

A. Kim
student,
V. Kononov
student,
A. Kopchak
student,

Supervisor: PhD (Pedagogical Sciences), Associate Professor, R. Kubanov,
Separate structural subdivision "Institute of Innovative Education of Kyiv
National University of Construction and Architecture", Kyiv, Ukraine

THE ROLE OF THE MANAGER IN THE FORMATION OF SOCIO-PSYCHOLOGICAL CLIMATE IN THE TEAM

The psychological atmosphere of the team is determined by the social purpose of the team, value-oriented unity of the group, a sense of collective and personal responsibility, interdependence of group members, leading to the union of personal interests with public. However, the production team unites people not only on the basis of a common goal and in common work, but also on the basis of the organization of joint activities. This is where the important role of the manager, the ability to properly form the socio-psychological climate in the team.

The purpose of the study is to reveal the role of the manager in shaping the socio-psychological climate in the workforce.

Creating a favorable socio-psychological climate in the team is one of the main tasks of managers, as its solution creates important prerequisites for effective work. The importance of a favorable psychological climate can be judged, for example, by the fact that a bad mood reduces the effectiveness of the team, about one and a half times. Because circumstances are purposefully influenced, the psychological climate can, to some extent, be shaped and adjusted. The psychological state of the team is characterized by the degree of satisfaction of its members with their position. It is influenced by the nature and content of work, people's attitude to it, prestige, size of rewards, growth prospects, availability of additional opportunities (solve some problems, see the world, meet interesting or useful people, become famous), venue, psychological climate. In many respects the psychological state of the team depends on the ability of its members to consciously live by its laws, to obey the established requirements and procedures.

For a manager to promote team cohesion, he must have the following personal characteristics: determination, awareness, purposefulness, selectivity, tact, efficiency, demanding, critical, responsible. The manager can effectively influence the workforce by choosing a certain leadership style.

There are different types of leadership styles on the basis of the predominance of individual or group ways of influencing the organization of the production process [3, p. 377].

Researchers [2] recommend managers to use the following forms of influence on the socio-psychological climate in the team:

- groups of socio-psychological training. They use a large number of psychological exercises aimed at developing the ability to realize their feelings and sensations, their subconscious, their perception of the world and the reactions of others, to analyze and understand them. Such psychological training is considered important for actualizing one's potential, improving contacts in the group, and, consequently, its socio-psychological climate;

- discussion. Is a means of clarifying the relationship. Organized in various ways verbal contacts are recommended to solve organizational problems, are reduced to discussion and end any discussion of attempts to regulate the socio-psychological climate of any group;

- meetings-discussions are the main means of regulating the socio-psychological climate in the enterprise, a way to find out the views of employees on various issues. There are certain rules for their organization. The psychologist is often the neutral person as the organizer and regulator. For the effectiveness of the discussions, the democratic atmosphere that prevails in the team is important, when no one is afraid to express their opinion;

- change of situation in the workplace. For example, one of these methods is the arrangement of tables in the workroom is not orderly, but chaotic, according to sympathy or the principle of common work;

- to find common interests that would unite the staff and on their basis to organize common affairs: joint recreation, hiking, sports events: health day, travel, etc .;

- formation of team traditions;

- to create an atmosphere of the team's desire for emotional inclusion in the life of each employee;

- to develop communicative culture, communication and cooperation skills;

- to develop empathic abilities of members of the workforce, skills and need to know other people, tolerant attitude towards them.

It should be emphasized that clear and transparent rules for their career development, as well as equal opportunities for professional development, are crucial for staff. If the employee understands that the high level of efficiency of the tasks opens up opportunities for him to study and move, it motivates him to make maximum efforts and achieve success. In today's market-leading companies (Samsung, Apple, Nokia, etc.), employee career

planning has a special role to play, with the most talented, gifted and hard-working employees being selected at various levels and in their fields of activity. to form a management reserve, the features of their vertical and horizontal rotation, advanced training, internship, further movement up the career ladder are determined. Dismissal of destructive and unproductive workers. If there is at least one destructive member in a good team, the activities of the team are slowed down, productivity is reduced, and the relationship deteriorates. In such conditions, the elimination, dismissal of destructive and unproductive workers will help to improve the atmosphere and reduce social tensions in the team.

Proposals for improving the socio-psychological climate can be proposed as follows: 1) to satisfy a person's work should be borne in mind the main factors that affect this and improve each item personally; 2) team cohesion should help the trust of members of the department to each other, if each employee will have such personal characteristics as certainty, awareness, purposefulness, tact, efficiency, demanding, responsible, then friendly, comfortable relationships will be people in the team; 3) the manager must be well aware of the advantages and disadvantages of subordinates, as well as their own and listen carefully to objections to their own proposal on certain issues, sometimes instead of ordering, requiring unquestioning compliance with their instructions, the boss can get the desired results. [1, p. 30].

Thus, the problem of forming a favorable psychological climate in the team is of great practical importance. The climate in the team, in accordance with the moral norms of society, is one of the most important factors in optimizing the production activities of each individual employee and any team. Formation and improvement of a favorable moral and psychological climate in the team - a practical task for a manager of any rank.

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