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INFLUENCE OF PSYCHOLOGICAL FACTORS IN MANAGEMENT EFFECTIVENESS IN PANDEMY

This article discusses the need for an in-depth study of basic issues: the organization of a personnel management system in modern market conditions, personnel service, regulation of the number of personnel, leadership styles, motivation and psychological support of personnel, structure and regulation of the labor market, its modern specifics, interaction of personal management with others elements of an integrated management system for a modern organization during a pandemic. In addition, the important role of psychological laws in personnel management of an organization to ensure its competitiveness is noted. Methods of staff formation, staff performance maintenance, such as motivation, career, conflict, labor incentive system, formation of a staff reserve, staff adaptation, as well as methods of reforming the organization and staff management in a crisis are considered.

Keywords: psychology, law, social responsibility, motivation, personnel, labor collective.

One of the most important factors for the success of an organization is the employee's desire to work productively. Even if the management develops long-term plans for the development of the company, uses the latest equipment and modern technologies, without the desire of the company's staff to help achieve the goals, the results will be ineffective. Doing business in its traditional sense is currently becoming impossible due to significant changes in the field of management.

The employee's desire to work productively is the most important factor in the company's success, as well as a high level of competitiveness. Management can develop long-term plans for the development of the company, use the latest equipment and the most modern technologies, but the results will be ineffective if the company's staff does not strive to help achieve the goals set. Currently, it is impossible to do business using traditional methods, because the planet has changed. Edwards Deming, the world-famous outstanding adviser of the XX century, the author of the so-called "Japanese economic miracle", is an intellectual and moral fighter against the stereotypes of conventional management. His revolutionary views represent a completely different philosophy, different methods and management technologies that are necessary for the sustainability and efficiency of business. In addition, they were asked to balance the interests of all involved participants, namely: consumers of products and services, employees of the company, its owners, suppliers, and society as a whole [1].

At the present stage of integrated personnel management in small and medium-sized businesses in Russia, we have to face a number of different problems. In particular, there are socio-psychological problems, such as motivation, employee relationships in the labor process, the importance of power and its influence in personnel management, as well as organizational issues in personnel management, such as the most optimal divisions of joint cooperation of working groups, factors that affect the connecting processes in employee management, improving the efficiency of intra-company interaction and personnel management in Russia [2].

Analyzing problematic issues of personnel management, it is very important to understand the essence of organizational behavior of employees in organizations of various organizational and legal forms, as well as to understand the features and difficulties of managerial work, what can identify and influence the mood of the staff.

Based on the scientific approach to the development and implementation of personnel policy in the organization, the conditions for personnel management and the most effective motivational guidelines should be determined [3]. But at the same time, personnel management should be based on such principles as methodical and psychological [4].

Of course, the growth of an organization's competitiveness depends on the effectiveness of the motivation system. Only by knowing what motivations motivate a person to work, you can form an effective professional motivation.

Theories of employee motivation have been improved, changed, and transformed for a long time. The so-called process of accumulating theoretical positions and practical experience in personnel management was carried out.

A number of works of scientists are devoted to the consideration of methodological and methodological provisions of the modern theory of human capital. Thus, the monograph of A. I. Dobrynin "Human capital in a transitive economy: formation, evaluation, and efficiency of use" presents the evolution of scientific views on the place and role of human capital in the system of social reproduction. The scientific work reveals the content of the category "human capital", the main types and dynamics of investment in human capital, production models, evaluation methods, features of its turnover and use in the modern economy, as well as a system of indicators and criteria for the effectiveness of investment in human capital [5].

However, it should be noted that the original motivational theories were based on the historical experience of human behavior and the use of simple incentives of coercion and encouragement. The most well-known and frequently applied policy is the "carrot and stick". This method is one of the first widely used methods for influencing people to effectively solve the tasks set by a country, social group, or organization.

The first scientific stage of employee motivation formation is associated with the creation of the concept of scientific management. Until that time, executives were only interested in making a profit, not managing their company.

F. W. Taylor's book "Principles of scientific management" shows an interest in the management of an organization, and company management is recognized as a science and an independent field of research.

In this work, four basic rules of management were presented:

- 1) creating a scientific basis that changes the previous methods of work, scientific study and approach to each type of work;
- 2) professional selection of employees and managers through scientific assessment, their professional training;
- 3) practical application of scientific organization of labor activity, interaction between the company's management and employees;

4) balanced and objective distribution of responsibilities and responsibilities among the staff [6].

Taylor recommended the use of various forms of psychological Foundation in the work process. It was Taylor who introduced the psychological term "human factor" into scientific use.

To build and adjust the system of employee motivation and increase the competitiveness of the company, two primary factors are noted:

1. the organizational culture of the company as a set of norms and rules of behavior adopted in the organization, regulating the interaction and communication of managers and subordinates, methods of overcoming conflicts, and methods of decision-making. Many Russian companies have reached a stage of development where a lack of attention to corporate culture and, in particular, the education of leaders within the organization can become a serious obstacle to further growth and efficiency .

2. The style of leadership. Thus, researcher A. O. Blinov notes that "the leadership style is a motivating factor and represents a stable set of traits of the Manager, which are manifested in his relations with subordinates" and in the assessment of professional competence of the staff. The peculiarities of the accepted methods of managing human resources in companies emphasize the discrepancy between motivation and modern requirements for working with employees. Individual motivation, taking into account the changing needs and professional and personal development of employees, requires innovative approaches to employee incentive systems.

In the process of motivation, some motivators remain "understood", and "actually acting" become the most significant for the employee and leading to the formation of motivation [7].

Management psychology as a branch of practical psychology studies the laws of management psychology, which are manifested in interaction in interpersonal relationships and in group communication and act like any law.

The main laws are the following:

1. Act according to external influences from stereotypes. It is based on existing stereotypes of consciousness and the dependence of perception on past experience. Stereotypes of consciousness influence people's actions. At the same time, the law provides for different reactions to the same actions. "We are not given to predict how our word will respond," — in these words, F. Tyutchev reflects the essence of the above-mentioned law. The Manager should know that a person can react differently to the same action depending on their emotional state and mood. The reaction is impossible to predict — and this is the law of management psychology.

2. the Law of mutual perception bias. The essence of it is that you can never say with certainty that you know a person and can completely rely on them. Our perception is "built" in such a way that in fact it is never completely accurate, complete, and objective. There are reasons for this, the main of which psychologists consider the following.

First, it is well known that at any given time a person can be in different levels of emotional, physiological, intellectual, moral and social state.

Secondly, a person always tries, sometimes unconsciously, to hide their weaknesses. Even the person himself cannot know himself fully. Sometimes, without knowing it, he tries to appear different from what he really is. Psychologists believe that a person strives to show himself better than he really is.

Therefore, in management activities, according to the above-mentioned law, it is necessary to adhere to the following principles of approach to people:

a) each person is talented in his own way;

b) each individual can develop both General and special abilities;

c) it is impossible to give a person a complete, exhaustive and final assessment.

Third, a person cannot evaluate themselves objectively, and their self-esteem may be overestimated or underestimated. It is typical for a person to sometimes overestimate himself and at the same time underestimate something. A person can be rational, logical, reasonable, but also sometimes irrational, and sometimes irrational. Therefore, self-assessment is never exhaustively objective.

3. The law of information distortion. It is well known that information tends to change in the process of moving vertically "from top to bottom". The reason for the distortion is the language in which management information is transmitted. In addition, there is always the possibility of different readings of the same message. Scientists have found that oral information is perceived by only 50 %, and people begin to think something out, Supplement, and, based on unverified facts and their own conjectures. Often, people who receive and transmit information differ from each other both in their level of education, intellectual development, and their needs, as well as in their physical and mental state. This also affects the process of transmitting information. To keep distortion to a minimum, experts in the field of psychology of management is recommended:

1) reduce, as far as possible, the number of transmission links involved in the transmission of information;

2) give employees all the necessary information in a timely manner;

3) control the correct assimilation of the information received.

The motive that determines people's behavior is the preservation of the status quo, self-esteem. Infringement of dignity can cause a negative reaction in a person. To avoid infringement of dignity, the subordinate tries to guess the position of the Manager. This reduces the creativity of people who collectively solve the problem.

4. The law of compensation. A person cannot be successful in all spheres of life. He sometimes unconsciously tries to compensate for his shortcomings and weaknesses in another area. And if this happens sometimes unconsciously, the experience is acquired through trial and error. But if the compensation is carried out deliberately, the effect of it can be increased many times.

Thus, the result of the Manager's activity is determined by his ability to build the management process taking into account the laws and laws of the mental and social development of the labor collective, an individual approach to people based on the achievements of modern management psychology.

At the same time, much attention in the development of the theory and methodology of human potential development management should be paid to the social impact of innovative management decisions on human potential development. Special attention should be paid to the disclosure of the principles and technologies of innovative training of personnel in complex situations with a high degree of uncertainty, as well as to the analysis of the use of sociological and psychological tools for assessing the interaction of a person and an organization based on a system methodology [8].

An important role should be assigned to the issues of building a corporate culture based on new principles of organization construction, which imply the rejection of rigid hierarchical structures and the transition to leadership — based management, creating an atmosphere of trust between managers and subordinates who work hard to achieve a single goal-success in business. It should be noted that sufficient attention should be paid to such an important aspect of the work of a middle-level Manager as building an effective team — a team of the XXI century, which is distinguished by the fact that it often consists of employees working in different departments, offices, and even countries [9].

And for effective management, it is important to define clear goals and priorities for all employees; to make all employees aware of their belonging to the team and understand the overall strategy of the company; to coordinate actions and provide conditions for internal development. This means that all technologies should be used, including psychological ones, concerning the most valuable resource of the organization-personnel - and approaches that can be used to increase the effectiveness of employees ' work [10].

Currently, leading companies use coaching for professional and personal growth of employees. The techniques used by the coach are based on the achievement of both European psychology and ancient Eastern wisdom. During coaching, the potential of a person is revealed and an impetus is given to the development of their abilities and skills, which contributes to increasing the effectiveness of work and ultimately improving life [11].

Thus, summarizing the experience of domestic and international business structures, we can offer all business organizations to develop a phased strategy for implementing the personnel management system. And using the developed methods, you can evaluate and measure the level of organizational culture, as well as the level of staff satisfaction. At the same time, it is very important to study the internal motives and value orientations that determine the logic of the behavior of the labor collective. This will allow the company's management to develop their own way and their own concept of human resources management

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ПАНДЕМИЯ КЕЗІНДЕ БАСҚАРУДЫҢ ТИІМДІЛІГІНЕ ПСИХОЛОГИЯЛЫҚ ФАКТОРЛАРДЫҢ ӘСЕРІ

Түйін: Бұл мақалада негізгі мәселелерді терең зерттеу қажеттілігі: қазіргі заманғы нарық жағдайында персоналды басқару жүйесін ұйымдастыру, кадр қызметі, персоналдың санын, көшбасшылық стильдерін реттеу, персоналды ынталандыру және психологиялық қолдау, еңбек нарығының құрылымы мен реттелуі, оның қазіргі заманғы ерекшеліктері, жеке менеджменттің басқалармен өзара әрекеті пандемия кезінде заманауи ұйымға арналған интеграцияланған басқару жүйесінің элементтері. Сонымен қатар, ұйымның персоналын басқарудағы психологиялық заңдардың оның бәсекеге қабілеттілігін қамтамасыз етудегі маңызды рөлі атап өтіледі. Қызметкерлерді қалыптастыру әдістері, қызметкерлердің жұмысын қолдау, мысалы, мотивация, мансап, жанжал, еңбекті ынталандыру жүйесі, кадр резервін қалыптастыру, персоналды бейімдеу, сонымен қатар дағдарыс жағдайында ұйымды реформалау және персоналды басқару әдістері қарастырылады.

Түйінді сөздер: психология, заң, әлеуметтік жауапкершілік, мотивация, персонал, еңбек ұжымы.

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ВЛИЯНИЕ ПСИХОЛОГИЧЕСКИХ ФАКТОРОВ В ЭФФЕКТИВНОСТИ УПРАВЛЕНИЯ ВО ВРЕМЯ ПАНДЕМИИ

Резюме: В данной статье рассматривается необходимость глубокого изучения базовых вопросов: организация системы управления персоналом в современных рыночных условиях, кадровая служба, регулирование численности персонала, стили руководства, мотивация и психологическая поддержка персонала, структура и регулирование рынка труда, его современная специфика, взаимодействие персонального менеджмента с другими элементами комплексной системы управления современной организации во время пандемии. Кроме этого отмечается важная роль психологических законов в управлении персоналом организации для обеспечения ее конкурентоспособности. Рассматриваются методы формирования кадрового состава, поддержания работоспособности персонала, таких как мотивация, карьера, конфликт, система стимулирования труда, формирование кадрового резерва, адаптация персонала, а также методы реформирования организации и управления персоналом в условиях кризиса.

Ключевые слова: психология, закон, социальная ответственность, мотивация, персонал, трудовой коллектив