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THE SOCIAL INSTITUTIONS LEADER'S INDIVIDUAL PSYCHOLOGICAL QUALITIES

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The article is devoted to the leader activities as an element of the management system. The supervisor influence on the moral and psychological climate creation in the team is analyzed. On the basis of the conducted research, psychological qualities and style were revealed and the person's maturity profile of the head was constructed. The study results by the method "16 PF" by R.B. Kettel characterizes the leader of a high communicative, developed intellect, emotional persistent, and propensity to patronage, insight, high self-control on a conscious plan and accepted social norms.

Keywords: personality, leader, social service, authority, management.

Speaking about emotional balance, two points should be emphasized: the need for the leader to control his emotional manifestations and the search for emotional relaxation means. The leader is constantly surrounded by people. And with all of them, regardless of mood and personal disposition, he must have a smooth, business relationship, besides, emotional instability can reduce a person's confidence in himself with all the negative consequences for the moral and psychological climate. With emotional equilibrium, the stress tolerance of a person is quite closely combined.

Creativity is one of the leading parameters in the leader's managerial

orientation structure and characterizes the connection between the organizational focus and organizational skills. Creativity in translation from English means “the ability to creatively solve problems”. The need for this parameter is due to the only development source of these two most important leader personality traits — needs and interests in organizational work.

Speaking about responsibility and reliability in the leader's tasks performance, it should be noted that in everyday life we are increasingly faced with these human qualities' shortage. Meanwhile, once in Ukraine, the leader's responsibility and reliability were their business cards. On parole agreement was concluded, and God forbid, it was to violate the obligation: the guilty were in big trouble, they just stopped dealing with him.

The leader activity as the management system element is based on the requirements arising from the objective laws of social development. But these requirements are implemented, different people participate in the moral and psychological climate creation in the team in different ways.

Three important variables form the leader's psychological portrait basis in the aspect of its influence on the moral and psychological climate: authority, face, and leadership style.

D. Carnegie cites data from a number of studies that show that even in such a purely technical field as engineering, sometimes only 15 percent of financial success depends on the technical knowledge of the leader, and 85 on a person's personal qualities, his ability to manage people [5, p. .256].

Important components of the enterprise successful activity are to attract employees to manage, increase their qualifications, their moral incentives. In other words, the person should be in a leader's of any rank attention center. When selecting a leader, it is always important to pay attention to his ability to build relationships with subordinates.

The authority is a person public recognition, assessment by collective

of the leader subjective qualities compliance for objective activity requirements.

Without authority, no one can rule, either through orders or by collective discussion. The team management quality and effectiveness is closely related to the leader authority, it visibly affects the discipline, relationships, and the entire moral and psychological atmosphere in the team. It is known that with authoritative and non-authoritative leaders' orders subordinates are treated differently. In the first case, the indication is accepted without internal resistance, readily and executed without additional administrative pressure. An unauthorized leader's disposition almost always causes complex internal experiences, the leader distrust rotates his decisions distrust, which suffer not only interpersonal relations, but also deeds.

Authority is a kind of invisible leader "double", is present next to each of the subordinates. The leader authority is determined for him by the influence force on people, and for subordinates - the trust degree, that is provides to him.

Principle in relations with people acts as the moral and psychological basis of the leader authority, his deep respect. The subordinates' opinion about him is one of the socio-psychological information types, in the collection and understanding of which every organizer is interested. To manage a team and not to know the situation in it, not to take into account the opinion of oneself as a leader - the phenomena are clearly incompatible with each other; a person cannot be indifferent to the assessment that the team gives him.

The leader must be an emotionally mature person. This means that he should have no infantile habits and weaknesses, in the emotional sphere prudence, mature vulnerability, and endurance should dominate. In the book "The Management Production's Scientific Foundations," for example,

the recommendations are made: do not swear or be annoyed if you do not want to be a ridicule subject; patience and politeness are the leader's authority cornerstones; without special need, do not make a remark to the subordinate in the presence of a third person so as not to drop it; do not forget to thank the subordinate for the good work, even if he has already been formally encouraged; do not allow yourself to joke over subordinates, even in an unofficial conversation, because he cannot answer you the same way [6, p.50].

The leader authority is formed in the joint activities process, communication with other people, being the objective relationships result and people personal qualities. It is always expressed respect for the person, confidence in his strength and capabilities.

Authority has a suggestion power. An authoritative person has a great influence on others, employees, in the first place. Together with the leader business authority acquires the most important thing - their subordinates sincere and friendly support.

Disclosing the authority essence and noting his actions on the team psychology, the author rightly wrote that other team members trust to authority greatly increases the possibility of both unifying and uniting the team, and its resistance to others [7, p.70].

In the researchers' works V.I. Vdovik, V.K. Lutsenko, V.P. Rodionov and others, a certain set of leader's personal qualities, on which the leader authority and, ultimately, the moral state and psychological climate in the team depend. First of all, they are professional training, deep knowledge and love for their work, responsible and creative attitude, moral purity: honesty, decent behavior, modesty, hard work; organizational skills, efficiency, high demands, combined with care, fairness and respect for the personal dignity of the person; lack of temper, irritability and arrogance, hardness, purposefulness, tact [8, p.11].

As we can see, the requirements for the personality and psychological leader's qualities are serious and binding, if we are talking about creating a psychologically comfortable climate in the team.

Unfortunately, some leaders, having encountered difficulties in their work, often take the winning path false authority. In the scientific literature there are several types of them:

- The oppression authority, the essence of which lies in the leader desire by demonstrating the superiority of rights and the ability to keep the subordinate in an unconscious punishment fear;

- The distance authority - a leader is always trying to keep subordinates at a certain distance, to allow only official contacts with them, to be inaccessible and mysterious;

- A pedantry personalism - arises from the creation of a whole unnecessary conventions system, artificially implanted petty traditions that tend to turn into the attitudes basis towards people;

- Authority due to the fact that the leader is trying to show himself to be all-knowing and endless teachings and instructions he considers the optimal condition for relations with subordinates

- Kindness authority, bribery or promises - the leader strives to gain the respect and subordinates authority by connivance, a reduction in demandingness.

The leader authority is the result of his hard work, personal qualities, knowledge and skills. Thus, contributing to the creation of a moral and psychological climate, the leader is not so much a particular social role performer, as the carrier of certain human, personal traits and passions.

Among personal factors affecting the leader and affect the leadership effectiveness, not least is the nature. Napoleon considered active nature, determination and perseverance to be one of the decisive factors for activity success [9, p.113].

Psychological communication culture involves the development of certain leader's skills in communication situations: the ability to properly evaluate them, adequately perceive and interpret the behavior of a partner and his own, the ability to understand the interaction goals and make appropriate decisions, and so on.

Koren T.A. advises the leader to attain the communication effectiveness, the employees' arrangement, using a number of related communication moments. Koren T.A. [4, p.87]:

- desire to openly demonstrate their intentions;
- a sincere manifestation needs.

According to the American psychologist Carl Rorgers, "to be able to empathize means to perceive the world of another accurately, with preserving emotional and semantic shades. As if you become this other, but without losing the feeling" like another". As he feels them and perceives their causes, as he perceives them. To be empathic is difficult. It means to be responsible, active, strong and at the same time sensitive and subtle "[2, p.345].

Empathy is a person's socially friendly nature basis, the ability to respect others, to live in a team. However, the leader has to communicate with very different people and at some moments inevitably the emergence of various nuances. The misunderstanding that arises in communication is some of the obstacles (communication barriers) on the way to the relations' further development. Their manifestations are diverse, but in the most general form and depending on the possible reasons, they can be divided into three groups: social, ethnocultural and psychological. All of them can influence the moral and psychological development and state climate in the team. The leader needs to know and remember that the following are among the reasons for the emergence of psychological communication barriers:

- people individual features / someone more closed, someone less decisive, one overly shy, the other overly annoying; there are conflicting, meaningless people, etc. /

- communication's psychological relations / mutual antipathies, hostility, incompatibility, etc. /

- the lack of the necessary skills, communication techniques and so on.

Such factors' consideration, of course, is necessary for the leader, since their effect on the moral and psychological climate can be very significant, sometimes even decisive. Conflicting people attitudes due to their incompatibility, apathy towards each other or character senselessness is not so rare and, to block possible negative consequences, the team leader, first of all, has to make considerable efforts. How to remove/ overcome such a barrier? Recognizing the complexity of its decision, namely the fact that there are no simple ways to improve difficult relationships. M. Woodcock and D. Francis offer a number of techniques that they believe can increase the likelihood of success in such a difficult undertaking. Here is what the mentioned authors recommend:

1. Put yourself in the place of another man. How does he or she look at the world? What does it mean to be in his position?

2. Think about what interests the other person. What does he or she invest in? What are they talking about?

3. Establish what affects human behavior. Are there forces or circumstances that can lead to changes in it?

4. Can you figure out a behavioral pattern that another person would like to follow?

5. Work on creating open relationships. This will lead each of you to the need to put up with the other [1, p.56].

These techniques reflect the humanistic psychology ideas, correctly articulated at the time by the outstanding American psychotherapist K.

Rogers in the form of three necessary and sufficient, in his opinion, conditions for personal change: first, empathy, second, unconditional positive attitude to another and thirdly, sincerity.

It should be mentioned one more situation regarding organizational life that can influence the moral and psychological climate in the team - the leader public statement. It is undoubtedly an important management element, since "the most common way to contact your employees is not to talk with them individually, but as part of an entire group." Goodwill, in this case, the probability that the reported information, will contribute to the growth of trust in communication:

- essential competence factor;
- convincing presentation of their own information in communication, which increases her and her carrier credibility.

People in general need to remember the words of A. Saint-Exupery: "The only real luxury is a human communication luxury."

As we see, non-verbal communication plays a special role in contact psychology. According to Merabyan, only 7 percent of the messages content is conveyed by words meaning, while 38 percent of information is determined by how words are pronounced, and 55 percent of facial expressions psychologists attach great importance to the person's face, his condition, and expression. A person's face reflects his inner culture, shows a feeling. The leader face is addressed to the people, and therefore it cannot be indifferent to them. That is why a leader should be able to manage his face. He should be able to use each encounter with subordinates as an opportunity to tilt towards himself as a person and an employee, enshrined in his personal popularity and how to create a sense of psychological comfort in the team [3, p.112].

The specificity of managing people, as opposed to "managing things," is that much here is not amenable to direct measurements, accurate

quantitative estimates, a significant part of causal relationships is hidden by external manifestations and people actions. This situation leads to the management process ambiguity as an object of study and is one of the main causes of erroneous actions on the part of the subject of management.

By itself, the management process involves many stages, among which the personnel evaluation, their activities takes priority. We can say that personnel appraisal is the basis of social management. On its basis, standards of activity and behavior are set, and in relation to these formal or informal standards, the practical state of affairs is assessed

Personnel assessment primarily includes the determination of a manager personal contribution, the determination of his professional qualification level, organizational skills, personal characteristics, and the style of his activity.

In order to study the individual psychological qualities peculiarities and the influence of the leader's style from social institution on the moral and psychological climate in the team, an empirical study was conducted. Its total sample was 50 people. The research credibility was ensured by the initial methodological theoretical positions analysis of social work, sociology and psychology, the use of a diagnostic methods set adequate to the study goals and objectives, the mathematical-static data use processing procedures. To study the noted features of the Zaporizhzhyan Regional Employment Center's workers, we conducted a diagnosis using the personal maturity questionnaire method (A.S. Shtepy). Using this technique, we determined the individual psychological qualities and style level and built a personal maturity profile of the Employment Center leader based on the opinion of its employees. The results are presented in table 1.

So, according to the study results, it was found that only 3 young workers and 6 specialists working 10 years and older (24%) note a high

quality level. This sample is inherent in a high responsibility, life philosophy and creativity. The necessary personal maturity level is noted by young specialists and persons working up to 10 years (64%) and specialists and persons working from 10 years and older (68%).

Table 1.

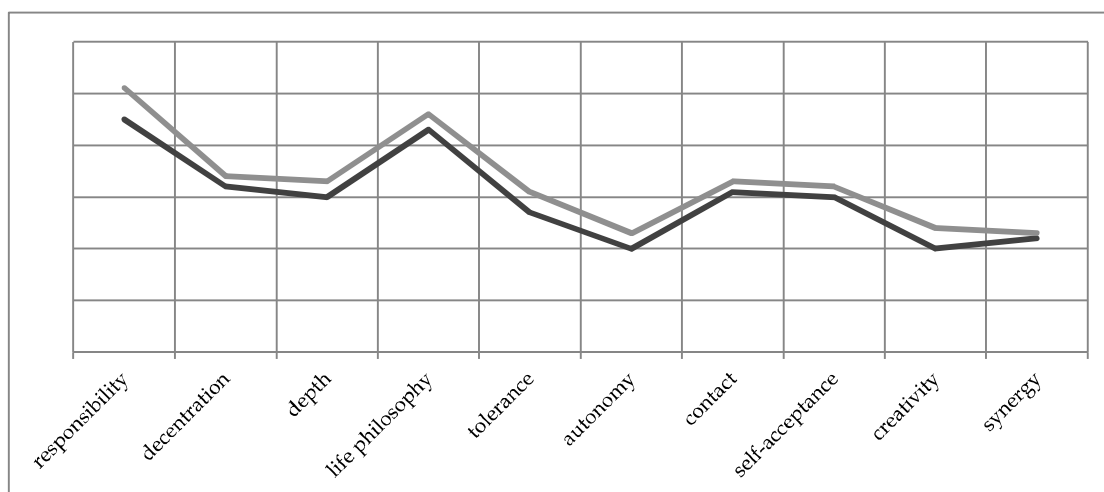
The individually - psychological qualities level and the leader's style from the Employment Center based on the its employees opinion

The individually - psychological qualities level and the leader's style	Young specialists and persons working up to 10 years		specialists and persons working from 10 years and older	
	number of people	specific gravity	number of people	specific gravity
high level	3	12,00%	6	24,00%
required level	16	64,00%	17	68,00%
critical level	4	16,00%	2	8,00%
Total	25	100,00%	25	100,00%

4 young workers (16%) and specialists and people working 10 years or more (8%) have a critical personal maturity level. Table 2.2 presents the mean values and standard deviations of the leader's from the institution quality indicators' levels.

Next, we construct the future social workers the personal maturity's profile (Pic. 1).

Thus, we must conclude that the professionally significant leader qualities a change in the process of professionalization.



Picture 1 - the leader's from a social institution personal maturity's profile

Thus, as the study result, it should be noted that, in the beginners opinion, the most developed are the following features: responsibility, life philosophy, tolerance, contact, self-perception. It should be noted that employees with work experience of more than 10 years note that the leader generally has higher personal maturity indicators and more developed professional qualities placed on employees, namely: responsibility, life philosophy, tolerance, and contact.

Table 2

The average values of personal maturity indicators (50 respondents)

Young professionals and people working under 10 years					
Traits	N	min	max	Average	Average Standard deviation
Responsibility	25	42,8	47,2	45	2,2
Decentration	25	30,17	33,83	32	1,83
The depth of experience	25	28,56	31,44	30	1,44
Life philosophy	25	39,43	46,57	43	3,57
Tolerance	25	25,07	28,93	27	1,93
Autonomy	25	18,09	21,91	20	1,91
Contact	25	28,64	33,36	31	2,36

Self-perception	25	27,86	32,14	30	2,14
Creativity	25	17,92	22,08	20	2,08
Synergy	25	20,04	23,96	22	1,96
Young professionals and people working under 10 years					
Traits	N	min	max	Average	Average Standard deviation
Specialists and persons working 10 years or more					
Responsibility	25	48,93	53,07	51	2,07
Decentration	25	31,95	36,05	34	2,05
The depth of experience	25	31,53	34,47	33	1,47
Life philosophy	25	42,01	49,99	46	3,99
Tolerance	25	28,68	33,32	31	2,32
Autonomy	25	21,52	24,48	23	1,48
Contact	25	30,66	35,34	33	2,34
Self-perception	25	30,05	33,95	32	1,95
Creativity	25	22,02	25,98	24	1,98
Synergy	25	21,06	24,94	23	1,94

The research results on the method "16 PF" by R.B. Kettela are presented in the Table 3.

Table 3

The research results on the method "16 PF" by R.B. Kettela

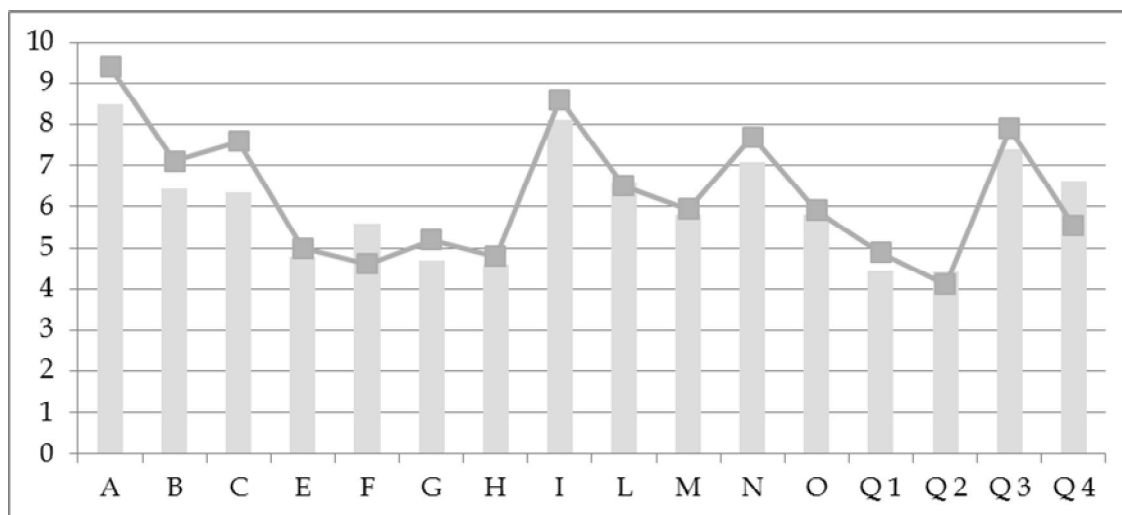
Factor	Young professionals and young people working under 10 years (n=25)		Specialists and persons working 10 years or more (n=25)		p (U _{M-w})
	Values in groups, T- points (Me±SD)				
	Average value	standard deviation	Average value	standard deviation	
A	8,5	0,41	9,4	0,43	≤0,002
B	6,44	0,46	7,11	0,41	≤0,05
C	6,35	0,33	7,59	0,48	≤0,044
E	4,8	0,42	5	0,39	
F	5,58	0,46	4,61	0,31	
G	4,7	0,38	5,2	0,44	≤00,5
H	4,6	0,39	4,8	0,37	
I	8,1	0,45	8,3	0,31	

L	6,6	0,45	6,5	0,49	
M	5,81	0,43	5,84	0,37	
N	7,1	0,51	7,7	0,52	
O	5,8	0,48	5,97	0,44	≤0,001
Q 1	4,44	0,62	4,88	0,42	
Q 2	4,41	0,39	4,11	0,37	
Q 3	7,4	0,71	7,9	0,49	≤0,19
Q 4	6,63	0,44	5,54	0,51	

Notes: Me - average; SD - standard deviation; n - is the respondents number in the group; p (UM-W) - significance of differences between groups according to the Mann-Whitney U criterion.

The results allow to build the leader's personality traits profiles. They are presented in the Picture 2.

Thus, the results obtained in groups allow us to describe social workers personal characteristics. The Employment Center social workers characterize their leader with the following personal characteristics: high communication skills, developed intellect, emotional stability, tenderness and aptitude for patronage, insight, have high self-control, act according to a conscious plan and accept social norms. It should be noted that these personality traits are professionally significant both for the specialists themselves and for their immediate supervisor. As the study result, it has been established that the professionally important leader qualities develop dynamically during their professional development. So, experts and people working from 10 years and older note that their leader controls their emotions and behavior more, knows how to bring things to the end, more targeted. The leader is more open, demonstrates high overall mental ability, more insightful and emotionally resilient.



Picture 2. - the leader from a social institution personality traits profiles

Consequently, a collective organization is a powerful control lever, since it creates an energetic, efficient and responsible group of people with great potential. Lucky leader put a lot of effort and skills into trying to create a climate in a team that would contribute to the achievement of results and allow them to attack problems and make changes.

Social psychological processes and phenomena in the work collective are stipulated by production and economic processes, but, in turn, can have a great influence on the reserves of industrial growth. Such social and psychological phenomena primarily concern the collective's psychological climate. This prevailing in a group or team is a relatively stable mood of its members, manifested in all the various forms of their activities, group mood, group opinions and judgments. There is a constant interpersonal communication, contact, interaction. It is important for managers to pay great attention to its formation in the society interests and the individual, productive activity of the person and the whole team.

If the psychological climate is connected with the group's morale, the important concepts involved are good, duty, conscience, honor, justice, then they talk about the moral and psychological climate.

Particularly noteworthy is the individual self-affirmation role as its real

desire to occupy and maintain a certain position in the system of psychological relationships in a team, which would ensure that this person has respect, recognition or trust, affection or support, help or protection, and thus helps to satisfy other people, the individual personality's manifestations, the disclosure of its most strengths.

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