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BASIC ASPECTS OF MANAGEMENT PSYCHOLOGY

Abstract

The article analyzed psychological aspects in economic science. Some psychological issues related to the activities of managers are discussed, namely: the origin of the psychological direction in the economy; industry issues; Personal qualities of a modern leader, their evaluation criteria; Various methods based on psychological techniques that managers use for successful work.

Key words: *psychology, management, manager*

The roots of this trend in economics can be found in the works of such famous economists as Adam Smith, Alfred Marshall and John Maynard Keynes. In the works of these authors, the theory of a rational economic person was formed, the purpose of which is to receive benefits. The field of psychological knowledge emerged as an independent direction in economics at the beginning of the last century, and it is related to G. Münsterberg, G. Tarde and psychologist J. with the names of Cato [5].

The problems of this field of science are very diverse, but it has three divisions: market (consumer psychology); business (psychology of the entrepreneur, negotiations, competition, etc.); The relationship «society — citizen» (taxes, profits, inflation, unemployment, etc.).

Let's talk in more detail about the second section, namely, we will discuss some aspects of management psychology. Management (management theory) is production management based on a combination of methods, principles and management tools to increase its efficiency and profitability. First of all, you should think about who is the manager, ie. What qualities should a person who will be involved in management have? A modern leader is forced to make decisions in very difficult situations because he is dealing with people. Therefore, business success largely depends on personal factors. We

can try to define some general criteria necessary for this field of activity [1].

First of all, a person who plays the role of a manager must be a leader who can direct the actions of the team and get satisfaction from it. The team, in turn, benefits from this, because with the emergence of a leader, it gains stability and is finally formed.

Second, an important feature for a manager is initiative, i.e. The ability to take responsibility for making decisions about new initiatives in the interests of the team, as well as the ability to bring them to a successful conclusion. This quality depends on the psychological qualities of the individual. A leader's initiative lies not only in the ability to start a new business, but also in predicting the readiness of a team or group to act. By his example, the leader initiates the activities of those around him, and in case of a positive result, the team attributes success to him, thereby strengthening his authority.

Third, the manager should be able to independently coordinate the work of the team, if possible, without the help of his superiors and parallel units, and at the same time, get rid of minimal information from the lower levels, without distracting them directly. activity. In order to make decisions, the leader must have independence, because one of the characteristics of the social system is the autonomy of its structural units [2]. The less unwarranted interference in the activities of such units, the more effective their work will be. In addition, an independent leader will benefit from the support of a team that recognizes him as a leader.

Fourth, a natural feature of a manager should also be flexibility of thinking, which, in turn, depends on the individual's nervous system, character and mental characteristics. Since people and the team as a whole are constantly changing, it is very important for a leader to know effective ways to influence people's interests, tastes and inclinations.

Fifth, the ability to be gently and imperceptibly involved in people's interests, the ability to get close to them, the ability to establish strong contacts, it is a very useful feature for all people [3], but a manager should have this ability much more than others. Communication and contact skills benefit the leader's authority and increase the level of trust.

Sixth, one of the system's fundamental requirements for a leader is balance. An unbalanced person causes delays in working hours and schedules. Harsh tone, shouting, inappropriate reaction, sudden mood swings have a detrimental effect on team performance. People with a

certain type of nervous system, namely sanguine and phlegmatic people, have a balanced character. Melancholic and choleric people are unbalanced because they have a very high speed of mental processes. It should be taken into account that these kinds of qualities depend to a certain extent on the will of a person.

Seventh, optimism is an integral part of a leader's personality. On the one hand, belief in the success of the business and the final result promotes trust in the team, on the other hand, the general emotional mood best contributes to work efficiency. In some situations, people may show depression and despair, so it is very important for a leader to have a healthy psyche and a mature social orientation.

Eighth, the sense of submission includes both the ability to submit and to obey. This feeling does not mean servility, on the contrary, despotism and the rod of discipline. It should not suppress the dignity and integrity of the person. Subordination is carried out in the interests of the entire system, and the development of this quality in people falls on the shoulders of management structures, so the manager's tact and culture will be indispensable in this matter [4].

Ninth, demand is necessary for both subordinates and oneself. The ability to ask others is learned; Almost no one has this ability by nature, it is acquired through experience. A skillfully and intelligently constructed system of various control measures, punishments and rewards leads to gradual self-regulation of the team.

To summarize, we can say that almost all of the above-mentioned qualities can be inherent in any person, because they are based either on natural inclinations and personal qualities, or on the skills of communicating with people. But since the manager's work is related specifically to the human factor, all these qualities should not only be clearly expressed, but also concentrated in one person.

The successful use of people's abilities and qualities is determined by the development of recommendations for improving the effectiveness of personnel. This is achieved through emotional influence and motivational-voluntary influence.

Emotional impact should be determined based on the degree of complexity of the person's activity. It was found that a high level of arousal during a simple task must be maintained to prevent lethargy. Complex tasks require low levels of arousal, while medium tasks require medium levels of activation and stress, respectively. In the conditions of increased responsibility, the increase in tension and anxiety worsens the result of work. This is a typical mistake in management; It is often allowed by adults, teachers and parents.

Motivational-volitional influence can be more effective than emotional influence. In general, motivation is a driving reason, a reason for a specific action. With its help, you can answer the question: why does this person behave in this way and not in another way.

With a properly developed motivational model, in the process of effective activity, the employee not only realizes himself through internal motivations, but also fully or partially satisfies his needs. Abraham Maslow's motivational model of the hierarchy of needs is well known in world practice: basic physiological needs (food, clothing, shelter, sleep, movement, reproduction, etc.); Security (employment, income, sickness and old age insurance, etc.); social contact (love, friendship, group affiliation, satisfactory work atmosphere, etc.); self-respect, importance, recognition (self-confidence, authority among colleagues and superiors, recognition of personal merit, etc.); Self-realization (desire for self-realization in the profession, discovery and investigation of one's own abilities, etc.).

The employee directs his efforts and potential abilities to achieve the goal, provided that his intentions are satisfied. Today, a model of motivation is proposed, which includes various aspects of human work and life. It consists of the following methods of influence: organizational — properly organized regulation, activity regulation; Administrative — methods of public motivation, allowing open coercion of people to perform this or that work; Economic — they are based on the material interest of the performers in the results of their work; Socio-psychological — creating a favorable moral and psychological climate in the team to achieve greater results.

Motivation means creating comfortable conditions for employees to carry out their work, necessarily providing a system of monetary and non-monetary incentives. In addition, from a psychological point of view, such stimulation affects the formation of the employee's value orientation.

Thus, we tried to bring out some problems of economic psychology. It should be noted that these problems are very relevant in bribery and their solution can help to make production more efficient and eliminate certain social conflicts related to the relationship between different categories of workers. In addition, the information presented in this article may be of educational and general educational interest to anyone involved in management or supervised by managers.

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МІЖНАРОДНИЙ ДОСВІД У ФОРМУВАННІ ТА РОЗВИТКУ ПЕРСОНАЛУ НА ПІДПРИЄМСТВІ

Підбір персоналу — одне з головних питань для роботодавців, яке виникає у однаковій мірі перед вітчизняними та зарубіжними компаніями. І це при тому, що взаємозалежності даного питання із кількістю пропозицій на ринку праці немає. Зрештою, саме наявністю «правильних» людей на підприємстві визначається ефективність роботи компанії. Саме тому дуже важливо мати власні методи та техніки рекрутингу. Із цієї причини велика кількість закордонних компаній останній часом почали займатися практикою навчання власних працівників, докладають серйозних зусиль для організації професійного розвитку своїх співробітників. [1, с. 136–139].

Більшість професійних психологів та HR-фахівців, які здійснюють процес відбору, використовують суворо засекречену методику, яка є невідомою навіть лінійним менеджерам та керівникам, які беруть участь у даній процедурі уже на завершальному етапі проведення співбесіди, хоч саме вони приймають остаточне рішення по відношенню до конкретних працівників, що змогли пройти усі етапи процесу відбору кандидатів.

В іноземних компаніях виділяють наступний перелік етапів оцінки кандидата на вакантну посаду до укладення трудового