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**SOCIAL AND PSYCHOLOGICAL CLIMATE IN THE ORGANIZATION AS  
A FACTOR OF EFFICIENCY OF MANAGEMENT ACTIVITIES  
СОЦІАЛЬНО-ПСИХОЛОГІЧНИЙ КЛІМАТ В ОРГАНІЗАЦІЇ ЯК ФАКТОР  
РЕЗУЛЬТАТИВНОСТІ УПРАВЛІНСЬКОЇ ДІЯЛЬНОСТІ**

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**Abstract:** *The article reveals the problem of forming a favorable socio-psychological climate in the team, which is caused by the needs of human resource management, the features and main indicators of a favorable psychological climate in the team, the role of the manager in providing favorable working conditions and professional and career growth of the team members, taking into account their potential.*

**Keywords:** *social and psychological climate, working environment, recognition and respect, interpersonal relations.*

**Анотація:** *В статті розкривається проблема формування сприятливого соціально-психологічного клімату в колективі, яка обумовлена потребами управління людськими ресурсами, визначені особливості та основні показники сприятливого психологічного клімату в колективі, роль керівника у забезпеченні сприятливих умов праці та професійного й кар'єрного зростання працівників колективу із врахуванням їх потенційних можливостей.*

**Ключові слова:** *соціально-психологічний клімат, робоче середовище, визнання та повага, міжособистісних відносин.*

**Introduction.**

The efficiency of the work of the organization's team largely depends on certain social and psychological factors, one of which is the creation of a favorable social and psychological climate with the direct participation of the manager. The level of formation of the social and psychological climate is one of the indicators of successful activity of the head of the organization (company, team)

**Main text**

The analysis of practical experience of organizations and scientific research of domestic scientists (L. Balabanova, S. Bortnik, A. Didyk, L. Karamushka, N. Kolominsky, O. Kuzmin, O. Melnyk, O. Mykhailova, M. Moskalev, Y. Palekha, M. Sagan, O. Sardak, S. Kharivska, A. Kholodnytska, A. Furman, and others. ), allows us

to conclude that the problem of forming a favorable social and psychological climate in the team is due to the needs of human resource management, is an important condition for human performance and satisfaction with their activities, ensuring teamwork by the manager on the basis of partnership in order to achieve the goals, creating a comfortable environment for conflict-free interpersonal relations, taking into account the moral and ethical principles of the team, well-being and self-realization of each employee.

A. V. Kholodnytska emphasizes that it is the socio-psychological climate that reflects the level of social development of the enterprise's team and its psychological reserves capable of fuller realization. The author believes that it is necessary to optimize the conditions for employees to feel like “one team” at the enterprise. Achievement of a positive social and psychological climate in the team is the result of hard work of the management. [8] Thus, the author defines the role of the manager as a key figure in unlocking the potential of the staff and ensuring favorable working conditions for their realization.

It should be noted that an effective managerial influence on the socio-psychological climate can be achieved if the manager has a high level of socio-psychological readiness, professional competence, communication culture, and adherence to moral and ethical principles in relation to employees and oneself.

Other scholars believe that optimization of the social and psychological climate of the team is possible under the following conditions:

- targeted formation of rules, norms, and values of the group;
- improving working conditions, selecting a team based on psychological compatibility;
- planning of employee training and career development;
- revision of the incentive system;
- replacement of the team leader; [6].
- creation of an effective psychological service at the enterprise, which will be engaged in establishing a favorable climate;
- introduction of social and psychological trainings." [7, p.298]

For a long time, the social and psychological microclimate in the field of practice and in the literature is often identified with the concepts of “psychological microclimate”, “moral and psychological climate” and other definitions. This is not legitimate, as they have their own semantic content and need to be interpreted according to the definition of each concept.

The basic element of the social and psychological climate is the interpersonal relations of employees, which are an indicator of their state (emotional, volitional, intellectual), which manifests itself in various forms of their activities and allows to determine the nature of the atmosphere created by them.

The focus of the researchers' attention is on revealing the peculiarities of the formation of the socio-psychological microclimate in the organization. Thus, exploring ways to improve the socio-psychological climate of the team in the context of polyvector development of an enterprise, O. Kuzmin (Professor, Director of the Educational and Research Institute of Economics and Management of Enterprises) and A. Didyk argue that... “within the enterprise, it is the socio-psychological microclimate in the team of each specific unit that should be considered separately, since the enterprise organizationally consists of a set of units that interact with each other in the process of performing tasks. It is impossible to assess the social and psychological climate of an enterprise in general, since the microclimates of its subdivisions may differ significantly, which is explained by the age, professional, intellectual, status, emotional and other characteristics of employees.” [6]

We can agree with the authors' opinion regarding the specifics of the microclimate in each division and their certain differences. However, in our opinion, the statement that it is impossible to determine the general microclimate of an enterprise is debatable. Without detailing the main indicators of the organization's microclimate, it is advisable to talk (characterize) about the general atmosphere, the existing conditions for professional and career growth of employees, the interest of the management in solving this issue, as well as their moral and material encouragement, the ability to solve individual and personal problems, etc.

Of particular interest are the works in which researchers, based on a factor

analysis of the formation of the socio-psychological microclimate of the team, reveal the objective and subjective factors of this phenomenon. Already at the end of the twentieth century, Ukrainian psychologist N. L. Kolominsky identified the main factors that determine people's satisfaction with their work, as well as the mutual influence of various components. The scheme he developed is still relevant today and may be of interest to managers of any level and help prevent conflict situations in the team. [5]

The main factors of the social and psychological climate are:

- the level of professional abilities, which determines the choice of professional direction (specialty) and determines the degree of interest in the content of work;
- the appropriate level of competence, which is crucial in ensuring the success of the work;
- the management style of the organization affects the selection of qualified personnel and the distribution of functional responsibilities;
- objective assessment by the manager and fair incentives for successful work (material and moral) causes employee satisfaction with work, increases motivation to perform production tasks, encourages creativity and further professional growth.

As we can see, there is a relationship between all the factors of the social and psychological climate, which also affects the performance of both the organization as a whole and each employee.

The analysis of different approaches to the definition of this concept allowed us to consider the socio-psychological climate as a dynamic integrative formation that affects the emotional state of team members, determines behavior in the context of relationships, the nature of business and interpersonal communication, and motivates constructive creative activity.

One of the important elements that make up the social and psychological climate is the suitability of the working environment for the employee, including the equipment of the workplace with modern facilities in accordance with the specifics of

the tasks he or she performs. If a manager wants to achieve high labor productivity, creativity and creative approach when employees perform their professional tasks, he or she must first create comfortable working conditions. Creating a comfortable workplace should be one of the manager's top priorities. Ergonomic comfort, good lighting, optimal temperature conditions, a recreation area, etc. all have an impact on productivity. According to the Openspace concept, each employee should have an open space that provides a certain amount of freedom of action and is expressed in a sufficient amount of personal workspace. To prevent external irritants and noise, an important factor is the proximity of other employees, which negatively affects work.

A well-organized workplace not only helps to maximize concentration when performing a task, but also improves mood. The majority of respondents believe that comfortable conditions are the result of the positive attitude of the organization's management towards its employees.

Recognition and respect are equally important factors in the social and psychological climate. It should be noted that in Abraham Maslow's pyramid of needs, which highlights the basic elements of human motivation and self-actualization, the need for recognition and respect is on the fourth level. It is like a value system that stimulates and supports employees for their achievements and contribution to the development of the organization.

At the same time, in organizations where a culture of recognition is a common norm, managers pay attention not only to significant creative achievements and successes, but also to the employee's hard work on a daily basis. In these teams, both moral (gratitude, certificates, recommendations, etc.) and material forms of appreciation (bonuses, gifts, vouchers, delegation to paid courses, promotions, etc.) are traditional. Recognition makes a person feel confident and considers his or her achievements to be significant and valuable to the team. It is success in work that plays a role in satisfying the need for respect, which leads to a sense of self-esteem.

Based on the results of the analysis of literature [2-9] and practical experience, the indicators of a positive social and psychological climate in the team are determined, in particular:

- ✓ moral and ethical norms and their value for each member of the team;
- ✓ partnership nature of interaction, mutual assistance and support;
- ✓ a manager-leader recognized by the team and focused on teamwork;
- ✓ comfortable atmosphere and working conditions;
- ✓ recognition and respect of employees;
- ✓ moral and material incentives for employees;
- ✓ employee satisfaction with working conditions;
- ✓ creating conditions for self-realization, professional and career growth;
- ✓ good image and attractiveness of the team;
- ✓ positive communication space for business and interpersonal communication;
- ✓ cultivation of moral and ethical values in the team: responsibility, integrity, justice, hard work, etc;
- ✓ focus of employees on improving the efficiency of the team, on achieving success and realizing the team's goals;
- ✓ development of interpersonal relations based on the unity of interests and preferences, mutual respect and understanding.

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