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Socio-psychological characteristics of taking management decisions

Abstract. This article is devoted to peculiarities of taking management decisions, role of a head of agrarian enterprises in the rational selection of employees. This publication deals with the influence of social and psychological factors on the effectiveness of management.

Keywords: management, social, psychology, efficiency, ownership, crisis, motivation, relationships.

Analysis of strategic directions of developing agriculture in Ukraine until 2020 requires the effective efficiency of administrative processes in all areas of the AIC [1]. To achieve this objective the scientific organization of administrative work played an important role because technological gap in agricultural production of Ukraine compared with leading countries of the world may be overcome only by high level of technologizing management processes [2].

Unfortunately, in this situation, there is a lack of effective mechanisms of organizational influence on economic processes.

Time requirement is the search and practical implementation of new management methods to increase the efficiency of production, social and psychological factors of management of a production team.

Rationality of management, its effectiveness during the crisis, adapting of economic entities to a competitive market depends on management decisions taken at a managerial level.

However, at the present stage social and psychological aspects of the agrarian reform are ignored or not taken into account by science and practice. An important contribution to the development of theoretical and methodological aspects of using social and psychological methods of management of agricultural enterprises the following scientists make: O.M. Borodina, V.G. Halanets, Y.S. Zawadzkyi, I.V. Prokopa, V.Y. Mesel-Veselyak, L.O. Shepotko, V.V. Yupchyshyn and other

researchers. But they were not the subject of special studies but add other social and economic changes taking place in the countryside. Not enough peculiarities of taking effective management decisions and the impact of social and psychological factors on them were studied.

It is time for deep scientific and practical study of this important issue, because insufficient consideration of social and psychological factors will get in the way of developing agrarian reform or excessively limit the possibility of its effective implementation. In most cases, this leads to social tension directly at agricultural enterprises, in their relations with other enterprises or local authorities.

According to the definition of social psychology, which gives Encyclopedia [3], it is regarded as a branch of psychology that deals with the study of patterns of human interaction in terms of social groups. The main problems of social psychology are patterns of communication and interaction between people, activities of large (nation, classes) and small social groups, socialization and development of social attitudes. Without denying the correctness of this definition of social psychology, it is reasonable to conclude that there is some one-sidedness. Because it focuses on the individual, local groups (groups), while in practice there is a need for studying socio-psychological relations between groups of various industries as well as branches. In particular, it is possible to show on the example of social tension between groups of agricultural and processing companies. Last ones traditionally dictate its will to agricultural commodity producers on prices, product acceptance, quality and others. Although they are economic relationships, but they also of social and psychological aspect causing distrust of farmers to manufacturing.

In conditions of the agrarian crisis, one of the consequences is the economic vulnerability of farmers; social and psychological relationships penetrate the upper levels and are in the development of no confidence of farmers to the highest government.

Under these conditions, social psychology has got political hues, including those that negatively affect the formation of statehood of the country. Leaving aside the political aspects, one can not overlook the fact that not enough informed policy decisions can cause social tension in the village, further complicate social and psychological relationships. As experience of recent years shows, attempts of forced liquidation of collective farms were unsuccessful and in many cases have stepped farmers to their defense. Explanation for this is quite simple: education of several generations of farmers on the basis of collective (group) work formed an appropriate

psychology, which cannot be easily got rid of. Education of excessively negative attitude to the individual farm enterprise by authorities in farmers does not remain without consequences. Thus, the vast majority of farmers have got social psychology which in the recent past was considered quite acceptable, but in modern terms it is a brake to the implementation of the agrarian reform.

In this regard, in determining the essence of social psychology it is advisable not to limit it to behavior, activities and communication of people in groups but consider it from the point of inter-group view (psychological relationships between groups – horizontal aspect), and in view of relationships with political and governmental structures – (vertical aspect). In other words, the problem of social and psychological relations in rural areas is of great importance and should be decided according to the specific conditions of each period, peculiarities of the enterprise and its relationships with other companies.

Relevance of studying social and psychological aspects of forming labor groups is particularly important due to the fact that farmers' understanding of traditional and new forms of management, formation of internal interest to the effective use of opportunities inherent in them largely depends on the level of mastering social and psychological management methods by managers and specialists, ability to use them and intensity of their use. They directly affect the production and labor discipline, labor activity of employees, quality, and production results.

Studies of many authors show that the effectiveness of management largely depends on the consistency of social and psychological aspects of management interactions with relevant peculiarities of managed objects [4].

According to B.F. Lomov, A.S. Kitov, P.A. Skipetpov, at the present stage it is necessary to expand widely the study of social and psychological phenomena in the economic life of society. It is necessary to work out such research methods of all components of the real organization that would include a man, means of production and economic mechanism in organic unity [5].

In today's conditions when there is the process of increasing politicization of society it is necessary to know the psychology of people and predict their response to certain events in general economic scale and in labor groups.

Unfortunately, the importance of the psychological factor in the economy is underestimated and often neglected.

According to command-administrative methods of economic management, manufacturing process was carried out without taking into account an employee's opinion

and there was no opportunity for independent work; psychology of a man was not interesting for anyone. Today, the situation is changing irreversibly. How an employee treats the new ownership of the entity, which direction they affect his psychology, if he fully mastered a new type of socio-economic thinking, this directly and indirectly depends on the effectiveness of innovations in the management of the economy.

According to S.V. Mochernyi, in the system of economic relations decisive influence on increasing labor activity of people makes improving forms of appropriation of surplus value, which reveal the dynamics of the property and are a form of its economic implementation. In this respect, the system of using different methods of social and psychological impact is of subordinate importance, is a separate element of improving relations of such major subsystem as the ownership of means of production [6].

Social and economic changes in the country led to interest to the psychological adjustment, the main element of which is a man. Therefore, scholars and practitioners are seeking for strengthening cooperation on people's minds, changing their thoughts, feelings, mood, new thinking and activities. To solve these issues knowledge of psychology is necessary.

Consciousness is a set of all social relations. So to change the psychology of a man we must rebuild its objective relations with the world. Psychological adjustment success will largely depend on the further improvement of economic, organizational-administrative and legal mechanisms. Implementation of progressive forms and methods of organization and remuneration, full cost accounting, strengthening relationship between outcomes and the size of the optimal reward and just pay rules contribute to the formation of such employee skills as responsibility, efficiency and riskiness. Therefore, in labor collectives which skillfully rebuilt relations by introducing more advanced forms of organization and incentives psychology of people is rapidly changing.

In the process of the agrarian reform in the country problem of work motivation is important. This is a multifaceted problem and its solution is impossible without taking into account the psychology of farmers that has developed. In terms of economics as a science, and especially psychology, the problem of individual motivation is a key. It determines the well-being of the individual. Motivation serves a factor that induces the individual to act, giving the opportunity to receive benefits that are required to cover their needs. Management of the company seeks staff to work with the maximum efficiency, but it is necessary to create the conditions under which

a person would have opportunities to meet the needs from the received consideration for work, only then effective work for the individual will be a necessity. Under these conditions, the individual will form his own goals and act purposefully [7].

Over the past decade at various levels many decisions on improving management mechanism in the agricultural sector have been adopted. However, practice has shown that significant progress was not achieved because it did not address those foundations on which the economic mechanism of management in agriculture was based. There are many examples of unsuccessful efforts to increase the efficiency of farmer labor at the expense of a single “miracle” product. In our opinion, one of the main causes of inhibiting transformation in agriculture is the formation of management mechanisms without taking into account psychology of farmers, their true interests and needs as producers. Only knowledge of psychology of farmers will allow better fuller and deeper understanding of nature and strength of the impact of various forms of ownership on their labor activity, decision-making and appropriate circumstances.

In economic psychology of farmers reality composed historically and caused due to economic factors is reflected. This system includes their needs, interests, ideals, aspirations, attitudes, social feelings and traditions.

Economic psychology of farmers for individuals serves as a part of the spiritual atmosphere in which they live, provides them with material and spiritual needs, ideals, which in turn regulate their economic activity.

Exploring the economic psychology of farmers as workers we should strictly adhere to the principle of historicism. It is necessary to observe the changes in its structure and content at each stage of production development considering that those traits of people that directly reflect the production conditions of living and relating to them are subject to most changes.

The principle of historicism allows us to understand the nature of changes that take place in the psychology of farmers.

Also it is necessary to take into account that in general psychology of farmers is an inert phenomenon and is characterized by relatively high regularity. Studying economic psychology of modern peasantry from the standpoint of historicism allows exploring basic features of present, future and past psychology: to identify the conditions and circumstances that support certain psychological qualities of farmers. This, in turn, is of key importance in the formation of mechanisms of involvement in the production of these subjects of activities.

Unfortunately, psychological aspects of peasantry behavior are not yet the subject of extensive research. Aspects of relationship of peasant psychology in the past and the future are not enough studied.

So far not traditionally peasant elements of psychology of contemporary rural workers have not been clearly marked.

A distinctive peculiarity of human psychology at the present stage is its formation influenced by outlook, own life experience, in the process of further improvement of living conditions and emergence of new social needs and interests.

Psychology of farmers is a system displaying reality which was historically formed, conditioned by social, psychological and political situation of farmers as a class. Forming psychology of farmers is a continuous process because life is constantly updating, enriching by various processes.

The content of psychology of peasantry is an objective reality that adequately or inadequately reflects it. Psychology of farmers varies with changes in the social life of people or after a certain period of time.

In turn, it affects other forms of social consciousness, affects the economic basis depending on the period of historical development.

Significant place in the structure of psychology of farmers occupy interpersonal social and psychological phenomena determined by objective reality, which in turn relative to each person appear as objective-subjective relationships, significantly affecting the formation of personality.

Social and psychological relationships, in our opinion, is the result of reflection in people's minds of those objective relations in which people are placed by social and economic conditions, social and political system, levels of developing society in general.

With the change of social and economic formations nature and form of remuneration, property relations and the actual status of a farmer are changing. This brings a new outlook, changing attitudes to work, to others and to you. Therefore, studying the psychology of peasantry it is necessary to explore fully not only material but also spiritual and specific conditions in which it works.

Of course, you can activate the production under condition of intensifying human factor when manufacturers have a strong economic and psychological interest in the production.

Only under these conditions it is possible to form the real owner of the land, inputs and outputs of labor and on this basis to ensure the transition to a civilized market economy. Ownership is an interest, the full economic responsibility,

entrepreneurship, self-control, self-improvement and self-moral qualities. This is that objective needed boost of production, which does not only encourage a person to effective work, continuous creative research and progress, but also changes his mind and psychology.

Looking at ways to transform property we should bear in mind the fact that this process is carried out using economic instruments and by changing social and psychological aspects.

The social aspect involves primarily eliminating the possibility of one group of people to assign results of labor or their part of direct producers, elimination of unnecessary business property (fairly large number of levels of management).

The psychological aspect means the formation of a new individual and social consciousness in relation to public property, the need to augmentation, overcoming an indifferent attitude towards the achievements of the collective.

Social psychology can have a positive or negative impact. It can play a positive consolidating role, integrating workers of a labor collective and thus increasing the efficiency of their production activities. This is what should be directed without exception regulatory processes of social and psychological relations in the collective. However, experience shows that to achieve this in practice is not always possible. For many reasons, even when addressing the most urgent issues such social and psychological situation may occur that instead of consolidation will divide people.

Such manifestations of social and psychological relations take place in relation to collective (group) forms of management regarding the allocation of placing land plots for farms and in some other cases. On the one hand, such phenomena can be regarded as legitimate, because they occur at a critical stage and affect the interests of different groups of people with different perceptions of present and future vision. On the other hand, they should be regarded as transitional. That is, over time views on such issues can be or will be closer, or at least will not take the form of a dramatic confrontation. This can be expected in the near future. As soon as convinced farmers become convinced in the irreversibility of socio-economic changes, clearly define their place in them, fully determine their future; psychological tension around contentious issues will be stabilized.

Occurred conditions put high demands on managers. But if until recently they were focused mainly on their professional qualities, organizational abilities, now, without diminishing attention to them, one of the most important should be a

psychological factor. Head of the company must be a social and psychological catalyst for the staff, not a source of psychological stress. Of course, this is not easy to achieve, especially in circumstances when in recent years to the company's management came people without sufficient organizational and production experience. However, the focus in this area must be paramount.

Another problem is the need to improve psychological reliability of intra economic production teams. This important problem is of utmost importance due to further increases in production and economic autonomy of such collectives and development of entities on the basis of full cost accounting. New in this respect may be the formation of their personnel on the basis of psychological compatibility of employees.

According to a particular purpose of the article we consider social and psychological factors due to ways of influencing a person and collectives to change their attitudes in work and creative activity, as well as social and psychological interests of the organization, namely the role of a person, group of employees, the whole enterprise, psychological climate and so on. Social methods include increasing social and industrial activity, maintaining social continuity, social regulation and moral incentives. Psychological methods include humanization of work, psychological motivation, satisfaction of professional interests, increasing labor creative content.

As management is carried out through human interaction, the head of the enterprise in his activities must take into account laws that determine the dynamics of mental processes, interpersonal relationships and group behavior. Different people and even one person at different times may respond differently to the same influences. This can cause and often leads to misunderstanding needs of subjects of management relations, their expectations, perception peculiarities of a specific business situation and as a result to use false models of interaction.

Making managerial decision can heavily depend on the effect of insufficient or excessive confidence in accordance with complexity and uncertainty of a management situation. The more risky situation, the lower percentage of correct decisions in general and the higher degree of reevaluation of correcting solutions are. Conversely, if the situation is not complicated, there may be a lack of confidence effect. This rather paradoxical fact is because the manager represents the appropriate situation and assesses his competence to deal with it.

Adherence to principles of a manager is found in the human ability to adhere in his actions to sustainable principles, subordinate secondary ones to them.

Adherence to principles combines with high morality of the individual, with ability to subordinate own personal interests and needs to interests and needs of the company and society. The lack of adherence to principles leads to volatility behavior. As for this person it is difficult to predict what choice he will make in a particular situation.

The influence of social and psychological factors on the effectiveness of management decision making, allows identifying the following features: bridging (combining) and separating aspects of social and psychological relations; social and psychological relationships in the system "team-leader"; social psychology due to internal economic changes and improving socio-psychological reliability of labor collectives and their departments.

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