

SECTION: PSYCHOLOGY

PSYCHOLOGICAL ASPECTS OF TEAM MANAGEMENT

Stamat Viktoriia

PhD (Economics), Associate Professor

Department of Management, Business and Administration

Barbalat Aurika

Master of Speciality 073 Management

Mykolaiv, National Agrarian University, Mykolaiv, Ukraine

Effective leadership in enterprises is vital for maximising productivity, fostering innovation, and promoting employee well-being. Changes in work formats, increased competition, the need for rapid adaptation, and the involvement of highly qualified specialists impose new demands on managers. The key factor is not only the manager's professional knowledge but also their ability to understand the psychological traits of team members, maintain motivation, ensure constructive communication, and prevent conflicts. Ignoring the psychological foundations of management can lead to decreased labour productivity and emotional burnout among employees. Hence, studying the psychological aspects of team management is crucial for enhancing collective effectiveness, creating a positive working environment, and achieving the organisation's strategic goals.

Recent research by national and international scholars highlights the transformation of leadership, referencing Bernard Bass and Bruce Avaglio, and the importance of psychological safety and role clarity, as outlined by Amy Edmondson and Richard Heckman, in improving team performance. The ideas of interpersonal interaction by Carl Rogers and the approaches of Steve de Shazer and Insu Kim Berg emphasise the importance of open communication. Additionally, Valentina Safonova's methodological recommendations underline the economic significance of the psychological aspect within the system of team management in agricultural enterprises.

This study aims to explore leadership strategies through a psychological lens, identify key principles and approaches that can enhance leadership effectiveness, and provide practical recommendations for managers. Emphasis is placed on self-awareness, emotional intelligence, effective communication, fostering a positive work environment, and encouraging employee development. The objectives are to describe psychological factors influencing team management effectiveness, analyse management practices to improve team efficiency, and propose recommendations for effective team management.

Effective leadership is a decisive factor in the success and growth across various sectors of the economy. In today's dynamic and complex business environment, leaders must leverage psychological knowledge to effectively manage their teams. Leadership strategies grounded in the psychology of team management focus on core principles and approaches that contribute to organisational well-being and increased productivity.

Today, the ability of specialists to work within a team, where material and spiritual components are closely intertwined, is becoming more significant. The material component consists of people united in a team, while the spiritual component involves ideology and psychology. The team's ideology is formed from ideas and views reflecting their ultimate goals, such as the desire for enrichment, personal and professional development, serving society or a specific cause, ensuring the prosperity of the company, enhancing the team's prestige, defeating competitors, and similar aims.

The psychology of the team manifests in social and psychological features evident during its creation and development, based on interactions among members, forms, and methods of mutual satisfaction of needs. And psychological aspects of team management are the influence of certain mental processes and interpersonal relationships on the effectiveness of teamwork and leadership. During work, participants must plan activities jointly, exchange information, establish mutual understanding, and develop methods of cooperation. This involves creating a moral and psychological climate, shared experiences, public opinion, and addressing leadership issues, understanding intragroup conflicts, among others. Personal qualities of individuals are also vital, manifesting in psychological traits that, along with socio-psychological qualities, influence behaviour within the team [1].

Such individual psychological traits include temperament, mental abilities, willpower, emotionality, character, memory, imagination, and others. A team is a form of organisation that, like other organisations, exhibits features such as division of roles, a system of subordination, and the allocation of responsibilities. Team activity can develop along multiple paths simultaneously, requiring deliberate efforts to maintain unity according to set goals. It is equally important to influence team members' minds to integrate individual efforts into a cohesive whole.

Currently, certain theories of the psychology of team management are used in the world economy, which are clearly highlighted in Figure 1.

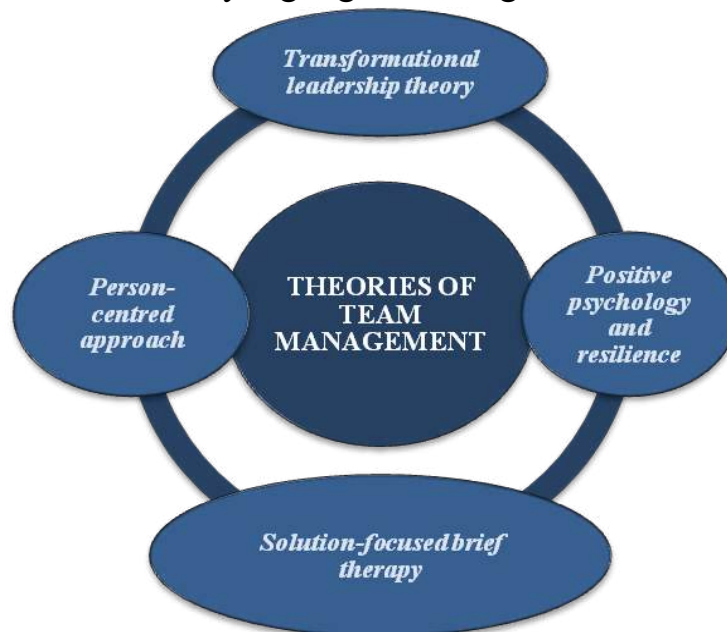


Figure 1. Conceptual scheme of psychological aspects of team management
Sources: compiled by the authors based on [2]

Transformational leadership theory, proposed by Bernard Bass and Bruce Avolio in 1994, focuses on how leaders inspire and motivate their team members to achieve higher levels of performance. This is achieved through an individualised approach, intellectual stimulation, inspiring motivation and idealised influence [2]. This approach is especially important and relevant for the agro-industrial sector, where managers can drive innovation and growth by shaping common goals and visions. This leadership style is most effective during periods of uncertainty, for example, when adapting to unstable market conditions or introducing new technologies.

Positive psychology and resilience, started by Martin Seligman y 2002, focuses on developing strengths, well-being and resilience. In today's face of challenges, leaders in companies can use these principles to strengthen the psychological resilience of teams, in particular when influenced by factors such as changes in natural conditions (including weather conditions), market instability, political and economic unpredictability, or resource constraints. Encouraging going beyond the usual framework, emphasising strengths, and maintaining a work-life balance will help leaders promote the psychological health and overall well-being of each member of the managed team [3].

Solution-focused brief therapy, developed by Steve de Shazer and Kim Berg y 1993, is an approach that focuses on finding solutions, defining and then setting achievable goals. The principles of SFBT can be effectively used by company leaders to overcome problems and conflicts in teams [4]. This approach allows you to highlight employee strengths, promote better interaction between departments, and create a positive and proactive work environment that fosters innovation and motivates you to overcome any challenges.

Person-centred approach, developed by Carl Rogers y 1951, emphasises the importance of empathy, active listening, and unconditional positive appreciation to promote personal growth and self-realisation [4]. In the context of corporate leadership, this approach can help build strong relationships between managers at different levels and team members. Through empathetic communication and active listening, an atmosphere is created where the well-being and mental health of employees become a priority. The expected consequence of this approach is job satisfaction, reduced employee turnover, and increased overall productivity. Using this method of corporate leadership is also a way to improve communication, build trust, which will lead to increased job satisfaction and reduced stress levels.

Due to the fact that managers face significant pressure and challenges, a number of recommendations follow that potentially improve the work environment. First, the principles of psychology can help managers develop stress management techniques and increase job satisfaction. Secondly, by prioritising employee well-being and implementing strategies such as promoting work-life balance, offering stress and conflict management programs in the work environment, managers can reduce stress levels, increase employee satisfaction, and contribute to a healthier work environment [6].

Therefore, it is important to note that company managers can benefit greatly from implementing the principles and strategies of team management psychology. By prioritising self-awareness, emotional intelligence, effective communication, creating a positive work environment, and fostering employee growth and development, a thriving

organisational culture is created that fosters success and resilience. Emotional intelligence, conflict resolution skills, and stress management techniques play an important role in shaping effective team management in agricultural enterprises. By developing emotional intelligence, managers can create a supportive work environment and build strong relationships. Additionally, conflict resolution skills enable leaders to resolve conflicts constructively and maintain team cohesion. Moreover, the implementation of stress management techniques contributes to the well-being and productivity of employees. By integrating the psychological aspects of team management in agro-industrial enterprises, managers can increase their efficiency and contribute to the enterprise's success.

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ПРОЯВИ ЕГО-СТАНІВ У МІЖОСОБИСТІСНІЙ КОМУНІКАЦІЇ

Дудка Ганна

здобувач вищої освіти магістерського рівня
Кафедра психології та педагогіки
Університет імені Альфреда Нобеля, Україна

Питання ефективного спілкування між людьми й досі залишається важливим для психології. Адже саме від того, як ми взаємодіємо один з одним, залежить і те, наскільки комфортно ми почуваємося в суспільстві, і наша успішність на роботі, і загальний психологічний стан (Berne, 2001). Транзакційний аналіз — це психологічна концепція, створена американським психотерапевтом Еріком