



FEATURES OF REFLECTION OF MODERN MANAGEMENT ASPECTS IN MANAGEMENT DECISION-MAKING

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Annotation

The article defines the subject area and characterizes the sociology and psychology of management. The principles of personnel management are considered from the point of view of administrative, organizational and socio-psychological impact on personnel. Socio-psychological aspects, functions and mechanisms of management are determined. Recommendations for the effective application of socio-psychological management methods have been developed.

Keywords: psychology of management, sociology of management, humanization, labor collective, microclimate, managerial relations.

Introduction

A modern enterprise based on the labor activity of personnel needs to improve the management system, regardless of the number of full-time employees. To date, many methods of working with personnel have been developed. They differ in the direction of impact, financial and time costs, duration and effectiveness of impact, but it should be noted that all modern management methods are based on the belief that each employee is, first of all, a person with his own personal social, psychological and physiological characteristics.

With the development of such sciences as "sociology and psychology of management", there is a need to study socio-psychological methods of influencing personnel aimed at working out the individual characteristics of members of the labor collective.

V. M. Shepel, N. S. Mansurov, L. P. Bueva, E. S. Kuzmin, K. K. Platonov, A. N. Lutoshkin and other well-known scientists and practitioners in the field of sociology and psychology of organizational personnel management were engaged in the study of socio-psychological methods of management.

The efficiency of the personnel is largely determined by the state of the social and psychological climate at the enterprise, while the success of the team depends entirely on the results of the work of its members. The analysis of the results of labor activity and the development of recommendations for effective management, taking into account the individual



characteristics of each employee, determines the relevance and necessity of studying the socio-psychological aspect of personnel management at an enterprise of any type of activity.

The purpose of the article is to reveal the concept and essence of "sociology and psychology of management" through the analysis of principles, functions and directions in the field of modern mechanisms of influence on the labor collective.

Presentation of the main material

Socio-psychological methods of management are specific ways and techniques of influencing the process of formation and development of the team, on the social processes taking place within it. The methods under consideration combine two areas of work with personnel:

- 1) creation of a favorable socio-psychological climate, which includes the development and maintenance of friendly relations in the labor collective, establishes a high level of cohesion, understanding, mutual assistance, trust, etc.
- 2) disclosure of personal abilities of each employee, assistance in their improvement, which leads to the maximum self-realization of a person in labor activity.

D. R. Nizamova argues that socio-psychological mechanisms of management are a set of various ways of influencing an individual, a social group or society, relations within a team and interaction within it. This means that this management methodology includes not only comprehensive work with the personnel of the organization, but also reveals the labor potential of a particular individual.

The socio-psychological aspects of management are based on two main directions: sociology and psychology of management.

Sociology of management is an interdisciplinary field of knowledge that is at the intersection of sociology, management theory, management, sociology of organizations and other fields of knowledge.

In many textbooks, the sociology of management is defined as a scientific activity that considers management processes at the level of interpersonal and intrapersonal relations, where special attention is paid to the socio-psychological aspects of management.

The subject of sociology of management is:

1. technologies of social management;
2. analysis of the problems of social regulation;
3. social and psychological aspect of managerial relations;
4. regulation of problems of state and administrative management [9].

The studied area of management sociology includes the analysis of the formation of goals and their impact on the results of personnel activities, the study of the correspondence of management goals to the interests and expectations of the managed, the processes of self-organization, etc.



Management psychology is a field of science that forms psychological knowledge to solve the problems of organizing and managing the activities of the labor collective as a whole. This is a branch of psychology that studies the psychological patterns of managerial activity.

The subject area of the study of psychological impact is Patterns of psychological relations within the framework of:

1. analysis of management activities from the point of view of the functional and structural aspect;
2. interaction between the head and employees of the organization;
3. socio-psychological analysis of labor collectives and interpersonal relations formed on this basis.

With the advent of the managerial profession and the development of psychological and sociological sciences, there was a need to form the principles of management. F. Taylor was one of the first to describe these principles, dividing them into 3 areas:

1. substitution of decisions made by the worker performing this function with scientifically calculated and well-grounded decisions;
2. replacement of haphazard recruitment and training of personnel with scientific selection and professional training;
3. Direct interaction between the manager and the staff, establishing close contact for the effectiveness of work.

The management system, as noted by Academician D. Lvov, should unite the following set of system-forming features: target character the functioning of the system, the composition of the components of the system, the availability of sufficient resources for expanded reproduction, the feedback mechanism.

The management system and its organizational structure represent a kind of social institution that imposes organization and procedures on the personnel of the system, creates a social field and pressure, and also provides an opportunity to realize the movement towards the goal.

At present, there are three main areas of personnel management:

1. Economic;
2. Administrative;
3. social and psychological.

The essence of the first direction involves influencing through the financial aspect, stimulating labor activity (bonuses, additional payments, compensations). The task of the administrative impact is, first of all, the formation of a clear organization of labor discipline of the personnel. These areas are fundamental and basic in the field of management.

Socio-psychological personnel management is a combination of fundamental ways of influencing interpersonal and intergroup relations that arise in the process of labor activity in the collective, as well as the mechanism of influencing the social processes taking place in the labor collective.

On the basis of these directions, modern principles of personnel management are formulated (Fig. 1). The considered principles of management are a regulator of the manager's professional activity, establish the understanding of the management process and form a favorable microclimate in the organization.

One of the most important activities of the enterprise is integrated personnel management, which is a systematic science of administrative, managerial, organizational, economic, social and psychological factors and ways of influencing personnel in order to increase their economic activity.

The modern development of market relations provides for the need to focus on the development and improvement of the socio-psychological aspect of personnel management, the essence of which involves the use of social and psychological mechanisms of influencing relations in the labor collective.

Formation of a favorable social and psychological climate, maintaining team cohesion, analysis of psychological characteristics and socialization of the individual in the team is the key to creating and maintaining comfortable working conditions for the company's employees in order to get the maximum result from their activities.

It should be noted the fundamental functions of socio-psychological management:

1. planning of social and psychological impact on personnel;
2. analysis of norms and norms of socio-psychological processes with their subsequent improvement and development;
3. monitoring compliance with norms and standards;
4. motivational and stimulating activities in the field of social psychological management;
5. development of social and psychological methods of management, analysis and use of the laws of mental activity of employees to optimize psychological phenomena and processes in the interests of society and the individual.

For effective management of collective interpersonal and social relations, socio-psychological methods of management should include a complex impact on both the collective and the individual individually. Socio-psychological methods of management are aimed at adjusting the motives of activity and social needs of employees and at making optimal managerial decisions.

When developing general recommendations on the application of socio-psychological methods of management, it is necessary to take into account the specifics of these methods and their orientation to the creation of effective labor activity as an important mechanism of labor productivity in modern conditions of development of market relations.

The main directions for the formation and maintenance of a favorable socio-psychological climate include:

1. work to reduce the level of conflict;
2. increasing satisfaction with the work of each individual employee within the enterprise;



3. development of an atmosphere of trust and mutual understanding in the team;
4. stimulation of labor activity through orientation to the achievement of the company's goals, organization of the implementation of common collective tasks;
5. formation of a sense of confidence, mutual understanding and involvement in the activities of the enterprise among employees;
6. formation of the principle of equality, fair evaluation of work activity, policy in the field of exchange of knowledge and experience;
7. the predominance of a democratic management style with the provision of an opportunity for the labor collective to take part in decisions and perform tasks, to develop a mechanism for the effective operation of the enterprise;
1. Active policy of the organization in the following areas:
 1. collective pastime (visiting joint places of recreation, organization of corporate evenings and events in case of employees' birthdays, successful completion of major transactions, implementation of a major business plan, etc.);
 2. effective awareness of the workforce (about the strategic plans of the enterprise, production successes in all work departments, changes in management methods, etc.)
 3. improvement of the system of self-management in the form of the transfer of some issues by the head to the collective for consideration under the direct control of the highest authorized person.

Conclusions

Socio-psychological aspects of management are based on the use of the social mechanism of management. The specificity of these aspects lies in the overall analysis of the individual characteristics of each employee who is part of the labor collective. It is these individual characteristics of a person, or rather a competent approach to their management, that show how socio-psychological management methods affect the efficiency of all departments of the enterprise.

Socio-psychological management of personnel is a set of fundamental ways of influencing interpersonal and intergroup relations that arise in the process of labor activity in a team, as well as a mechanism for influencing social processes taking place in a labor collective.

The modern development of market relations involves the improvement of personnel management areas, taking into account the specifics of the activities of each member of the labor collective. The development of recommendations on an effective mechanism for influencing the personnel of the enterprise will allow to form a unity of goals and objectives, coordination of interests and increase the level of labor productivity as a whole.

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