

Relationships with Management, Morale of Management

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Abstract: The article describes the features of managerial relations and the morale of the head, the signs of managerial relations. It is highlighted that the process of mastering the management skill and its effective use in practice goes back to the spirituality of the leader.

Keywords: Activity, problem, skill, spirituality, characteristic, management, team, system, potential, reserve, attitude, character, society, process, foundation.

Introduction: One of the most pressing issues encountered in leadership activities today is the interrelatedness and logical coherence of a leader's personal culture, spiritual values, and managerial competence. Managerial skills, in turn, are directly tied to a leader's level of cultural awareness and spiritual-intellectual development, which together shape the leader's public image—whether positive or negative—in the eyes of subordinates.

There are several reasons why this issue is deeply connected to the foundations of management, managerial proficiency, and spiritual development.

Management is both an ancient art and a modern science, grounded in technology and innovation. Professionals in the field of management operate within large-scale social, economic, political, technical, technological, cultural, moral, educational, ethical, and ideological systems. These systems rely on established laws, rules, principles, methodologies, and techniques. More precisely, they are based on a well-defined scientific, methodological, and didactic foundation.

Managerial competence is intrinsically linked to two major domains: on one hand, it relates to the culture, spirituality, education, and potential of employees; on the other hand, it is closely connected to the functioning of government bodies, local administrative agencies, and public organizations.

Indeed, the intellectual and human resource potential of society plays a foundational role in shaping the cultural, spiritual, educational, and professional

qualities of civil servants working in governmental institutions.

When analyzing a leader's managerial activity, it is crucial to emphasize the importance of managerial relations. According to experts, the key characteristics of managerial relationships include the following:

First, managerial relationships do not simply ensure the direct internalization of values by individuals; rather, they serve as a prerequisite for the effective implementation of socially beneficial, material, and moral values.

The primary product (or outcome) of managerial relations is the organization of production, collective labor activities, and individual performance of specific tasks. However, the unique nature of these relationships can sometimes create challenges in collective decision-making and cooperation. In managing collaborative labor, the leader may face psychological discomfort or an unfavorable position in relation to other participants in the process. This aspect can become a potential obstacle in achieving effective management.

Second, managerial relationships are constantly being perceived and interpreted by employees. Yet this does not imply that everything within these relationships is always consciously understood or fully realized by their participants.

Third, managerial relationships are inevitably influenced by various subjective factors. These include a wide range of psychological phenomena and

processes, as well as the personal states and characteristics of leaders and subordinates involved in the managerial context.

In today's rapidly evolving world, it is not enough for a leader to simply hold a high-ranking position. A modern leader must master the art of communication, persuasion, and conversation, possess sharp intellect, and have extensive experience across diverse fields of life.

Every leader, first and foremost, works with people and must understand the nuances of human thinking. They must be well-versed in the diverse social dimensions of employee identities and have deep knowledge of human behavior in organizational contexts.

Given the accelerating pace of modern development and the interplay of objective and subjective circumstances, a leader must be capable of correctly identifying the core objectives of the management process, formulating an appropriate strategy and tactics for their realization, analyzing and modeling managerial relations, ensuring productive communication, improving skills in conducting meetings and organizational sessions, mastering techniques of influence over individuals and groups, adopting modern methods of persuasion and engagement, and making purposeful and effective managerial decisions.

Moreover, today's leader is expected to enhance both the internal and external reputation of the government, institution, or organization by utilizing innovative communication technologies with the public, and to reflect their managerial image in harmony with the principles of spiritual values.

The process of acquiring and effectively applying managerial skills inevitably leads us to the question of a leader's spiritual maturity, whether we acknowledge it or not. A leader's spirituality manifests in their professional conduct, behavior, communication and relationships with their team, their participation in meetings and dialogues, public speaking, and interactions with employees. Staff form opinions about their leader based on these visible attributes and behaviors.

Another significant aspect is that the personality and spirituality of a leader influence, first and foremost, the behavior of management personnel, and secondly, the morale of the team as a whole.

In the minds of ordinary employees, attention to the leader's personality often occurs unconsciously and may lead to imitation. Historically, societies have consistently looked up to their leaders with a sense of trust. Where trust is lost, so too is confidence in the

leader's character and spiritual integrity.

A leader's spirituality functions as:

A subtle force influencing the attitudes of ordinary employees;

A motivator directing the activity of management personnel toward common goals;

A factor in solving socio-economic and political problems;

A mobilizing mechanism that ensures the successful fulfillment of objectives facing the organization, institution, or enterprise;

A key element in the moral and civic education of collectives, especially pupils, students, and young people, alongside other critical responsibilities.

CONCLUSIONS

1. The development and enhancement of the moral and intellectual potential of employees in government management institutions is essential.
2. The core output (or product) of implementing managerial relations lies in organizing production, coordinating collaborative labor, and structuring the individual activities of executors.
3. A leader must correctly define the primary goal of the management process and develop effective strategies and methodologies for its implementation.
4. A leader must master techniques and methods to influence both employees and collectives, acquire modern persuasion and engagement skills, and make purposeful managerial decisions.
5. A leader does not necessarily have to be a supreme figure, but must possess refined communication skills, persuasive and conversational abilities, sharp intellect, and substantial experience across various fields of practical life.
6. The personality and spirituality of a leader have a dual impact: primarily on the behavior of management personnel, and secondarily on the collective.
7. A leader should create optimal conditions to align and harmonize the interests of the team and the employees.

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