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PROBLEMS AND PROSPECTS FOR LEADERSHIP DEVELOPMENT

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ABSTRACT

Problems and specificity of using psychological directions in management activity are considered in the article; the directions of applying the psychological competencies of managers in the context of stimulating labor and managing the motivation of employees, as well as to reduce conflict in the workforce.

KEYWORDS

Psychology, management, management, conflicts in labor collectives.

INTRODUCTION

For managers of any organization operating in a competitive market environment, the task of improving the efficiency of socio-labor relations is essential to ensure the competitive and sustainable development of the business structure. In the coordinate system of the industrial economy, material, natural, and financial resources were prioritized. However, in the innovative economy of a new type, the dominant role is assigned to knowledge, with the success of a business structure determined by

individuals with education, qualifications, experience, and creativity. In this context, effective management of a modern organization must consider not only the qualitative characteristics of the organization's human resources, such as physiological (employee abilities, health status, work capacity, endurance) and qualification-related (the scope, depth, and versatility of general and specialized knowledge, competencies, and professional skills) but also socio-psychological attributes (level of personal maturity, temperament,

character, value orientations, needs, motives, goals, expectations, and interests in the labor sphere). Personal psychosocial qualities have become a crucial aspect of professional activity, as they determine an employee's ability to interact effectively with people within and outside the organization and engage in creative, entrepreneurial, and innovative activities. All of this underscores the relevance of studying psychological tools and aspects of managing highly qualified personnel oriented toward effective, creative, and goal-oriented activity.

We believe that one of the pressing psychological problems of modern enterprise management is determining the directions for improving the system of motivation management and non-material socio-psychological incentives that encourage employees to take actions aimed at achieving the company's goals. B.V. Gabrielyan notes that the development of an internal corporate motivational potential system is inseparable from the process of developing corporate culture [2]. Corporate culture, through motivation, has a significant impact on interaction in the labor process, the elimination of discomfort and conflicts, employee turnover in the organization, and, ultimately, on the effectiveness of employee performance. A.S. Kizhaev and A.A. Kotlyarevsky confirm that an effective system of non-material incentives allows for creating a highly favorable moral and psychological climate, which largely compensates for shortcomings in the material incentive system and guides employees toward self-improvement, professional growth, and positive self-expression [5]. An effective system of corporate values in an organization ensures not only the social and creative activity of employees but also, as a result, enhances the overall efficiency and profitability of the enterprise, which is reflected in an increase in its

performance levels. The development of corporate culture and its transformation into a strong driving and unifying force can become one of the levers for the successful functioning of an organization. Therefore, many modern managers view corporate culture as a strategic stimulating tool that allows for orienting all departments and individual employees toward common goals, mobilizing staff initiatives, and ensuring productive collaboration. Yu. Manuilova and O.N. Kolomyts note that corporate culture is associated with achieving better indicators of socio-psychological conditions within the organization, such as: creating conditions for creative work, establishing a foundation for social harmony and partnership, and forming interests aligned with society and the state [9].

The development of corporate culture and its transformation into a strong driving and unifying force can become one of the key levers for the effective functioning of an organization. Therefore, many modern managers view corporate culture as a strategic stimulating tool that helps align all departments and individual employees with common objectives, mobilize staff initiative, and ensure productive collaboration. In particular, we believe it is important to emphasize that only companies with a clear ideology and a desire to excel in their field have a future in the market. However, in many companies, there is a superficial and misguided attitude toward corporate culture in general and the mission in particular, which is often filled with flowery epithets and simply posted on the corporate website. Such an approach will not yield any meaningful results. Often, the norms and values established within organizations may take on a probabilistic nature, corporate rules serve merely a "restrictive" function, and the emerging organizational

order frequently conflicts with the needs of the staff. The best motivation for employees at all levels is leadership's commitment to creating not just a "money-making machine," but a system that is an industry leader and genuinely (not just declaratively) benefits society as a whole. Another psychological issue in modern management science is the resolution of interpersonal conflicts within enterprises. During the daily interactions of any team, there is an inevitable intersection of interests, values, motives, perspectives, personal psychological traits, and other characteristics that collectively shape the personality of each individual. As a result, interpersonal conflicts are an unavoidable component of any social organization's activities.

Emerging conflicts inevitably affect an individual's performance, leading to a significant drop in productivity: when faced with a conflict situation, an employee redirects their energy to combating real or perceived obstacles [12]. However, many managers either attempt to suppress conflicts or avoid involvement altogether. In our view, both approaches are flawed, as they result in substantial costs to the organization. The goal of studying interpersonal conflicts within organizations should be to develop a constructive stance toward conflicts, viewing them not as anomalies or dysfunctions in organizational activities but as a normal aspect of interpersonal relationships. Conflicts are a necessary element of organizational life, serving as an outlet for socio-psychological tension and fostering the changes required within the organization. Thus, when interpersonal conflicts arise, the manager's role should be to act as a neutral third party facilitating conflict resolution. This approach helps prevent the development or "freezing" of dangerous situations

that could otherwise negatively impact the workflow and the organization's effectiveness. Another serious psychological issue in modern management that deserves recognition is the prevention of conflict within the team. To avoid the destructive consequences of interpersonal conflicts, leadership must focus on their prevention and maintaining a high level of team spirit through various effective measures. Interestingly, modern research in the field of conflict prevention and the development of stable corporate cultures increasingly emphasizes the search for alternative, non-classical methods for regulating internal relationships and production processes. One such methodological approach is art therapy—a technique based on artistic creativity, aimed at correcting psychological, emotional, communicative, and cognitive aspects of personality. This method is widely and effectively used in psychological counseling and psycho-correction [10].

Art therapy facilitates the expression of internal contradictions and conflicts through non-verbal methods, allowing negative emotions to be sublimated into acts of creative activity. It enhances the ability to identify one's own emotions, develops willpower, promotes comfortable social adaptation and interpersonal interactions, fosters internal liberation, and helps to overcome inner constraints [10].

In the context of high competition and economic crises, many managers strive to find new opportunities for modernizing the business structures they oversee to ensure their most effective functioning. Typically, they focus on improving production tools, enhancing resource efficiency, or downsizing staff. However, few consider that equivalent success in terms of productivity gains can be achieved by properly establishing a positive team climate, selecting the most

suitable leadership style, and managing motivation while taking into account the psychological characteristics of the organization's human resources. In this regard, key psychological issues in management that require resolution to improve organizational efficiency include: managing employee motivation through socio-psychological incentive methods; fostering a corporate culture that aligns individual employee goals with organizational objectives; preventing conflicts within the team; and ensuring high-quality resolution of interpersonal conflicts that arise.

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