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**PSYCHOLOGICAL FEATURES OF PERSONALITY OF MODERN  
MANAGER OF SOCIO-CULTURAL ACTIVITY**

**Key words:** *psychological features, personality traits, manager, socio-cultural activity.*

**Açar sözlər:** *psixoloji xüsusiyyətlər, şəxsi keyfiyyətlər, menecer, sosial-mədəni fəaliyyət*

**Ключевые слова:** *психологические особенности, личностные качества, менеджер, социокультурная деятельность*

**Formulation of the problem.** Today, the attention of practitioners and researchers is drawn to the issue of professional perfection of managers of the socio-cultural sphere (SCS).

Together with the requirements of the labor market to the modern manager of SCS, the criteria for readiness for professional activity that require employers to carefully select specialists are constantly changing. This is explained by the fact that the manager who works in the SCS must have special traits and abilities, organizational skills, abilities for public creative activity.

The SCA manager is an ambiguous person who combines the quality of a manager, organizer, marketer, creator, social worker, teacher, psychologist, public relations specialist, and much more.

The manager of socio-cultural activity (SKA) must be ready to adapt to constant transformations in the socio-cultural sphere, using his own arsenal of personal qualities.

**Analysis of basic research and publications.** Features of the individual managers of socio-cultural activities are the subject of many studies and have their own specifics. Thus, the problem of studying personal characteristics that determine the effectiveness of the manager's work was studied by such researchers as V. Glushkov, V. Golovach, R. Goodman, P. Doney, D. Eymor, T. Zatonatska, D. Zeldman, A. Kantarovich, L. Karamushka, M. Makarova, D. McNeight, N. Medzhibovska, B. Mizyuk, G. Minz, M. Lukashevich, J. Nielsen, V. Panferov, P. Ribers, F. Khmil, D. Chafi, S. Chen, D. Schneider.

The importance of this type of research is associated with the growing role of personal qualities of the manager in the management of the team, his ability to navigate in difficult situations that inevitably arise in the process of management activity. However, despite the large number of scientific works, it is currently relevant to study the personal characteristics of the modern manager of socio-cultural activities.

**The purpose of the article:** to identify the psychological peculiarities of the personality of the modern manager of the SKA, which have a positive effect on his professional activity.

**Presenting the main material.** Psychological peculiarities of the activity of the manager of socio-cultural activity allow him to imagine the corresponding psychological structure, which includes a complex of characteristics: organizational ability; communicative qualities; moral and ethical characteristics of the attitude towards other people; motivational factors; intelligence; personal character; emotional sphere; psychodynamic characteristics.

The personality of the SKA manager is a multi-faceted, unpredictable subject from all perspectives, which cannot be outlined by certain parameters and limited by frameworks. Any manager in his professional activity relies on his own resources - certain psychological features, charisma, his style of interaction with subordinates, personal experience and learned skills.

The SKA manager has some resources, the most important of which is, in fact, his personality and the priority is to study it. Because knowing and understanding their psychological peculiarities, the SKA manager can turn them into their own managerial tools in their professional activities.

We will define the most general, psychologically significant characteristics of the personality of the manager of socio-cultural activity: personality features, hospitality skills, organizational and managerial skills, abilities of strategic and system thinking, stress resistance, practical experience, pedagogical skills.

Basing on the analysis of the employers where the students were practicing during the 2016-2018 period, the characteristics of the SKA managers and their rating position were determined (Table 1):

Table 1

**The characteristics of the SKA managers and their rating position were determined**

Rating place of the characteristic	The name of the characteristic	Quantity	Percentage %
1.	personality features	11	22,4
2.	hospitality skills	9	18,4
3.	organizational skills	8	16,3
4.	managerial skills	7	14,3
5.	strategic and system thinking	5	10,2
6.	stress resistance	4	8,2
7.	practical experience of work	3	6,1
8.	pedagogical skills	2	4,1

In the study of the definite characteristics, 7 organizations were involved (Hotel Bakkara, Premier Hotel in Shostka, Sumy Region, Coral Travel, Educational and Production Laboratory Hotel «Hospitality» of the Kiev State College of Tourism and Hospitality, LLC "LENA", FOP "SDO ", Hotel "Hyatt Regency" Kiev) 5\* which gave the students the opportunity to pass industrial and internship bachelors practices and research and pre-diploma masters practices.

Total number of respondents was 49. As it can be seen from Table 1, 22.4% of respondents identified the importance and placed on the first place the personality features of managers in the socio-cultural sphere; the second place is occupied by hospitality skills with 18.4%.

The current generation of managers who work in the SCA distinguishes not only the developed personal qualities and organizational abilities, but also high mobility, large personal contacts, strong charisma, ability to persuade and lead. The generations of modern managers in the field of culture should master the basics of the psychology of the winner. And it is unlikely be only innate traits; their hard self-work opens the way to the expressed qualities of the leader.

We agree with the analysis of the scientist Didenko M., who points out the vision of V. Rubakhin and O. Filippov [2, p. 207]:

- the future manager must have psycho-physiological properties of the person;
- an analytical and synthetic perception, which is aimed at observing facts with an interpretation without bias;
- the developed memory (especially the operational one);
- the ability to change attention;
- the creative imagination; the pragmatic thinking.

The success of a SKA manager's qualification is influenced by the ability of strategic thinking, ability to plan the work, forecast, focus, design work, the ability to generate ideas and innovate, and ability to make decisions.

Academician O. Babenko considers professionally significant managerial qualities at three levels [1]: tasks of the activity, behavior, personality traits.

The managerial activity of the SKA manager is based on the basic skills: to select, to allocate personnel, to plan the work, to provide clear control.

Future SCA manager must have organizational skills:

- to create the psychological climate of the organization;
- to have the propensity for organizing activities;
- to be critical and self-critical;
- be able to keep psychological distance;
- to evaluate and adapt to the situation, to be purposeful, to have the ability to carry out long and effective tasks with high efficiency;
- persistently achieve the goals;
- the ability to make independent decisions;
- discipline;
- initiative.

The success of the managerial activity of the SKA manager depends on the communicative and motivational-volitional resources of his professional activities.

The communicative qualities are: possession of communication styles; application and understanding of non-verbal means of communication, work individually and in a group; individual style; the image of business communication, behaviors.

Motivational-volitional resource satisfies the efficiency and productivity of professional activity, namely: desire for success, conscientiousness, integrity, accuracy, independence, openness, self-determination, the ability to withstand the negative emotions and psychological stress, confrontation of stress.

The attention of scientists and society is always on the sight of the problem of pedagogical management of leisure activities of the generation. The modern generation of SKA managers is distinguished not only by the developed personal qualities and organizational abilities, but also by high pedagogical skills. Generations of modern managers in the field of culture must acquire pedagogical skills. Therefore, it is important for future managers of SKA to have an in-depth study of pedagogical disciplines, including the integrated ones - in close connection with the problems of disciplines of the psycho-pedagogical cycle and pedagogical practice [3, p. 93].

Except the theoretical component of management of socio-cultural activities updating, the modernization of the practical training of students is required. Now managerial practice in socio-cultural activity begins with the second year of study and continues in each semester until the end of the educational process. We consider the practice of training students' professional competencies and abilities.

Among the skills of the SKA manager a special place is devoted to hospitality - a necessary determinant of professional competence, which includes the skills and ability to develop the skills of working with different categories of population, social and age groups, the ability to apply specific forms and methods of work in a particular situation, including individual, group, massive.

The hospitality of the manager of the SCA manifests itself in its aspiration to self-disclosure and self-realization, independence, originality and flexibility of judgments and inferences, in the absence of stereotypes of perception and thinking, in the manifestation of activity and initiative.

The hospitality of the manager carries the imprint of his personality as an individual with original, creative, social-traditional thinking.

**Conclusions.** Considering the most general, psychologically significant characteristics of the personality of the manager of the SKA, which he must have in his professional activities (personality features, hospitality skills, organizational skills, managerial skills, abilities of strategic and system thinking, stress resistance, practical experience, pedagogical skills), we have come to the conclusion, that the success of the SKA manager affects the ability to think strategically, be able to plan work, predict, focus, design work, ability to generate and successfully implement ideas, innovation, ability to make decisions.

In future, we consider it necessary to pay attention in the process of training the managers of socio-cultural activities to the content of the disciplines of psychological and pedagogical, organizational and managerial orientation. There is a need to develop programs focused on the formation of professional competencies of SKA managers for the hospitality industry.

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### Sosial-mədəni fəaliyyətin müasir menecerinin şəxsiyyətinin psixoloji xüsusiyyətləri

#### Xülasə

Məqalədə sosial-mədəni fəaliyyət menecerinin şəxsiyyətinin əhəmiyyətli psixoloji xüsusiyyətləri müzakirə olunur. Sosioloji fəaliyyətin meneceri menecer, təşkilatçı, marketinq üzrə mütəxəssis, yazar, ictimai işçi, müəllim, psixoloq, ictimai əlaqələr mütəxəssisi və daha çox xüsusiyyətləri birləşdirən qeyri-müəyyən bir şəxsiyyətdir.

Sosial-mədəni fəaliyyətin menecerinin şəxsiyyətinin ən ümumi, psixoloji cəhətdən əhəmiyyətli xüsusiyyətlərini təhlil etmişdir: şəxsi xüsusiyyətlər, qonaqpərvərlik bacarıqları, təşkilati və idarəetmə

bacarığı, strateji və sistemli düşüncə qabiliyyəti, stress dayanıqlığı, praktiki təcrübə, pedaqoji bacarıq. Tədqiqata əsasən, işəgötürənlər arasında sosial-mədəni fəaliyyət menecerlərinin əsas xüsusiyyətləri üçün reyting müəyyən edilmişdir. Sosiokultural fəaliyyət sahəsinin meneceri belə psixoloji xüsusiyyətləri peşəkar idarəetmə vasitələrinə çevirə bilər. Tədqiqatın nəticələrinə görə, sosial-mədəni sistemlərdə menecerlərin müasir nəsillərində şəxsi keyfiyyətləri və təşkilati qabiliyyətləri deyil, həm də yüksək mobillik, şəxsi əlaqələr, güclü xarizma, inandırmağa və rəhbərlik qabiliyyətinin ayrılması tələb olunur. Qeyd edildiyi kimi, müasir mədəniyyət menecerlərinin yaradılması qələbənin psixologiyasının əsaslarını öyrənməlidir. Sosial və mədəni fəaliyyət menecerinin peşəsinə bir yanaşma müəyyən dərəcədə müəyyənləşdirən şəxsi keyfiyyətlər yaradılmışdır.

SKD menecerinin xüsusiyyətləri arasında qonaqpərvərlik xüsusi bir yer tutur, əhalinin müxtəlif kateqoriyalı, sosial və yaş qrupları ilə işləmək bacarığını və qabiliyyətlərini bilmək bacarığını və qabiliyyətini nəzərə alaraq, müəyyən bir formada və iş üsullarını fərdi, qrup, kütləvi xüsusiyyətlərini özündə ehtiva edir.

Gələcəkdə sosioloji fəaliyyət menecerlərinin psixoloji, təhsil, təşkilati və idarəetmə fənlərinin məzmununu, qonaqpərvərlik sənayesi üçün sosioloji fəaliyyətin menecerlərinin peşəkar bacarıqlarının formalaşmasına yönəlmiş proqramların inkişaf etdirilməsi prosesində yenidən nəzərdən keçirilməsinin zəruriliyi qeyd edilir.

### **Психологические особенности личности современного менеджера социокультурной деятельности**

#### **Резюме**

В статье рассматриваются важные психологические особенности личности менеджера социокультурной деятельности. Обозначено, что менеджер социокультурной деятельности – личность неоднозначная, которая сочетает в себе качества управленца, организатора, маркетолога, автора, социального работника, педагога, психолога, специалиста по связям с общественностью и многое другое.

Проанализированы наиболее общие, психологически значимые характеристики личности менеджера социокультурной деятельности: личностные особенности, навыки гостеприимства, организаторские и управленческие умения, способности стратегического и системного мышления, стрессоустойчивость, практический опыт, педагогические умения. Проведено исследование. на основании анализа определено рейтинговое место основных указанных характеристик менеджеров социокультурной деятельности среди работодателей. Такие психологические особенности менеджер социокультурной сферы деятельности сможет превратить в собственный управленческий инструментарий в профессиональной практике. В ходе исследования было выявлено, что в современного поколения менеджеров в социокультурных системах требует разложения не только личностных качеств и организационных способностей, но и высокой мобильности, личностных контактов, сильной харизмы, умение убеждать и вести за собой. Отмечено, что поколение современных управленцев в сфере культуры имеет овладеть азами психологии победителя. Установлены личностные качества, которые до известной степени и формируют подход к профессии менеджера социокультурной деятельности.

Особое место среди характеристик менеджера СКД занимает гостеприимство, как необходимо детерминанта профессиональной компетентности, которая включает мастерство и способность к освоению навыков работы с различными категориями населения, социальными и возрастными группами, умению применять конкретные формы и методы работы в конкретной ситуации, включая индивидуальные, групповые, массовые.

В дальнейшем отмечена необходимость пересмотреть в процессе профессиональной подготовки менеджеров социокультурной деятельности содержание дисциплин психолого-педагогического и организационно-управленческого направления, разработки программ, ориентированных на формирование профессиональных компетенций менеджеров социокультурной деятельности для индустрии гостеприимства.