

VECTORS OF SELF-CHANGE OF THE MANAGER'S PERSONALITY

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INTRODUCTION

In the conditions of digitalization and globalization, the self-change of the manager's personality is both his / her education, and the way of being, and customs, which in decision-making is vision point of his / her ultimate goal from the angle of his / her personal perfection or his / her dignity as an individual. At the same time, management researchers B. Gulski and P. Prokop came to the conclusion that the manager's values are gradually changing under the influence of socio-economic transformations and priorities of innovative development in the conditions of digitalization and globalization. An interaction of the manager with the staff, which nurtures in him / her personality of higher level of development, shapes his / her ethical behavior, or, on the contrary, causes his / her moral degradation. Work is the social activity of person. In the process of work, people must understand each other, cooperate, learn to perform joint tasks, and evaluate compliance¹.

Therefore, managers can actively influence the organization culture, self-change and inspire subordinates to self-change. Therefore, we conducted a correlational study with the aim of more detailed research of the structure of the manager's personality, namely:

1) to reveal the conditioning of the social norms influence of managers using the method "Diagnostics of propensity to overcome social norms and rules" (author Yu. Kleiberg) in the process of making managerial decisions on personal values; according to Sh. Schwartz² methodology regarding the study of the individual values as a whole and according to the management levels³;

2) to determine the interaction of manager's social norms in the process of making managerial decisions according to the method "Diagnostics of propensity to overcome social norms and rules" (author Yu. Kleiberg); with aspects of the personality self-actualization according to the diagnostics of

¹ Gulski B., Prokop P., Skurzyńska-Sikora U., Szloch Z. M. Podstawy organizacji i zarządzania / pod redakcją Z. M. Szlocha. Lublin : Centrum Szkolenia Samorządu i Administracji. 2000. 430 p.

² Schwarzer R., Jerusalem M. The General Self-Efficacy Scale. *APA PsycTests*. 1995. DOI: <https://doi.org/10.1037/t00393-000>

³ Важковиховуваність : сутність, причини, реабілітація / за ред. О. М. Полякової. Суми : Університетська книга, 2009. 346 с.

self-actualization of the individual (authors: A. Maslow, N. Kalina)⁴, on the one hand, as personal characteristics of managers, and on the other, as specific characteristics of their organizational activity in general and by management levels.

1. Self-change of the manager: personal values and self-actualization of the individual

The research was conducted during six months of 2020-2021. 104 people (aged 18 to 70 years) participated in the study, including managers at different levels of management: 64 people from the city of Kropyvnytskyi and Kirovohrad region and 40 students majoring in “Management and Administration”. The sample is represented by three groups: students, managers with up to 5 years of work experience, and managers with more than 5 years of work experience. All participants gave voluntary written consent to participate in the experiment. The students’ participation was approved by the Ethics Committee of the Kirovohrad University of Trade and Economics⁵.

Statistical processing of the results made it possible to establish a correlation (according to Spearman’s rank correlation coefficient)⁶. The first step of our correlational research revealed that the manager’s social norms have a statistically significant (according to Spearman’s rank correlation criterion) influence ($p \leq 0.05$) on the individual values, in particular on the following types of values:

1. At the level of normative ideals (at the level of beliefs): “stimulation” is moderately pronounced ($r=0.41$); “hedonism” is moderately pronounced ($r=0.34$); “power” is very weakly expressed ($r=0.08$); “independence” is very weakly expressed ($r=0.06$); “achievement” is very weakly expressed ($r=0.004$).

2. At the level of individual priorities (that is, in specific actions): “stimulation” is moderately pronounced ($r=0.40$); “hedonism” is moderately pronounced ($r=0.36$); “achievement” is very poorly expressed ($r=0.18$); “power” is very weakly expressed ($r=0.13$); “independence” is very weakly expressed ($r=0.04$). These data are presented in Table 1.

⁴ Андрущенко Т. В., Зелінська Т. М. Практикум із соціальної психології : навч. посіб. Київ : Вид-во НПУ імені М. П. Драгоманова, 2016. 300 с.

⁵ Shaumian O., Ternavska T., Viktorova L., Yarova A., Obukh L., Serhiiieva A. Verbal Representations of Motivational Attitudes of Education Managers in the Post-Information Society. *Postmodern Openings*. 2022. № 13(2). P. 51–76. DOI: <https://doi.org/10.18662/ro/13.2/443>

⁶ Антомонов М. Ю., Коробейніков Г. В., Хмельницька І. В. Математичні методи оброблення та моделювання результатів експериментальних дослідження : навч. посібник. Київ : Олімпійська освіта, 2021. 216 с.

Table 1

**The influence of social norms
on personal values according to Sh. Schwartz**

№	Types of values	Normative ideals	Individual priorities
1	Conformity	-0.13	-0.47
2	Traditions	-0.11	-0.09
3	Kindness	-0.15	-0.09
4	Universalism	-0.20	-0.29
5	Independence	+0.06	+0.04
6	Stimulation	+0.41	+0.40
7	Hedonism	+0.34	+0.36
8	Achievement	+0.004	+0.18
9	Power	+0.08	+0.13
10	Security	-0.01	-0.19

The positive influence of social norms on values indicates that social norms restrain the manifestation of low-level values and lead to favorable relations with others. The moderate effects on “stimulation” and “hedonism” (life satisfaction) mean that openness to change is partly moderated by social norms. A manager cannot focus only on innovations, therefore social norms force him / her to traditional forms of work with subordinates. “Power” and “achievement” are types of self-aggrandizement values. This states the manager’s efforts towards personal success according to social standards. And “power” has dominant position within the framework of the entire social system.

However, the influence of social norms is weakly expressed here, although social norms are closely related to the social requirements. But the effect of psychological, practical and social consequences of these types of values is incredibly high. Therefore, even minor influence of social norms is decisive in the formation of the manager’s social normative behavior. Also, “independence” as a type of value is derived from the need of the individual organism for self-control and self-management, from such interactional needs as “autonomy” and “independence”. The manifestation of the independence of choice, synthesis of thoughts, ways of behavior and actions suggests that even very weak influence of social norms is essential for the further development of the individual.

Correlation according to Sh. Schwartz’s method with types of personal values and social norms according to Yu. Kleiberg’s questionnaire is evidence of the obtained results’ objectivity. Values serve as standards. They control the choice or evaluation of actions, events, including the person him / herself.

Values are the basis for the personality self-evaluation⁷. Values are transcendent, that is, they are not limited to specific actions and situations⁸. But our research showed that social norms, which are usually attributed to certain actions, objects and situations, actively influence the manager's values both at the level of normative ideals and at the level of individual priorities.

But some types of values have formed mutual influence on the social norms of the manager:

– at the level of normative ideals (at the level of beliefs): “universalism” is weakly expressed ($r=-0.20$); “kindness” is very weakly expressed ($r=-0.15$); “conformity” is very weakly expressed ($r=-0.13$); “traditions” are very weakly expressed ($r=-0.11$); “security” is very poorly expressed ($r=-0.01$);

– at the level of individual priorities (that is, in specific actions), in particular such types of values as: “conformity” is moderately expressed ($r=-0.47$); “universalism” is weakly expressed ($r=-0.29$); “security” is weakly expressed ($r=-0.19$); “traditions” are very weakly expressed ($r=-0.09$); “kindness” is very weakly expressed ($r=-0.09$).

The most active recorded influence of this type of values is “conformity”. Insomuch as the relations between people, their work activities include positive value orientations, and only then social norms, which are assimilated by the individual. Schwartz assigned this type of values, along with “traditions” and “security” to conservative values. They are derived from individual and group needs and are a sign of group solidarity with the motive of common values, guarantees of survival, which determine the social order.

These types of values express the interest of the social group, but the social norms of the manager are more focused on the manifestation of the manager's personality in decision-making. Therefore, first of all, the manager is guided not by the interests of the group or community, but by the interests of the organization as a whole. Self-transcendent values according to Sh. Schwartz are “universalism” and “kindness”. When correlated, they showed, respectively, a weak and a very weak influence. In particular, the influence of social norms prevails due to the needs of survival in the group to ensure the need for affiliation, productive activity of the organization. In order to deepen the correlational analysis, we continued the study of the influence of social norms on the personality values types according to the management levels presented in Tables 2 and 3.

⁷ Xing Yi., Chang-Hyun J. The Impact of Cultural Values on Attitude Formation toward Cultural Products: Mediating Effects of Country Image. *Sustainability*. 2023. № 15(14). P. 1–19. DOI: <https://doi.org/10.3390/su15141172>.

⁸ Schwarzer R., & Jerusalem M. Generalized Self-Efficacy scale. In J. Weinman, S. Wright, & M. Johnston, Measures in health psychology: A user's portfolio. Causal and control beliefs. Windsor, UK: NFER-NELSON, 1995. P. 35–37.

Table 2

**The influence of social norms
on the significance of normative ideals by levels of management**

№	Types of values	Management levels		
		Lower	Medium	Higher
1	Conformity	-0.09	+0.16	-0.48
2	Traditions	-0.13	+0.15	-0.27
3	Kindness	-0.07	+0.19	-0.67
4	Universalism	-0.09	-0.13	-0.33
5	Independence	+0.17	+0.16	-0.37
6	Stimulation	+0.38	+0.28	+0.63
7	Hedonism	+0.36	+0.15	+0.11
8	Achievement	+0.06	+0.33	-0.16
9	Power	+0.21	+0.16	-0.15
10	Security	+0.14	-0.02	-0.28

As evidenced by the data shown in Table 2, the manager's social norms are correlated according to Spearman's statistical criterion with the following normative ideals of the individual at different levels of management at $p \leq 0.05$, in particular:

- at lower level, "stimulation" and "hedonism" are moderately pronounced, respectively – ($r=0.38$) and ($r=0.36$); "power" is weakly expressed ($r=0.21$); "independence", "security" and "achievement" are very poorly expressed, respectively – ($r=0.17$), ($r=0.14$) and ($r=0.06$);

- at medium level, "achievement" is moderately expressed ($r=0.33$); "stimulation" is weakly expressed ($r=0.28$); "kindness" is weakly expressed ($r=0.19$); "conformity", "independence" and "power" are weakly expressed ($r=0.16$); "traditions" and "hedonism" by ($r=0.15$);

- at higher level, "stimulation" is moderately pronounced ($r=0.63$); "hedonism" is very weakly expressed ($r=0.11$).

It was established that certain types of values are negatively correlated according to Spearman's statistical criterion with social norms at different levels of management at $p \leq 0.05$, namely:

- at lower level, "traditions" ($r=-0.13$), "universalism" and "conformity" are very weakly expressed, respectively – ($r=-0.09$), "kindness" ($r=-0.07$);

- at medium level, "universalism" and "security" are very weakly expressed, respectively – ($r=-0.13$) and ($r=-0.02$);

- at higher level, "kindness" is moderately expressed ($r=-0.67$); "conformity" ($r=-0.48$), "independence" ($r=-0.37$) and "universalism" ($r=-0.33$) are moderately expressed; weakly expressed are "security" and "traditions", respectively – ($r=-0.28$) and ($r=-0.27$); "achievement" and "power" are very weakly expressed, respectively – ($r=-0.16$) and ($r=-0.15$).

According to the obtained coefficients, managers of the lower management level try, on the one hand, to stay in their place, because they still remember how they were subordinates, and on the other hand, they become more active due to motives for further promotion.

A manifestation of the positive effect of social norms on normative values (at the level of beliefs) is observed. Among them are “stimulation” as maintaining an optimal level of activity; “hedonism” as satisfaction from success at work; “power” as emphasizing one’s own status; “independence” as a need for independence; “security” as stability; “personal achievement” as social approval. The other types of values – “conformity”, “tradition”, “kindness” and “universalism” have little influence on social norms and are less decisive for revealing the personality of the lower-level leader in the decision-making process of compliance with social norms.

Special attention should be paid to the results of middle-level managers, who have more formed manifestation of social norms on personal values, than among managers of lower and higher levels of management. The positive effect of social norms indicates reasonable balancing of middle-level managers between higher and lower levels, as well as with others. They know their work well, have sufficient skills and abilities, but the possibility and desirability of further self-realization gradually reminds them that behind them are managers of the lower management level, and in front of them are the top of the iceberg – managers of the higher management level. Thus, such types of values as “personal achievement” and “stimulation” are more actualized under the influence of social norms. This confirms their openness to change.

However, even recorded weak manifestation of “kindness” speaks of usefulness in personal contacts, loyalty, indulgence with others. And the very weakly expressed “power”, “conformity”, “independence”, “hedonism”, “traditions” indicate the following: active manifestation of competence while maintaining dominant position in social interactions external agreement with personnel; satisfaction from work; own autonomy; moderate participation in the organization corporate culture when making collective, collegial and personal decisions. The negative influence of social norms on the values of middle-level managers was found among such values as “universalism” and “security”, which justify survival in the social environment and the importance of social order.

At higher level, the most significant is the influence of social norms on the value of the individual – “stimulation”, which is moderately pronounced ($r=0.63$) and indicates the extraordinary activity of top managers and their openness to change. Additionally, this Spearman coefficient has the highest sample significance. Another positive influence of social norms on personal

values is “hedonism” ($r=0.11$). The value of the coefficient explains the importance of getting satisfaction from work and satisfaction from life, since the manager of the highest level is constantly in the framework of informational and physical overloads, excessive social activity.

With regard to the negative impact of social norms on values, it should be emphasized that the moderately expressed “kindness” ($r=-0.67$) indicates the need for affiliation, the need for positive interactions, and focus on the organization’s productive activities. According to the sample, this indicator is pronounced among the obtained Spearman coefficients, which have negative value. The predominance of such negative manifestation among senior leaders in most types of values indicates a change in attitude towards compliance with social norms, which is caused by long-term complex interaction of social and biological factors, as well as the effect of environmental factors.

As shown in Table 3, the manager’s social norms are correlated by Spearman’s statistical criterion with the following individual priorities of the individual at different levels of management at $p\leq 0.05$, in particular:

- at lower level, “stimulation” and “hedonism” are moderately pronounced ($r=0.41$); “achievement”, “independence” and “power” are weakly expressed, respectively – ($r=0.12$), ($r=0.10$) and ($r=0.06$);

- at medium level, “hedonism” and “power” are moderately pronounced, respectively ($r=0.52$) and ($r=0.51$); “achievement” and “stimulation” are weakly expressed, respectively – ($r=0.28$) and ($r=0.21$);

- at higher level, “stimulation” is moderately expressed ($r=0.33$); “achievement” and “power” are very weakly expressed, respectively – ($r=0.11$) and ($r=0.04$).

It was found that certain types of values are negatively correlated according to Spearman’s statistical criterion with social norms at different levels of management at $p\leq 0.05$, namely:

- at lower level, “conformity” is moderately pronounced ($r=-0.50$); “traditions” ($r=-0.12$), “universalism” and “security” are very weakly expressed ($r=-0.10$); kindness ($r=-0.02$);

- at medium level, “universalism” is moderately expressed ($r=-0.50$); “safety” and “conformity” are moderately pronounced, respectively – ($r=-0.37$) and ($r=-0.32$); “kindness” is weakly expressed ($r=-0.26$); “traditions” and “independence” are very weakly expressed, respectively – ($r=-0.12$) and ($r=-0.02$);

- at higher level, “universalism” is moderately pronounced ($r=-0.37$); “conformity” ($r=-0.29$), “independence” ($r=-0.27$), “security” ($r=-0.26$), “hedonism” ($r=-0.23$) and “kindness” ($r=-0.19$) are weakly expressed; “traditions” is very weakly expressed ($r=-0.01$).

Table 3

**The influence of social norms
on the importance of individual priorities by levels of management**

№	Types of values	Management levels		
		Lower	Medium	Higher
1	Conformity	-0.50	-0.32	-0.29
2	Traditions	-0.12	-0.12	-0.01
3	Kindness	-0.02	-0.26	-0.19
4	Universalism	-0.10	-0.50	-0.37
5	Independence	+0.10	-0.02	-0.27
6	Stimulation	+0.41	+0.21	+0.33
7	Hedonism	+0.41	+0.52	-0.23
8	Achievement	+0.12	+0.28	+0.11
9	Power	+0.06	+0.51	+0.04
10	Security	-0.10	-0.37	-0.26

According to the received coefficients, at lower level of management, there is a manifestation of the positive effect of social norms on individual priorities (that is, in specific actions). Among them is “stimulation” as maintaining an optimal level of activity; “hedonism” as satisfaction from success at work; “personal achievements” as social approval; “independence” as need for independence; “power” as emphasizing one’s own status. According to the correlation study, negative average expressed value of the conservative type of “conformity” values was established ($r=-0.50$). Its manifestation in the manager’s practical activity indicates clear tendency to restrain what does not meet social expectations. Other types of values – “tradition”, “security”, “universalism” and “kindness” have little influence on social norms and are less decisive for identifying the personality of the lower-level manager in the decision-making process regarding compliance with social norms.

The mid-level managers research results revealed the influence of social norms on the types of values at the level of individual priorities. In particular, “hedonism” ($r=0.52$) and “power” ($r=0.51$) are dominant, which indicates the integral motivation of the manager’s personality – self-aggrandizement, satisfaction with work and life. “Personal achievement” and “stimulation” are recorded on the positive manifestation of social norms in managers, which confirms their openness to change.

The negative influence of social norms on the values of mid-level managers was found to be most significant in the position of “universalism”. This is due to the expansion of contacts and efforts for the well-being of the organization. In general, among managers of middle and lower levels, “conformity” is $r=-0.50$.

Also negatively significant are “security” ($r=-0.37$) and “conformity” ($r=-0.32$). These types of values indicate the dominance of conservatism in the decision-making process of mid-level managers. Apart, we note the type of values “kindness” ($r=-0.26$), because the need for affiliation, positive interaction, and effective organizational activity are important for any organization. Compassion for people as manifestation of affiliation should be the norm for managers – “in order to be worthy of good things on earth and not to fall under the condemnation of people, one should have compassion for them”⁹. “Traditions” and “independence” are the least significant types of values, according to the results of negative coefficient values. They characterize the traditional way of the manager behavior and the decrease in the importance of creativity in work, the choice of methods of action, research activity. This should be consistent with the thoughts and actions of senior management.

The more significant influence of social norms on individual priorities at the highest level of management is “stimulation” ($r=0.33$). In addition to the type of values “stimulation”, the positive influence of social norms on the individual values is marked by very weakly expressed “achievements” and “power”. This indicates the further self-aggrandizement of the manager in comparison with the medium level, the dominance of cultural standards of the personality with mandatory social approval.

As for the negative impact of social norms on values, it should be noted that there was moderately expressed “universalism” ($r=-0.37$). It characterizes the desire to understand the surrounding internal and external environment, the focus on the productivity of the organization as a whole. The predominance of weak correlation, with the exception of very weakly expressed value of “tradition” ($r=-0.01$), negative manifestation among senior leaders in most types of values in specific actions, as well as at the level of beliefs, indicates a change in attitude towards compliance social norms. This is caused by a long-term complex interaction of social and biological factors, as well as the effect of environmental factors.

Self-changes are significant for the manager’s personality, as they affect his / her activities, are related to the manager’s self-determination in the process of functioning and effective development of his / her activities and the organization as a whole.

And with regard to the view from modern applied management, the following can be outlined as typical norms used by managers in practical activities:

⁹ Юркевич П. Д. Серце і його значення в духовному житті людини, згідно вчення слова Божого. Київ : Абрис, 1993. С. 72–115.

- the way in which managers treat their subordinates (management style) or the way in which employees treat managers;
- mandatory professional ethics, for example, “come on time, stay late”, “if you cannot finish the task during the working day, then you are ineffective”, “you must always be busy”, “you must be relaxed”;
- status – degree of its essentiality; perhaps the existence of certain status symbols;
- ambition – is a phenomenon that is expected and what has found approval, or a norm, which is a more subtle approach;
- productivity – requires standards in activity, moreover, the highest praise in the organization is to call someone “real professional”;
- power – is recognized as lifestyle, depends to a greater extent on knowledge and skills than on who is the manager of higher level, at lower or medium levels of management, in different parts of the organization;
- policy – spread in the organization as normal behavior or not perceived as obvious behavior;
- loyalty – career expectations or focus on results and efforts in the short term;
- anger – to openly express one’s own positions within the scope of the organization’s policy;
- availability – managers are expected to be available and report what is happening “behind closed doors”;
- formality – restraint, certain frameworks, formal attitude is the norm, for example, not using only names, something unequivocal and unwritten, rules regarding clothing, manners, etc¹⁰.

The next step of our correlation study revealed that the manager’s social norms statistically reliably (according to Spearman’s rank correlation test) influence ($p \leq 0.05$) the components of self-actualization of the personality, namely: according to diagnostics of personality self-actualization (authors A. Maslow, N. Kalina): “autonomy” is weakly expressed ($r=0.27$); “need for knowledge” is weakly expressed ($r=0.25$); “creativity” is weakly expressed ($r=0.24$); “self-understanding” is very poorly expressed ($r=0.03$).

The positive influence of social norms on the components of self-actualization “Diagnostics of personality self-actualization” (authors A. Maslow, N. Kalina) shows that social norms have a significant impact on the manager’s personality, on his / her harmonious development, and lead to self-realization.

However, restraint by social norms of the above-mentioned components is certainly important for the further harmonious development of the individual.

¹⁰ Kieżun W. Sprawne zarządzanie organizacją. Zarys teorii i praktyki. Warszawa : Szkoła Główna HANDLOWA, 1997. 421 p.

“Self-understanding” is a necessary component of the leader’s personality as orientation of oneself in the organization spaciousness, sensitivity to needs and desires. Therefore, even minor effect of social norms corrects the manager’s operational activity.

Table 4

**The influence of social norms
on the components of personality self-actualization**

№	Components of the personality self-actualization	Correlation value
1	Diagnostics of personality self-actualization (authors A. Maslow, N. Kalina):	
1.1	The need for knowledge	+0.25
1.2	Creativity	+0.24
1.3	Autonomy	+0.27
1.4	Self-understanding	+0.03

To deepen the understanding of the managers’ self-change in the process of making managerial decisions, we continued the study of the influence of social norms on the components of personality self-actualization by management levels, which is presented in Table 5.

The data in Table 5 show that the manager’s social norms are correlated according to Spearman’s statistical criterion with the following components of personality self-actualization (according to the diagnostics of A. Maslow, N. Kalina) at different management levels at $p \leq 0.05$, in particular:

- at lower level, “creativity” and “need for knowledge” are moderately expressed, respectively – ($r=0.36$) and ($r=0.30$); “autonomy” and “self-understanding” are very poorly expressed, respectively – ($r=0.17$) and ($r=0.03$);

- at medium level, “need for knowledge” and “autonomy” are moderately pronounced, respectively – ($r=0.46$) and ($r=0.39$); “creativity” is weakly expressed ($r=0.24$); “self-understanding” is very poorly expressed ($r=0.01$);

- at higher level, “autonomy” is very weakly expressed ($r=0.07$).

It was established that individual components of self-actualization are negatively correlated according to Spearman’s statistical criterion with social norms at different management levels at $p \leq 0.05$, namely:

- 1) according to the diagnostics of personality self-actualization (authors: A. Maslow, N. Kalina), at higher management level, “creativity” is moderately pronounced ($r=-0.43$); “need for knowledge” is weakly expressed ($r=-0.20$); “self-understanding” ($r=-0.05$).

Table 5

**The influence of social norms on the components
of personality self-actualization by management levels**

№	Components of the personality self-actualization	Management levels		
		Lower	Medium	Higher
1	Diagnostics of personality self-actualization (authors A. Maslow, N. Kalina):			
1.1	The need for knowledge	+0.30	+0.46	-0.20
1.2	Creativity	+0.36	+0.24	-0.43
1.3	Autonomy	+0.17	+0.39	+0.07
1.4	Self-understanding	+0.03	+0.01	-0.05

At lower management level, there is manifestation of the positive effect of social norms on the components of personality self-actualization. Compared to medium management level, the same components are sufficiently increased, in particular the “need for knowledge”, respectively – from ($r=0.30$) to ($r=0.46$) as the significance of knowledge of being for an individual on the way to self-realization and “autonomy” from ($r=0.17$) to ($r=0.39$) as an effort to be free and independent. There is growth with the transition from the lower management level to the medium management level.

With the exception of the values of the Spearman coefficient for the “creativity” component from ($r=0.36$) to ($r=0.24$), which is associated with career growth and increased work experience, the creative approach to work decreases. Compliance with social norms when making decisions, manifestation of creative crises increases; insignificant changes in “self-understanding”, where at lower level ($r=0.03$), and at average level ($r=0.01$), which is characterized by tendency not to change one’s own needs and desires in relation to external social standards.

Thus, low self-understanding become apparent in managers who do not trust themselves, since self-belief has a dual character – it is “faith from what I heard, and faith as the fulfillment of the expected and confidence in the unseen”. Often, the manager lacks time to obtain additional information, and decisions should be made quickly, besides, the fate of subordinates depends on the effectiveness of these decisions.

The phenomenon of psychological incompetence of the manager is quite widespread. At higher management level, only “autonomy” is positive ($r=0.07$). But it is very weakly expressed. This happens because managers are less directed to self-actualization in their activities with increasing length of service. In addition, they have changes in the criteria of the individual mental health due to excessive workload.

Such component as “creativity” is negative ($r=-0.43$). This testifies to the ability of top managers to sometimes neglect the strict observance of social norms, giving preference to the creative component in operational activities. However, it was the managers of higher management level who showed an average level of propensity to overcome social norms. “The need for knowledge” and “self-understanding” are of low importance, since top-level managers have acquired high professional skills, a sufficient level of skills, knowledge and skills in the process of making various kinds of decisions, formed needs and desires.

Directly in their activities, managers do not yet have mandatory social norms as such, which by definition correspond to the accepted standards of activity. Often, the social norms of an individual or a separate group cannot yet act as norms for the organization as a whole. Modern managers work in extreme survival conditions. Therefore, the activity of some managers can be perceived as overtime and this was reflected in the correlation results.

In addition, managers try to ignore social norms, setting before themselves and achieving higher goals in order to increase the organization effectiveness. Often, these social norms decide the managers’ private interests, in particular, career growth, material interest, dominance over subordinates, etc¹¹. The social norms of managers should lead to the formation of the leader’s personality, namely: strong-willed and independent impartial behavior, turn negative circumstances for the organization into positive problem solving.

The components of the personality self-actualization and the manager’s social norms are the basis of the management culture, which appears in 4 aspects.

Firstly, thanks to the leaders in the organization. E. Schein clarifies that visually people identify themselves with the leader, with his / her behavior and expectations, think about what the manager pays attention to, and try to imitate him / her.

Secondly, E. Schein notes that culture is created on the basis of important events, from which conclusions can be drawn regarding the desirable or undesirable behavior of the manager¹².

Thirdly, with the help of decisions, according to A. Furnham and B. Gunter, the development of the organization’s leaders ultimately takes

¹¹ Gradinaru G. Contemporary Digital Life : Cyberpsychological Perspectives. *Europe’s Journal of Psychology*. 2018. № 14(4). P. 966–969. DOI: <https://doi.org/10.5964/ejop.v14i4.179>

¹² Schein E. N. The individual, the organization and the career : A conceptual scheme. *J. Appl. Behav. Sci.* 1971. № 7. P. 401–426.

place. And this creates personal values and expectations, which leads to high self-actualization¹³.

Fourthly, culture is influenced by the organization's surroundings, and the environment outside the organization can sometimes be dynamic and at times constant.

Thus, some managers form defensive model of behavior, and some managers form model of positive affirmation, which would take root in the organization.

2. Psychological analysis of the correlational study results: vectors of personality value and personality self-actualization

The current state of social development puts forward new requirements for the management system as a whole and in particular for the manager personality. Throughout his / her professional life, he / she is in constant search of characteristic social norms perceived in organizations. Substantial changes in society, its transition from one qualitative state to another, to some extent change the personality: its values, morals, personal and professional qualities, etc.

The complexity of the sociocultural environment is created by situations when adaptation to various subsystems and aspects of this environment is necessary. Therefore, in modern conditions, the leader must learn to successfully adapt to the given surroundings¹⁴ and be capable of restructuring in the communication system "Personality and the world"¹⁵.

It is worth noting that nowadays environmental vulnerability is increasing, which is beginning to affect both the sexual sphere and love for one's neighbor. Organizations cannot neglect the environmental factor, so modern managers, by taking care of their subordinates, should expand the range of possibilities of their personality when making decisions. It was love that led a person to understand the need to care for loved ones, colleagues, subordinates due to the ecosystem safety in order to reduce the threats that covered the structure and functions of the human body, as well as the structure and functions of any organization. The concept of "integrated ecology" came to the aid of man. According to this concept, the environment serves not only the person's physical, biological and economic development, but also creates opportunities for his / her personal and social development (Fijałkowski, 1989).

¹³ Armstrong M. Essential human resource management practice. A guide to people management. London-Philadelphia-New Delhi, 2007. S. 34–386.

¹⁴ Henson R, Henson F. Resilient : How to Grow an Unshakable Core of Calm, Strength, and Happiness. Publisher : Harmony, 2018. 304 p. ISBN: 978-0451498847

¹⁵ Водолазька О. О. Індивідуально-психологічні особливості осіб із різним рівнем професійного самозмінювання. *Габітус*. 2020. № 15. С. 108–113. DOI: <https://doi.org/10.32843/2663-5208.2020.15.1710>

Man is a social being. Belonging to an organization allows a person to satisfy many needs. Working in an organization provides sense of security and belonging, and in general, a desire for success, which can also be a source of self-realization (Hamel, Prachalad, 1996). Wolves differ among themselves in skills and abilities. They are individualists, but act as herd when there is a goal – beast hunting. Managers similar to them, who finally realize themselves, understand that their fate and private interests are determined by the interests of the organization as a whole. Therefore, they initially form psychological contact as “unwritten rules of expectations that are constantly in effect between managers and subordinates in the organization” (Schein, Cooper, 2000). And only then does the manager correlate “the behavior of subordinates with the desired roles, norms that define and sanction behavior and values that include these norms” (Katz, Kahn, 1979).

In order to verify our hypothetical assumptions and the effectiveness of the developed social-psychological training program in terms of revealing one’s own capabilities in managers in the decision-making process, correlational study was conducted.

The social psychological mechanism of self-change of the manager’s behavior is evinced in the fact that the individual demonstrates a certain level of manifestation of his / her own personality and is closely related to social, in particular, professional self-realization.

The main tasks of this stage of the research were as follows:

- to determine the level of self-actualization of the manager’s personality in the system of personality self-change;
- to establish the level of compliance with positive self-change in the process of personality self-realization in organizations;
- to find out the nature and direction of the relationship between the level of self-actualization of the manager’s personality and his / her tendency to overcome social norms, the ethical level, the level of social isolation and self-control in the process of personality self-realization in organizations.

In accordance with the purpose and preliminary theoretical analysis of the research subject, the following hypothesis was tested:

- in the process of functioning of the personality social psychological mechanism, tendency of interdependence is evinced between the level of manifestation of self-change of the manager’s personality in the decision-making process and the level of active striving for self-realization, which is connected with the ethics of the individual, his / her tendency to social isolation and self-control.

The psychological indicators of the research results were chosen:

1. Changes in the managers' socio-psychological state – self-esteem, sincerity, benevolent mood, activation of creative manifestations, level of openness to knowledge exchange and dialogue.

2. Changes in the subjective attitude towards oneself, self-perception, self-awareness, self-respect.

3. Positive changes in psychological factors of personal nature, in particular in emotional and volitional features.

4. Positive changes in personal adaptive potential.

5. Changes in the structure of normative and value attitudes, including dynamics in the development of autosympathy, especially in women, expectations of attitudes from others, contact, autonomy, flexibility in communication.

The comparative psychological analysis of the results showed that, under the condition of social and psychological training, significant changes occur in the self-change of the manager's personality. Thus, we can state constructive changes in all blocks of components of managers' self-actualization in the manifestation of social norms in the decision-making process after the application of social-psychological training. Table 6 shows the trend in different directions of diagnostics of indicators of the personality functional state under the conditions of socio-psychological training application in the experimental and control groups.

Table 6

Moda_{0,95} in different directions of diagnostics

Moda _{0,95}	Experimental group			Control group		
	Women	Men	Together	Women	Men	Together
1. Tendency to overcome social norms	5÷8	6÷10	6÷9	6÷9	7÷11	7÷9
2. Ethical level	12÷25	24÷26	16÷25	14÷27	24÷29	18÷27
3. Level of social isolation	9÷17	7÷15	7÷15	10÷19	7÷17	7÷17
4. Self control	11÷15	11÷18	12÷15	11÷14	11÷17	12÷14

As can be seen from Table 6, as a result of the social-psychological program implementation, the managers' normative-value attitude towards professional activity has significantly changed for the better. Positive changes occurred in all indicators according to the specified trends of diagnostics in the participants of the experimental group, namely: in women – 5÷8, and in men – 6÷10 compared to the control group, in particular: in women – 6÷9,

and for men – 7÷11; in general, according to the experimental group – 6÷9, and according to the control group – 7÷9.

It should be noted that the level of social norms among managers is sufficient, since the level of perception has increased – “who is this manager in the process of making managerial decisions and what depends on him / her”, namely: the effectiveness of decisions and work efficiency. The level of ethics has significantly improved, especially among women, where it ranges between sufficient and medium level – 12÷25, while medium level of ethics prevails among men – 24÷26. In general, according to the experimental group, medium level of ethics is 16÷25. In the control group, the level of ethics in women was observed from sufficient ethical level to medium level and level requiring moral improvement, 14÷27, and in men, from medium level to level requiring moral improvement, 24÷29; in general according to the control group – 18÷27. It is worth noting that their manifestation before the training program was mostly at level that requires moral improvement, changes in accordance with the increase in the ethical level of the experimental group testify to self-understanding of oneself in actions and efforts to become better, more spiritual person in relation to subordinates and to the organization.

The level of social isolation among representatives of the experimental group significantly decreased: for women – 9÷17, and for men – 7÷15; in general, according to the experimental group – 7÷15; compared to the control group: women – 10÷19, and men – 7÷17; in general, according to the control group – 7÷17. The level of social isolation was lower in the control group, although it approached medium level in women. In the course of the research, the managers’ self-awareness improved: what employees expect from them, and as a result of revealing not only their own capabilities in the organization, but also the capabilities of subordinates, namely: trust in them, involvement in the decision-making process and self-responsibility. The level of self-control in the experimental group also increased, in particular: it was 11÷15 for women, and 11÷18 for men; in general, according to the experimental group – 12÷15, in comparison with the control group, where women have 11÷14, and men have 11÷17; in general according to the control group – 12÷14.

Based on the above, it can be claimed that the research influenced the development of the manager’s personality in the direction of self-responsibility, manifestations of autonomy, creativity and spontaneity, advocacy of leadership positions, efforts to fulfill social requirements, think through the program of one’s actions, and form positive assessment of subordinates. In the subjects of the control group, after taking part in the social-psychological training program, positive dynamics in self-control,

movement towards self-change, social isolation, tendency to overcome social norms are observed.

Thus, when a manager has a need to create and this activity is filled with love for his / her neighbor, for others, he / she is creator and thereby combines with other people. Conversely, focusing only on personal results in creativity separates one from other people, leads to alienation from subordinates, contributes to the deepening of conflict as consequence of deepening the level of social isolation. Therefore, the manager's spirituality leads to an increased quality of work with subordinates and orients him / her to the development of society's enlightenment.

In contrast to this, the manager's spirituality appears. Scientists of modern management emphasize this:

- the manager especially cares about quality [Kostera, 2005], as well as creativity and commitment [Izak, 2005];

- can contribute to the development of the manager as a leader, give sense of meaning and inner balance [Woods, 2007];

- has positive effect on the organization, increases the chances of success, and at the same time forms such behavior that relations with others are long-lasting and balanced [Jue, 2007];

- activates subordinates to research activities [Gallacher, Rocco and Landorf, 2007];

- leads to closer connection with the organization in terms of moral obligations and loyalty, and at the same time, the focus on instrumental performance of work, career orientation as an opportunity for material enrichment decreases [Rego, Pina e Cunha, 2008].

It is worth emphasizing that managers need careful look at the aspect of personality – spirituality. Even practicing scientists have come to conclusion about the observance of moral obligations, the importance of dematerialization of values, and the focus on benefiting society.

Managers should try to develop normative-value attitude and overcome injustice to subordinates, apologetics from the heads of the organization. Undoubtedly, the manager's personality should choose direction for the cohesion of the staff and sense of effectiveness of the activity¹⁶.

Solving this contradiction requires managers to have psychological competence regarding organizational development trends in the conditions of digitization and globalization. For this, the manager should pay attention to the seven qualities of the evaluation of the organization:

- 1) innovation and risk-taking – the degree to which it is necessary to involve employees in innovativeness and risk-taking;

¹⁶ Kostera M., Śliwa M. Zarządzanie w XXI wieku. Jakość. Tworczość. Kultura. Warszawa : Wydawnictwo Akademickie i Profesjonalne, 2010. 352 s.

2) special eye for details – the degree to which employees should be involved in demonstrating accuracy, an analytical approach to the case, and attention to detail;

3) focus on the result – the degree to which the management focuses attention on the result rather than on the methods or processes of the goals' implementation, during which the result was achieved;

4) focus on subordinates when making decisions – the degree to which the management sees in the decision-making process the impact of the results of certain decisions on the organization's personnel;

5) focus on the team – the degree to which the organization of activities will better contribute to the performance of collective rather than individual tasks (Robbins, De Cenzo, 2002);

6) aggressiveness (focus on rivalry) – the degree to which people are focused on self-realization, self-expression in competition;

7) stability – the degree to which a successful organization maintains the “status quo” rather than moving forward¹⁷.

During the socio-psychological training, it was established that two criteria affect the potential effectiveness of decisions – the objective quality of the decision and its adoption in relation to those who will implement it¹⁸. Within the framework of the research topic, we have developed a set of self-change recommendations for effective and productive activities, namely:

- improvement of individual problem solving;
- overcoming the obstacles that other managers face in solving problems;
- avoidance of stress and changes such as reluctance to take risks, opposition to changes, panic;
- determination of the limits of rational problem solving;
- overcoming obstacles in the process of solving one's own problems, which increases the effectiveness of management decisions, namely: determining priorities, obtaining essential primary information, clarifying information about the effectiveness of results, methodical and consistent implementation of the stages of solving tasks;
- making decisions about those who make them – the ability to involve others for quality and choice.

¹⁷ Nowe tendencje i wyzwania w zarządzaniu personelem / pod redakcją L. Zbiegień-Maciąg. Kraków, 2006. 288 s.

¹⁸ Казанжи М. Й., Ганічева А. Є. Значення цінностей професійної сфери особистості у вираженості її потенціалу самозмінювання. *Габітус*. 2023. № 47. С. 111–115. DOI: <https://doi.org/10.32782/2663-5208.2023.47.19>

CONCLUSIONS

For deeper and more conscious self-change of managers and an understanding of their own psychological characteristics, as well as focus on self-actualization, we offer:

- to form faith and self-confidence, a sense of personal responsibility for work results;
- to develop pragmatism in actions and understanding that one cannot be omniscient;
- implement positive thinking and optimism;
- manage the organization in such a way that the opinion “a great place to work” is formed;
- to provide an opportunity for talented and creative subordinates to build a career;
- work in the direction of positive psychological contact;
- to develop the competence of managers of all management branches;
- to recognize the achievements of talented individuals, rewarding them for their competence and striving for professional excellence;
- to introduce procedure for planning successful management in order to optimize requirements and lead to improved management¹⁹.

During the research, the participants paid a lot of attention to the manager’s work discipline when discussing certain exercises. With this in mind, we offer the recommendations on labor discipline developed by us, namely:

- high need for aspirations;
- high self-confidence;
- the ability to overcome uncertainty;
- desire to learn;
- frankness and flexibility;
- independence and admissibility of infrequent disregard of social norms;
- persistence;
- ability to concentrate;
- self-discipline²⁰.

Such managers can form new perspective on personality development and self-realization. But this requires specifications transformation for the work of managers of various management branches. For example, we offer the following:

- short-term holding of managerial position or administration in one unit;

¹⁹ Okawa R. *The Strong Mind : The Art of Building the Inner Strength to Overcome Life’s Difficulties*. Publisher : Irh Press, 2018. 224 p. ISBN: 978-1942125365

²⁰ Jemielniak D., Koźmiński A. K. *Zarządzanie wiedzą*. Warszawa : Wydawnictwo Akademickie i Profesjonalne, 2008. 561 s.

- focus on autonomy, taking into account working time and adaptation to specific requirements;
- opportunities for development, independent management of the organization of one's own work, self-realization and learning from others;
- a desire for respect and performance of work under conditions of high work culture²¹.

The conducted research does not exhaust all aspects of the analysis of managers' self-change. The prospect of further scientific research is well-grounded study of the manager's personality self-change with the aim of forming positive, successful, socially prosperous personality.

SUMMARY

Socio-economic transformations and priorities of innovative development in the conditions of globalization and digitalization encourage the study of vectors of self-change of the manager's personality.

The research was conducted during six months of 2020-2021. 104 people (aged 18 to 70 years) participated in the study, including managers at different levels of management: 64 people from the city of Kropyvnytskyi and Kirovohrad region and 40 students majoring in "Management and Administration". The sample is represented by three groups: students, managers with up to 5 years of work experience, and managers with more than 5 years of work experience. Important factors are the construction of one's own system of self-change, disclosure of the spectrum of skills and abilities. Managers should pay attention to their own personal development in terms of spirituality, in particular, pay attention to moral obligations, move towards the dematerialization of values, to benefit the organization and society as a whole.

In order to form more profound and conscious positive attitude towards activities and understanding of one's own psychological features, orientation towards self-change by managers, we offer the following: to form faith and self-confidence, a sense of personal responsibility for work results; to develop pragmatism in actions and understanding that one cannot rely only on oneself; implement positive thinking and optimism; manage the organization in such a way that the opinion "a great place to work" is formed; to provide an opportunity for talented and creative subordinates to build a career; work in the direction of positive psychological contact; to develop the competence of managers of all branches of management; to recognize the achievements of talented individuals, rewarding them for their competence and striving for professional excellence; implement a procedure for planning successful

²¹ Armstrong M. Zarządzanie zasobami ludzkimi. Wydanie Wrozszerzone. Warszawa, 2011. 926 p.

management in accordance with the optimization of requirements and direction to improved management.

The conducted research does not exhaust all aspects of the analysis of the vectors of managers' self-change. The prospect of further scientific research is thorough study of self-change of the manager's personality with the aim of forming positive, successful, socially prosperous individuality.

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