one of the most complex areas of human activity, in which personified relationships between people united by the labor process are revealed. The modern psychology of managerial activity represents the management of people, information, and technological processes.

It covers all actions and conditions that give rise to technical-organizational, industrial, psychological-pedagogical, social-psychological, and other people connections. Practical management psychology is only possible with knowledge and use of social and psychological laws, as it is related to interaction between people.

Analysis of recent research and publications. In the modern scientific literature on management, psychology, management psychology, and international economics, different points of view are presented regarding the definition of the content, structure, purpose, and tasks of the psychology of managerial activity [1–5]. Needs and goals are the main components of the motivational sphere of the individual. In management activities, the common goal is the factor that unites people, stimulates them to work, and integrates the group into a single whole. The general plan helps the firm, company, organization, and enterprise to achieve the goal, ensures connection between actions, and coordinates relationships. The psychology of managerial activity appears as a condition for appropriate human interaction with the world.

Therefore, the psychology of managerial activity and its trends are currently the center of attention among scientists, businessmen, and managers. A. O. Dzenis, V. O. Kozub, and V. S. Savelyeva studied problems related to the psychology of managerial activity.

Formulation of the goals of the article (statement of the task). At the current stage of market development, the values of any firm, company, organization, or enterprise are not only its assets, manufactured products, and property but also the experience and qualifications of employees, their loyalty,

creativity, and competence. The solution to all other management problems largely depends on a correct, complete understanding of the essence and content of management activities. Based on this, the assessment, accumulation, and development of intellectual capital and, most importantly, its management to achieve the goals of the firm, company, organization, and enterprise have become the main tasks of the psychology of managerial activity.

Presentation of the main research material. Today, managerial activity is a set of skills, abilities, methods, means of practical acts, and actions of a person in the management field developed by historical experience, scientific knowledge, and people's talents [2].

The term "form" (from the Latin form) means any external manifestation of any phenomenon related to its essence or content [1].

The form of management activity is an external, permanent, typified expression of the practical activity of state bodies in forming and implementing management goals and functions [3].

In the economic literature [1–5], the following forms of management activity are distinguished:

- legal forms of management activity,
- organizational forms of management activity,
- organizational and legal forms of management activity.

Legal forms of management activity record management decisions and actions that have a legal meaning (establishment and application of legal norms). They are used mainly to prepare, adopt, and implement management decisions. Effective management of state affairs is of apparent national importance.

We believe that to ensure the effectiveness of management activities, it is important that the main actions, operations, predictive assessments, examinations, statistical generalizations, informational information, and sociological data on which this or that management decision is based be clearly documented and presented in the appropriate legal form.

Organizational forms of management activity are associated with the implementation of specific collective or individual actions (operational-organizational and material-technical operations); they can be characterized as methods of free collective search for the optimal solution to a management problem.

In contrast to the legal form, where the unilateral expression of the will of the body

authorized to implement the competence of the state authority is expressed, in the organizational forms, different views and approaches, discussions and debates, compromises, and agreements are more represented.

Organizational and legal forms of management activity are state administration forms that, as elements of legal activity, are not considered legal acts (normative or individual). However, they are not illegal, as they cause inevitable legal consequences [4].

Management based on leadership involves considering specific laws, the observance of which ensures its effective implementation. Identifying regularities helps one better understand the peculiarities of the specified type of management.

Regularity is an objectively existing, repeated, essential connection of social life phenomena or historical development stages [1].

The regularities of managerial activity mean stable dependence, the connection between the management process and social systems and conditions external to it, and the connection and dependence between the components of the management process and the teaching and learning processes [1].

Summarizing the results of the given definitions, we will understand the regularities of management as objectively existing, repeated, stable, essential connections between various elements of the system, which reflect the content of management influences and ensure the system's stable functioning.

In the economic literature [1–5], the general laws of management include:

- the regularity of the correspondence of the social content of management to the forms of ownership of the means of production;
- the regularity of the overwhelming effectiveness of conscious, planned management;
- the regularity of the relationship between the controlling and controlled systems, the subject and the object of control;
- regularity of strengthening processes of division and cooperation of labor in management.

The regularity of the correspondence of the social content of management to the forms of ownership of the means of production presupposes the creation of management systems adequate to these forms of ownership. Thus, the privatization of industrial and trade enterprises led to the diversity of organizational and legal forms of these enterprises and weakened the centralized management of their activities.

The predominant effectiveness of consciously planned management is also natural because a management system with planned process regulation is potentially more effective than a system with spontaneous process regulation. This is confirmed by the broad application of the program-target approach, system approach, and analysis at all levels of management in modern society.

The regularity of the relationship between the controlling and controlled systems, the subject and the object of control, means the compliance of the sphere of power with the requirements of the object of control [5].

Strengthening the division and cooperation of labor in management can be attributed to the general management patterns. The regularity reflects, on the one hand, the further horizontal and vertical division of labor in management, which is associated with the development of industries, the increase in the scale of managed systems, and the emergence of new functions and types of activities. On the other hand, the division of labor determines its coordination, that is, the coherence of the actions of management subjects, which is expressed in the cooperation of managerial labor.

Private patterns include:

- regularity of change of management functions;
- regularity of optimization of the number of control stages;
- regularity of concentration of management functions;
- regularity of the prevalence of control [5].

The regularity of changes in management functions means the growth of some tasks and the decline of others at different hierarchical levels of management. Thus, if at the level of the trading house, strategic tasks covering the firm's investment policy, profit distribution, etc., are solved, then at the level of each store entering the trading house, mostly tactical issues related to the sale of goods to the population are solved.

Optimizing the number of management stages regularly involves eliminating unnecessary management links, which increases flexibility and efficiency.

The regularity of the concentration of management functions is that management strives for a greater concentration of functions, that is, for the expansion and growth of the number of management personnel. This pattern is clearly illustrated by the data on the growth of the bureaucratic apparatus, which is observed in all countries.

The regularity of the prevalence of control reflects the dependence between the number of subordinates and the manager's ability to effectively manage their activities and control their actions. Having 7–10 subordinates directly under one manager is considered optimal. This issue will be discussed in more detail below when studying personnel management and the process of forming the most influential groups.

Laws of management (both general and private) are objective and are implemented in people's management activities. Management's regularities must be fully considered when forming management principles.

Management activities occur in the external and internal social environments [5].

The organization's external environment is formed by relationships with suppliers, consumers, authorities, political-economic, legal, socio-cultural, technological, environmental, international, and socio-psychological features of society and the demands placed on the organization. Each link in this environment has a different effect on the organization's vital activity. These influences are different in other countries and various historical periods of the same country.

The organization's internal environment is represented by the circumstances and factors (material and human) in the organization that influence the participants' behavior in the management process and management decision-making.

They include the organization's mission, goals, tasks, structure, technologies, processes, finances, culture, and human resources.

Psychology of cultural differences. The cultural differences of representatives of different peoples influence the formation of the management system.

Culture is characteristic of a person, acquired through upbringing and socially sanctioned ways of activity and behavior.

Considerations regarding levels of cultural contexts are essential for management psychology. A culture of high context is characterized by information being presented in an implicit form, understandable only to those who have experienced a specific cultural environment. In a low-context culture, individuals are kept at a certain psychological distance, so information between them should be open.

According to modern ideas in the economic literature [1–5], culture is defined by the following characteristics:

- material production, united by the concept of "technology," which covers the production of means that constitute the material basis of human existence (food, housing, clothing), etc.;
- the degree of perfection in mastering a particular field of knowledge or activity (culture of production);
- language and means of communication with the help of symbols (gesture, art, writing), the degree of compliance of the language with the norms of the literary language;
- a set of moral requirements as an essential component of habits and skills that are manifested in a person's everyday behavior (at work, in communication, etc.);
- a system of instructions, superstitions, customs, and traditions that regulate interpersonal relations;
- a set of values, people's attitudes, and cultural contexts;
- specific methods of organization and development of human life, represented in the products of material and spiritual labor, the system of norms and institutions, spiritual values, and aggregates of attitudes of individuals to nature, to themselves, and to others.

Knowledge of culture's peculiarities and characteristics, its elements (symbols, heroes, rituals, and values), is very valuable for managers who work internationally and have connections with foreign partners.

Management theory and practice as a system of knowledge, skills, and abilities is a cultural phenomenon that gives grounds for asserting the existence of a management culture.

Management culture is a set of general principles, norms, and values that are theoretical and practical and relate to various aspects of management activity to some extent [5].

A high management culture is one of the decisive factors for an organization's success. It appears as a system of knowledge about management processes, the structure of management systems, and the forms, methods, and principles of management activity.

General provisions on management culture find their concrete embodiment in actual management activities.

Group value orientations are created in managerial activity. Group relations (between employees, managers, subordinates, etc.) are built on the coincidence of value orientations, which ensures their cohesion and value-orientational unity [5].

An acceptable management model in one country can completely discredit itself in another.

For example, in the Swedish management model, the priority is a high standard of living and respect for the weak, which indicates its "feminine" beginning. Such management culture and its bearers are characterized by low individualism: they stay closer to their leaders, are dominated by feelings of insecurity, etc.

In the American management culture, the distance of subordinates from their leaders prevails; rigid structures are needed to manage

them; they do not tolerate uncertainty in achieving the set goal and are carriers of the "masculine" principle in the organizational culture.

Thus, management psychology is a process of managing people, information, and technological processes. In our opinion, the main obstacle to introducing management psychology can be a low level of staff competence or an insufficiently high level of information technology use.

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