

## WAYS TO IMPROVE THE SYSTEM OF SOCIAL AND PSYCHOLOGICAL MECHANISMS OF MANAGEMENT ACTIVITIES

### ШЛЯХИ ВДОСКОНАЛЕННЯ СИСТЕМИ СОЦІАЛЬНО-ПСИХОЛОГІЧНИХ МЕХАНІЗМІВ УПРАВЛІНСЬКОЇ ДІЯЛЬНОСТІ

**Cherusheva G. B./ Черушева Г. Б.**

*Phd, assoc.prof. /к. п. н., доц. /*

*ORCID: <https://orcid.org/0000-0001-9652-0913>*

*National Academy of Statistics, Accounting and Auditing,  
м. Kyiv, Pidhirna 1, 04107*

**Abstract:** *It is well known that any improvements in an organization's activities cannot take place without the personal and professional growth of each employee, their awareness, and the development of their competence. The personal value of each employee of the organization requires the use of their potential and the search for ways to create an optimal management model, taking into account socio-psychological factors. The results of the study show that today's managers deal with a whole range of professional issues, including personnel management. At the same time, the most vulnerable issues are those related to the individual and personal growth of employees.*

**Keywords:** *interactive methods, emotional culture, communicative competence, psychological support*

**Анотація:** *Загальновідомо, що будь-які покращення у діяльності організації не можуть відбуватися без особистого та професійного росту кожного працівника, його обізнаності та розвитку компетентності. Особистісна цінність кожного працівника організації потребує використання його потенційних можливостей та пошуку шляхів щодо створення оптимальної моделі управління з врахуванням соціально-психологічних чинників. За результатами дослідження доведено, що сьогодні управлінці вирішують цілий комплекс професійних проблем, зокрема питання управління персоналом. Водночас найбільш вразливими виявились проблеми, що пов'язані з індивідуально-особистісним зростанням працівників.*

**Ключові слова:** *інтерактивні методи, емоційна культура, комунікативна компетентність, психологічна підтримка*

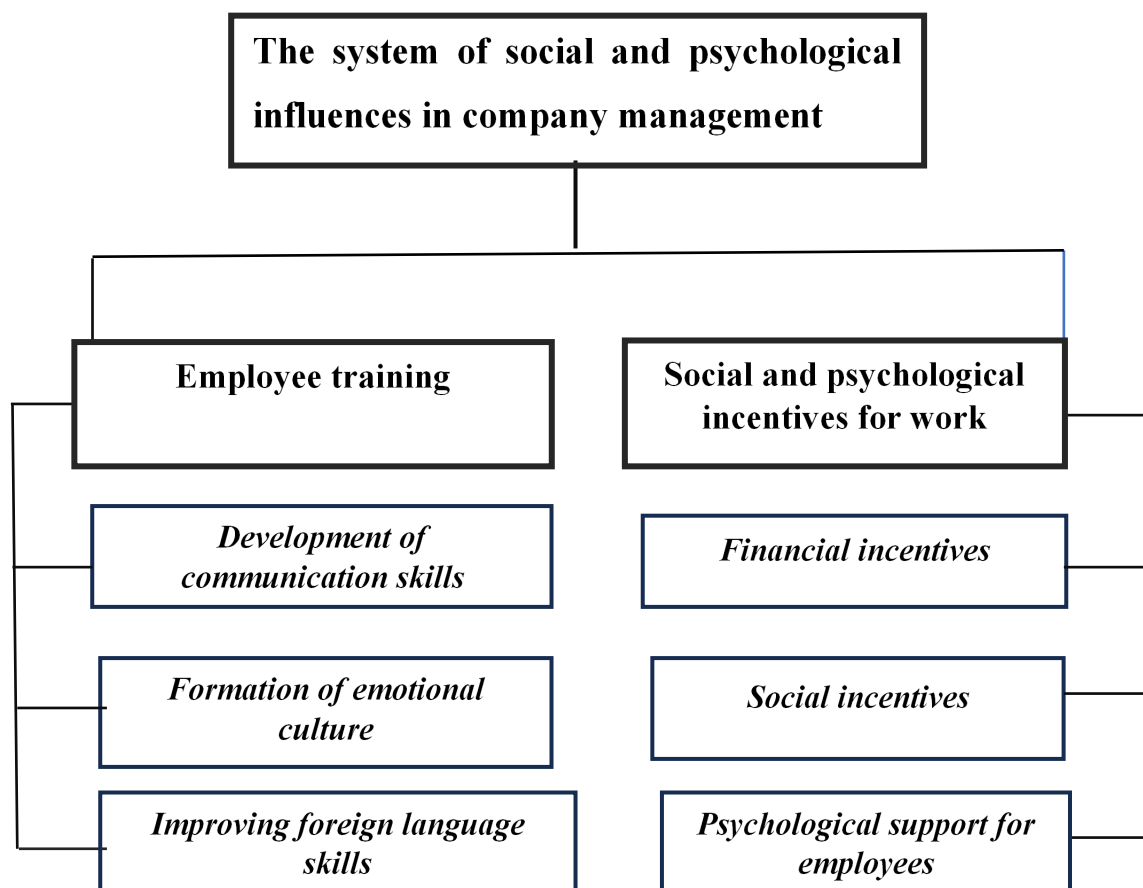
We present the possibility of socio-psychological support for the organization's activities within the framework of a systematic approach. The system of socio-psychological influences in company management consists of two interrelated structural components. (Figure 1)

**The first structural block** is “employee training,” which aims to promote the professional growth and development of each individual. The main objectives are:

- developing communication skills;
- forming emotional culture;
- improving language skills

**The second structural block** is “social and psychological stimulation of labor,” which includes:

- material incentives;
- social incentives;
- psychological support for employees.



**Figure 1 Ways to improve socio-psychological influences in management**  
**Development of communication skills**

The implementation of this system, which incorporates the fundamental factors of socio-psychological support for the organization's activities, requires both significant financial resources and strong-willed decisions by management. It should be noted that moral and psychological support for personnel and the creation of favorable conditions for their productive activity are not only objectively necessary, but also ensure the effectiveness of the entire organization. Without diminishing the role of socio-psychological incentives for work, the main focus is on the main areas of improving the qualifications of the organization's employees.

The professional development system provides training through various forms of coursework (courses, seminars, webinars, training sessions) in accordance with a

plan that may include:

- *Training in communication skills and teamwork*
- *Webinar on emotional intelligence issues*
- *Series of thematic meetings*
- *Foreign language courses*

The training is aimed at developing communication skills and teamwork, encouraging understanding of the specifics of business communication, easy adaptation to unusual situations and interlocutors, and requires mastery of communication techniques.

The effectiveness of the training and the successful completion of all tasks depend on clear planning and competent formulation of goals. The trainer must clearly understand the specifics of the organization's activities and take into account the different categories of employees who will participate in the training. We proceeded from the assumption that the implementation of communication training is carried out at the suggestion of the employees themselves, who need to improve their skills and abilities and develop a set of communication competencies.

During staff training, the trainer should use a set of interactive methods that promote the development of creative thinking, the formation of perceptive communication skills, empathy, etc.: modeling possible professional situations where participants have to offer different options for possible developments; role-playing certain work situations that arise in the course of work, in conditions of team interaction; group discussion of a problem to jointly search for an alternative solution; generating ideas and one's own vision of solving a problem, which stimulates the development of creative thinking.

The main goal of the training program is to acquire socio-psychological knowledge and develop organizational and communication skills necessary for working in a professional field. Upon completion of the training, an in-depth course in rhetoric and communication can be offered.

The next component of the first block is a webinar on emotional intelligence issues, which includes a series of thematic meetings. A distinctive feature of the

webinar is the high intensity of group interaction, the activity and independence of participants, the development of relevant experience, and personal experiences. This is the ideal form of professional development for those who want to advance their careers by working with the key elements of emotional intelligence: self-awareness, self-regulation, self-motivation, empathy, and relationship management.

The main principle of the webinar is ***“Learn - Apply - Reflect.”*** This allows participants to gain a deep understanding of the close relationship between thoughts, emotions, and behavior. This understanding will not only improve their decision-making abilities, but also increase their effectiveness in leadership positions and teamwork, which is a vital asset in today's business environment. Participants will complete interactive exercises that promote the practical application of emotional intelligence techniques in their daily work life. This will help them navigate complex professional situations, negotiate tactfully, and succeed in conflict resolution, which is important for career growth.

Along with the webinar, it is advisable to introduce language courses. Language course groups should be formed according to the needs of employees.

The presented professional development measures will largely meet the needs of employees in terms of developing communication skills and abilities, easy social adaptation to various communication environments, forming emotional culture abilities and qualities, developing creative potential, and will contribute to strengthening staff motivation for professional activity.