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## THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF THE DEVELOPMENT OF THE PSYCHOLOGICAL CONCEPT OF MANAGEMENT

### ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ ОСНОВИ РОЗВИТКУ ПСИХОЛОГІЧНОЇ КОНЦЕПЦІЇ УПРАВЛІННЯ

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**Abstract.** *The article considers the conceptual foundations of management psychology and its structural components, reveals the peculiarities of development in domestic scientific research, identifies the main priorities of the psychological concept of management, the key role of a person in the management system, as well as human capital in the development of an innovative economy. The essence of the concept of psychological readiness of managers and the conditions for its formation in the system of higher education in accordance with the requirements of the labor market and professional activity and career growth are substantiated.*

**Keywords:** *management psychology, psychological readiness, human-centeredness, model of innovative competencies.*

**Introduction.** The model of a successful manager with developed leadership qualities, ready for self-realization and self-actualization in the context of rapid changes and integration processes of today, capable of making informed decisions, must meet the socio-economic challenges in the modern world. In view of this, the problem of management psychology is relevant, due to the need to form a new image of an effective manager-leader with an active life position, to develop his innovative qualities in the system of higher education.

The study used survey methods of students enrolled in the educational and professional programs "Management of Foreign Economic Activity", "Public Management and Administration", as well as structured interviews, conversations with managers and leading specialists of organizations, local state administrations, and employers. Particular attention was paid to part-time students who are already heading various structural units in companies, enterprises, educational institutions and other social institutions.

**Main text.** Rapid development of information technologies, access to the global information space, increasing variability of communication methods in the field of business relations and effective performance of professional tasks require a high level of development of innovative competencies of management personnel.

According to O. Garashchuk and V. Kutsenko, "Ukraine today desperately needs an innovative breakthrough that would ensure a significant increase in labor productivity and economic efficiency." [1, p. 228] And this can be done, according to the authors, by increasing the competitiveness of training through the introduction of



innovations in the educational process, the formation of creative competencies and readiness for re-training on an innovative basis.

The socio-economic challenges of today, in particular the market environment, determine the current directions of socio-psychological and economic research of human capital (V. Antoniuk, S. Bandur, N. Holovach, G. Griha, H. Dmytrenko, V. Kolomiets, A. Shakhno, etc.), professional and innovative qualities of managers of organizations (O. Garashchuk, A. Hrusheva, O. Dmytrenko, L. Karamushka, V. Kutsenko, V. Lugova, O. Lesko, L. Orban-Lembryk, O. Pilevych, M. Pryshchak, M. Smirnova, etc.) The focus of research:

- leadership problems and psychological properties of the leader's personality;
- the issue of readiness of a modern manager in the context of constant change: (instability in the labor market, technological disasters of various kinds, military situation in the country, pandemic at the global and regional levels, etc;)
- emotional and psychological stability and adaptability to stressful situations to make effective decisions and solve complex production and personal problems;
- leadership problems and psychological properties of the manager's personality;
- development of managerial competence of the manager in the context of a human-centered management model.

An appeal to the history of the development of the national theory of management psychology shows that it has long functioned as an integral part of the science of the former USSR, which was clearly based on socialist orientation.

During this period (1975), the first institute of management was opened on the basis of the Moscow Engineering and Economic Institute, which later received the status of the State University of Management (1998). In accordance with the socio-political and economic requirements, as well as the lack of specially trained management personnel, the Institute was the first among the country's higher education institutions to open training in production management. This institution initiated the opening of new areas of management education, taking into account the needs of various sectors of the national economy and market economy. The activities of the State University of Management were aimed at multidisciplinary training of personnel for social, state, and municipal management, including production management (training of management personnel in the transport industry, chemical, agricultural, industrial, and other sectors).

The development of the theory of management psychology in Ukraine, taking into account the objective realities of today, is associated with the active research activities of the Ukrainian Institute of Psychology, the opening of the laboratory, organizational and economic psychology under the leadership of a well-known scientist, a specialist in the field of management and organizational development, L. Karamushka (today, Deputy Director of the Kostiuk Institute of Psychology for International Relations, Full Member of the Academy of Sciences of Ukraine, Head of the Laboratory).

Being the founder and President of the Ukrainian Association of Organizational and Occupational Psychologists of Ukraine (2002) and the founder of the European Association of Organizational and Occupational Psychologists (2005), thanks to its



coordination and management, the scientific activity of scientists was aimed at identifying priorities in the new psychological concept of management, namely: "... identification and preservation of the intellectual elite of the organization; responsibility and obligation of employees; partnership nature of relationships; corporate spirit of interaction; quality of management decisions; ability of managers to overcome psychological barriers during innovations; orientation to achieve success... At the same time, the strategic center of this management concept is a person as the highest value of the organization." [11]

Л. Карамушка підкреслює, що сучасний процес гуманізації діяльності організації та менеджменту, обумовлює необхідність розвитку теорії управління в контексті ролі особистості. Людиноцентризм в системі управління влучно розкриває тезу Протагора "людина як міра всіх речей", як людський вимір економіки і політики, моралі та людських відносин. Управління, що зорієнтовано на людину, має бути сконцентроване на створенні сприятливих умов для її самореалізації, розвитку інноваційних компетенцій, творчої взаємодії, об'єднаними спільними інтересами та цінностями колективу. Засновник доктрини людських відносин Е. Мейо впевнений, що «...людина може бути вільною та щасливою тільки в групі,... а праця, якщо вона цікава й змістовна, може приносити не менше задоволення, ніж розваги». [9]

Thus, it can be noted that human capital is the main factor in the human-centered concept of management and, thus, the development of the innovative economy. According to G. A. Dmytrenko, "...increasing the competitive advantages of the national economy is possible through the intellectualization of human capital, its ability to innovative work, creativity." [4, с. 66]. The scientist emphasizes the role of intellectual resource as a component of the overall integrated resource component (material, technological, financial and information resources), which is an important factor in intensifying the organization's innovation activities and increasing its creative potential in general. In the psychological theory of management, it is human capital, in particular, new generation managers, that is seen as an important factor in the potential success of the national economy. "The innovative economy also develops on the basis of human capital. Its peculiarity lies in the fact that a large number of highly educated people engaged in the creative process in the modern unique innovation and technological labor market should participate in its implementation, ... capable of productive work, independent acquisition of knowledge by specialists. [6, с. 139]. The solution to the problem of intellectual growth at the state level is possible only through public investment, which will contribute to "...improving the intellectual and professional growth of a person, developing creativity and creativity, increasing productive abilities, which brings income in the future to both the individual and society as a whole" [14, p. 273].

According to the model of the Western approach to management, labor management, people management, and organization management are structural and substantive components of management psychology as an integral system.

During this period, certain adjustments were made to the competence requirements and psychological readiness of managers. Scientists characterize this psychological phenomenon as "...a complex multidimensional personal formation,



which includes functionally interconnected components: motivational, cognitive, operational and personal..." [5]

In the modern vocational education of Ukraine, the priority tasks of its development are the acquisition of universal values, humanistic and innovative orientation, and ensuring the real preparation of a person for life in a changing world.

Important factors in the humanization of the educational process are the development of creative interaction between teacher and student at the level of subject-subject relations, the creation of comfortable conditions of the educational environment necessary for the identification of the individual and personal potential of a young person, and a creative approach to the development of his or her abilities.

The development of a person as a self-sufficient individual depends largely on the choice of his or her own life position. Awareness and assimilation of universal culture as an inexhaustible source of socio-cultural values encourages the person to create their own experience. [13]

Today, the education system shows a tendency to model innovative competencies, which we see as a set of universal, invariant competencies for different professions and specialties aimed at solving professional problems, contributing to increased work efficiency and teamwork, and ensuring the achievement of strategic objectives (goals).

The Standard of Higher Education of Ukraine defines the competencies that should be formed in a graduate of a higher education institution in the specialty 073 "Management", which include: integral, general and special [12]. It is the integral competencies that reveal the manager's ability to generate ideas, manage information, analyze and evaluate information data, the ability to solve complex tasks and problems in the field of management, etc. These competencies, in accordance with the position of the manager, his/her professional role and functional responsibilities, allow to effectively organize both his/her activities and the activities of employees, ensure the process of their development and career growth, use various means of moral and material incentives for creativity, innovative approaches in the work of employees of the enterprise.

A study (questionnaire survey) conducted by Ukrainian scientists among small and medium-sized businesses and research organizations on the competencies of open innovation implementation has identified the most important qualities, abilities, and skills in the management system. According to the employees, the list of competencies includes: the ability to generate innovative projects; skills and abilities to create and support the innovation process, teamwork; quick response to changes, stress resistance, adaptive thinking; motivation to make independent decisions and responsibility for the implementation of these decisions; skills and abilities to find partners, build a consortium for the implementation of innovative projects; systematic preparation and submission of project proposals to international funds; skills of the company's top management [10].

The professional and ethical codes of an organization, as a mandatory corporate document, reveal the moral values of the team, ethical standards of behavior and relationships that are basic in the context of the activities of all members of the organization and require everyone to have a responsible, honest attitude to work.



In the system of management activities, innovative competencies, based on moral and ethical factors, act as an effective means of managing personnel and the organization as a whole.

Today, employers are demanding to identify priority areas for the development of higher education, expressing an urgent need for specialists who are competitive in the labor market, ready to cooperate and solve current production problems, psychologically prepared for non-standard working conditions, for continuous self-development and professional growth through various forms of non-formal education (professional courses, trainings, webinars, workshops, etc.).

The prospects for innovative changes in the higher education system are directly related to the professional and practical sphere, in particular employers. This necessitates the establishment of close creative business contacts with organizations, which will help to define benchmarks for the real economy and ensure a prompt response to rapid socio-economic changes in a particular professional field.

In this regard, special attention should be paid to the development of innovative competencies in future professionals, including creative and critical thinking, adaptability to non-standard situations, readiness for creative interaction, communication skills and readiness to work in a team, and the development of emotional intelligence.

Thanks to the student-centered model of managerial training, Ukrainian higher education institutions are able to ensure the acquisition of not only basic skills, general and professional competencies, but also to create a creative educational and professional environment for independent lifelong learning.

**Conclusions.** The psychology of management should be based on the basis of human-centeredness, which will ensure the development of an innovative economy.

In the higher education system, there is a positive trend towards the formation of human capital through the professional training of future managers of a new generation, who are human-centered, capable of making non-standard and innovative decisions and implementing changes in accordance with the challenges of today, ready for teamwork and uniting team members with common values and goals of the organization.

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**Анотація.** У статті розглянуто концептуальні основи психології управління та її структурні компоненти, розкрито особливості розвитку у вітчизняних наукових дослідженнях, визначено основні пріоритети психологічної концепції управління, ключова роль людини в системі управління, а також людського капіталу у розвитку інноваційної економіки. Обґрунтовано сутність поняття психологічна готовність управлінців та умови її формування в системі вищої освіти відповідно до вимог ринку праці та професійної діяльності й кар'єрного зростання.

**Ключові слова:** психологія управління, психологічна готовність, людиноцентризм, модель інноваційних компетенцій.