ROLE OF SOCIAL – PSYCHOLOGICAL METHOD IN STAFF MANAGEMENT IN MODERN LIFE

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ABSTRACT

Human Resources Management interest persons, organizations and societies. The productive and happy work of the members of the society can depend on the successful Human Resources Management. In this article, the role of social and psychological method in human resources management is mainly targeted. Human Resources Managers are the persons who increase efficiency in the company, make the required arrangements for productivity, at the same time, and struggle for the development of the workers’ life style.

Keywords: Social – Psychological Management, Human Resources, Manager.

INTRODUCTION

Though today all physical and biological needs are met in business world, people can not be benefited properly. Therefore, staff department was established in companies and entities to make personnel not to feel like robot or mechanical one and personnel were subsequently approached from social-psychological point of view. Personnel now are not only offered salary by the company, but also everything that meets their social requirements.

In the terms of market economy, social-psychological method is mostly used in management. The social-psychological method is a way to impact the social and psychological interest of staff and staff members. Therefore, each manager has to possess psychological knowledge, while psychological knowledge contributes to elimination of challenges during management process; as well to answer the questions arose. Such challenges mean:

- how to resolve conflicts with staff in favor of the company and direction into the favor of the company;
- how to withstand psychological influence by partners (cooperators) or competitors;
- how to accept employees and ensure them to adopt to new position;
- what kind of measures can be used in case staff does not fulfill its liability or defaults in fulfillment;
- how to eliminate stress professionally;
- how to resolve conflicts within the company in optimal way;
- how to motivate and encourage employees;

According to the world practice, role of human factor is more important in development of economy in micro and macro level. For instance, if we pay attention to countries such as Japan, Iraq, the USA and African countries, though Iraq and African countries are rich with natural resources, Japan and USA play a leading role in world economy thanks to availability of creative people.

Professionalism and working practice by manager are important factors that impact the development of companies. However, manager should be responsible, honest, with self-confidence and have ability to establish reasonable relations among people.

Number of world companies such as “Eriksson”-Swiss company, “Enron”, “World com”, “Price Water House Coopers”, “Mobil Oil”, “Xerox” USA-based companies, “Gateway inc.” PC producer, “Ahold” the third greatest Dutch Company in the world, “Parlamat” the greatest milk producer company of Italia and the world, “AEK” Greece football club were subjected to financial fraud and even some of them went into bankruptcy.

In fact, in Azerbaijan and other developing countries lack of financial resources negatively impact the development and re-establishment of the company. However, such companies meet standards for its proper management system of financial resources, where human factor must be considered.

One of the main clauses of general management principles provides for subordination of personal interest to general ones, which means superiority of personal interest over that of company’s.

Factors impacting formation of a manager as a personal, his/her character, role of manager in decision-making, his/her influence on staff, as well enterprise ethics will be touched upon. In addition, sensitivity of manager, thought of how to manage personal appropriately, third parties’ view to the company will also be emphasized.
General Outline of Social and Psychological Environment

One of the economical problems that many countries face in modern world is unemployment, that is, the people cannot find jobs. But when talked with developed companies or when they are analysed it turns out that they have difficulties in finding qualitative staff that knows what to do. Even many companies complain that although the company paid the manager high salary, he or she left the job, changed the company to another one. Then what is the cause?

By and large, in the condition of the market economy the harder it is to find the job, the more it is difficult to maintain the qualitative worker.

After having transiting into market economy many companies stopped running in Azerbaijan Republic. Only because of this, potential unemployment appeared in the country and many entrepreneurs seeing the excess in the supply of employees, tried to give much work with low salary. The workers’ social – psychological states were not taken into consideration and a lot of workers tried to bare these difficulties. But now our country has paced into new development stage. Thousands of new companies have been opened and are still opened now.

In this period the workers especially educated, can easily decide to leave their jobs. And this causes many problems in the companies.

Recently the entrepreneurs thought that they could find professional workers offering them high salary. But now they understand that it is not true. The observations proved that professional workers thought mostly about their future carrier rather than the salary and took into consideration the working conditions, the hardness of the work, the stress of the work and etc. That is why the company and its managers must pay a great attention to these matters. Otherwise they will lose the competition.

The manager who knows the psychological science has the opportunity of negotiating in the situations of crisis, team building and organizing the work properly.
He acquires the knowledge and skills of building relations with the people, the subordinates, the partners or the rivals. At the same time, the manager who acquired the science of psychology is the person who understands the people around him like he understands himself.

Social and Psychological Factors

One of the problems of our modern world is the stress that can be seen in the workers. Hence, stress is one of the factors that affect effectiveness, productivity and efficiency of the worker.
In the market economy it is difficult to find the working environment without stress. That is
why, the managers must take measures to have information about stress, to control it and to keep it in the optional level.

The resources of the stress that affect the workers in a company are as follows: lack of time, lack of control, lack of fulfilment of the tasks, unsecure political environment, unknown roles in the company, discord between company and personal values, overload, working conditions, personal relations and etc.

Generally, the resources of stress that affect the work of employees and their working environment are as follows (1;66-67):

- The resources of stress relating to the work itself;
- The resources of stress relating to the position in the company;
- The resources of stress occurring from the internal relations in the company
- The resources of stress occurring from the organizational structure and environment (climate);
- The resources of stress because of career development;
- The resources of stress occurring from external relations of the company;
- Personal stress resources.

SOCIAL AND PSYCHOLOGICAL ENVIRONMENT

In many cases, the activity of the company is assessed after analysing the outcome of the labour. But it must not be forgotten that the managers, together with the department of human resources, have to always assess the psychological environment in order not to lose the workers, to prevent delays, slowdowns, mishaps in the company.

If the social and psychological environment is properly managed in the company, then the workers have the opportunity to show their maximum potential in the groups. But if this environment is not properly managed, the members of the groups feel themselves uncomfortable, they don’t work productively and try to leave the group.

When we mean the social and psychological environment in the groups then we mean the followings:

- The social and psychological batch of the features of the company;
- The dominant and durable psychological preparation of the group;
- The character of mutual relations in the group;
- The total characteristic condition of the group;
The social and psychological environment is the stimulus in the company, the success of the activity depends on it.

The social and psychological environment shows itself in the mutual relations between group members and in the relations towards himself.

The social and psychological environment affects self evaluation, provides feeling of personality in the group.

Good social and psychological environment is characterized as optimism, merry communication, belief, feeling of protection, security and comfort, mutual support, warmness and attention in the relations, sympathy among personalities, transparancy in communication, encouragement, opportunity to express himself, development of the company, professionally and intellectually development, making mistake without the fare of punishment and etc.

Good social and psychological environment causes the success in the company. At the same time it increases the satisfaction with the process and result and increases the relations in the company. And puts forward personal development of each member of the company.

Bad social and psychological environment leads to pessimism, nervousness, distress, yearning, disinterest, high pressure in the company, conflicts in the relations, lost of self reliance, fear of making mistake or bad thought, fear of punishment, enmity among workers,
suspicious matters, unbelief, not wanting to take part in general development of the company, dissatisfaction and etc.

Bad social and psychological environment reduces productivity and the feeling of belonging to the company or a group, hampers professional development and realization of personal potentiality. The conflicts take great role in forming bad social and psychological environment in the company.

Generally, the conflict factor, accepted as the reality of the social life, as the result of many factors appears in every stage of life of persons or groups with different levels and affects their performance and activity.

The managers of the company must define the causes of the conflicts and manage them in a right way, because conflicts may appear in every sphere and affect the performance of persons or groups.

The conflict means annoyance, intensity, ambivalent, resistance, the factors that lead to them. The managers must prevent such conflicts and when happen must solve them quickly and objectively.

Social and Psychological Environment forms under the influence of subjective and objective factors.

There are many factors that define the social and psychological environment and they are as follows:

- **Global micro environment, situation in the society. The batch of economical, cultural, political and etc. conditions.** Political and economical stability provides welfare of the members of the society and indirectly affects the working groups’ social and psychological environment.

- **Local micro environment (the structure including the company and working collective).** The size of the company, no adversary in functional positions, the level of central power, the participation of employees in planning, placement of resources, inside structural decisions and etc.

- **Physical micro environment** – *Moreover*, health hygiene, hot and stuffy weather, bad illumination, much noise are possible factors to increase the irritation, and will directly influence the social and psychological environment in the company. On the contrary, well equipped working place and health hygiene increase the satisfaction from work and let the formation of social and psychological environment. Monotone activity, its high responsibility, the healthcare of the worker,
life security, danger, stress, emotional saturation and many other factors influence the groups in social and psychological environment negatively.

- **Satisfaction from the work:** In order to form social and psychological environment successfully it is important to think over to what extent the work interests the worker, the creativeness of the work, to what extent the work lets the persons realize their potentials, and professional development.

The attractiveness of the work increases the satisfaction in working conditions, salary, physical and moral stimulation system, social provision, working regime, supply of information, the prospective of career promotion, increase of self professionality, the character of personal and business relations and etc.

The attractiveness of the work depends on to what extent the hopes of the worker and the real conditions are adequate, the realization of his or her interests and how the worker meets his or her demands.

- **The character of the work done**

  The monotonous of the work, high responsibility, the health and security of the employee and stress, emotional saturation level – all these factors affect the social and psychological environment in employee collectives at work.

- **Organizing joint activity**

  The formal structure of the company, the opportunity of sharing the entities, the existence of joint interest affect the social and psychological environment. The interdependence of matters from each other, non-correct division of functional responsibilities, adversary of worker’s professional role, psychological adversary of workers in joint activity make tension in relations at work and in the conclusion lead to the conflict.

- **Psychological relevance**

  It is considered to be one of the most important factors that affects the social and psychological environment. When we say pyschological relevance, we mean the opportunity of joint activity which is the main factor in optional evaluating of workers’ special features. In joint activity the psychological relevance may be identical in the terms of workers’ characters. Thus, identical people may interact more quickly and easily. There are 4 main levels of relevance: 1.Physical; 2.Psychological and physical; 3.Psychological; 4.Social and psychological.

- **The character of relations in the company**

- **The management style:** The manager plays great role in forming optional social and psychological environment. Thus, democratic
management style in the company or in one of its departments, increases mutual kindness, belief, and induces friendship relations. In this case, the thought of dependence of decisions can be excluded.

Authoritarian management style usually forms enmity, flattering, jealousy and disbelief. But when this style leads to success and is approved by the workers then it induces the formulation of good social and psychological environment. We can give as an example the military and sport(1;71-75).

According to its results liberal management style leads to low productivity and working quality, dissatisfaction from joint activity, dissatisfied social and psychological environment. Liberal management style may be relevant in creative working collective.

As the result, in many cases democratic management style induces the optional social and psychological environment. But each management style may be optional according to the composition of the group, the characters of the members, the characters of the work done, features of the situations and etc.

The manager may cause the forming of mutual belief and support with his behaviour. Without belief it is impossible to form robust social and psychological environment and good relations in the company.

The manager can cause mutual belief and support with his behaviour in the company. Without robust social and psychological environment it is impossible to build warm and happy relations among people.

If the manager demands much from his workers, he always criticizes his colleagues, often reproaches, and rarely encourages, doesn’t value joint activity, threatens, and threatens with firing or cutting the salary and etc. then it will rise the slogan that “the manager is always right”, and he will never listen to his subordinates, he will be indifferent to their demands. In this case he forms unhealthy working environment.

Lack of mutual belief and respect make people take defensive actions. Avoiding each other at work reduces close relations, causes the communication barrier to appear, the conflicts to start to evoke, the wish to leave the work comes forward, and as the result of these the productivity and quality of the work start to deteriorate.

In case of punishment the workers try to avoid the responsibility of mishap and disallow the charge.

Only the manager’s positive activity causes the mutual respect and belief, provides self realization and professional development.
In order to evaluate the environment in the company the manager must answer the following questions:

1. First of all, do the workers like the work that they do?
2. Do they want to change their work (either inside or outside do they look for a new job)?
3. To what extent are they interested in the work? Do the conditions of the work satisfy them?
4. Are they satisfied with the equipments and provisions?
5. Are they satisfied with the salary?
6. Is there any opportunity to develop their professions or is there any opportunity to take advantage of it?
7. Are they especially you satisfied with the volume of the work?
8. Do they have tension? Do they feel like to work out of working hours or do you make them work out of working hours?
9. To what extent are they active in team work and what changes do they offer or are they passive?
10. As for you, how do the workers evaluate the environment in labour collective (friendship relations, mutual respect and belief, jealousy, not understanding each other, tension in relations)?
11. Are you satisfied with the direct relations of workers with you? Do you try to avoid the workers?
12. Do the conflicts often happen in collective?
13. Do you belief in professionality of your workers? Do they feel responsibility?
14. Do the workers respect and believe in you and do you take advantage of it?

You can see the condition of social and psychological environment in your company after finding answers to these questions or making a questionary. We must not forget that if these questions are asked the workers it will be very difficult to get objective and honest answers. That is why, either the management or different departments must find the answers making observations by themselves. They must define the social and psychological environment either in their own department or in all the company, and must take measures.
CONCLUSION

As a conclusion, we may say that the following responsibilities fall upon the manager in order to increase the success of workers and to form good social psychological environment in the company:

- The continuous instructions must be provided in recruitment and placement procedures;
- Opportunities given to show themselves;
- Forming of good communication network;
- Forming of team spirit;
- Listening and taking into consideration of complaints;
- Appreciation of successes;
- Motivation of the workers.

REFERENCES