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PERSONAL QUALITIES IMPORTANT FOR THE PROFESSIONAL ACTIVITY OF THE MODERN MIDDLE LEVEL MANAGER

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The peculiarity of this level of management lies in the fact that the middle level manager is the organizer and supervisor of the process of implementation of decisions and actions taken by high-level managers. The modern management system, along with rapid changes in socio-economic conditions, also makes special demands on the middle level manager. In the conditions of modern imperatives, the focus of attention is on the issue of matching the characteristics of managerial activity and the psychological qualities of the manager, which can be the basis for effective activity and professional development. The professional development of middle-level managers is determined by a unique combination of important professional psychological qualities, namely: emotional intelligence, thinking, voluntary self-regulation, social-communication knowledge. The conducted research works provide an opportunity to state that conscientiousness, self-regulation of behavior, and creativity are important personal qualities for a modern middle level manager. Creativity is also characteristic of middle level managers: it is above average among middle level managers. It means that we can talk about such important professional qualities of a modern middle level manager as conscientiousness, control of behavior and creativity.

Key words: *modern manager, middle level, personal quality, professional activity, efficiency of activity.*

Introduction

From the point of view of ensuring the effectiveness of activities in the modern management system, the middle level of management is important, which is a unique

connecting level between performers and higher level managers. The peculiarity of this level of management lies in the fact that the middle level manager is the organizer and supervisor of the process of implementation of decisions and actions taken by high-level managers. From this point of view, the requirements to the personal qualities of the middle level manager are also specific, due to the dual nature of the activity: on the one hand, he is a manager, on the other, an performer. Key in this chain is the expression of a unique combination of personal qualities important for professional activity, which will enable effective functioning in the conditions of the dual nature of the activity. We believe that, in addition to the availability of professional knowledge, the efficiency and high performance of the middle level manager's professional activity is largely determined by the expression of the mentioned psychological qualities. It is important to understand that in the context of changes in time and the requirements for the manager's activity, what kind of requirements are currently made to the personal qualities of a middle level manager, and what ratio of these qualities is an important factor for the effective implementation of a person's managerial activity.

In the conditions of modern imperatives, the focus of attention is on the issue of matching the characteristics of managerial activity and the psychological qualities of the manager, which can be the basis for effective activity and professional development. Managerial activity makes special demands on the manager's psychological qualities. The paucity of research on the manifestations and trends of important professional psychological qualities in the process of professional training of managers, as well as the demands presented by the developing society in modern conditions determine the importance of this research. In the period of rapid transformations, the presence of important professional psychological qualities is important from the point of view of the implementation of the manager's activities. The need to ensure compliance in the context of "personal-professional activity of a specialist" comes to the fore.

The problem is more relevant and important in the management system, because the specifics of the activity, lack of time, overload, tension, great responsibility for decision-making and other factors make special demands on the manifestations of the manager's psychological features. The development of personal qualities important for professional activity creates an opportunity to more quickly engage in the activity and perform the relevant functions.

Theoretical bases, methods and materials.

In the professional literature, Yu. V. Sinyagin (2021), E. Fortis (2019), V. M. Shepel (2020), P. Druker (2012), R. Krichevsky (1996), A. Zhuravlyov and L. Dikayan (2014), V. Strohn (2021) et al. Referring to this issue, E. A. Klimov states that the conditions imposed on a person by his personality and performance. The concept of mutual conformity of goals and objectives is the basis of professional self-

determination, orientation and choice. Ruthian theory is the basis, that is, in the context of usability design. An interesting research was carried out by M. Twellar et al., who studied the relationship between job demands, personal qualities and job resources and occupational burnout factors(3).The researches of the important professional psychological qualities of the manager were aimed at revealing the relationship between the efficiency of the manager's activity and personal qualities (according to the Big Five). The results show that managers with low levels of nervousness are more efficient[1]. In the framework of another approach, among the personal qualities, vigor, external attractiveness, confidence in one's own decisions and oneself, purposefulness, sense of size, activity, demandingness, critical approach, flexibility, creativity, developed intuition, striving for personal growth, sense of humor are distinguished[4]. We come across an interesting analysis of the manager's personal qualities by A. Urbanova, who singles out intelligence, initiative and practical activity, self-confidence, the ability to perceive the situation in a broad context as the most characteristic qualities of a manager [5]. Thus, it becomes obvious that both the manager's personal characteristics and the requirements for cognitive processes, intellectual sphere, and abilities are distinguished. We also conducted an expert survey, which aimed to reveal which personal qualities are most important to the group of expert-managers. As a result of the analysis of existing approaches, as well as the conducted expert survey, we identified the following personal qualities important for managerial activity:

1. Emotional intelligence,
2. Flexibility of thinking, originality, creativity,
3. Communication skills, social-communication competence,
4. Features of voluntary self-regulation.

Research results

The research carried out by us was aimed at understanding in this context what are the personal qualities characteristic of a modern middle manager. The study of personal qualities important for the professional activity of middle level managers was carried out using the testing method. 200 middle level managers from public and private sectors were included in the research group. The research was carried out with Kettel's personal questionnaire, which made it possible to find out in the research group one or another expression of 16 personal qualities, which are justified in the professional literature as important for professional activity. The research was carried out by testing small groups, the obtained results were subjected to mathematical-statistical analysis. As a result of the conducted analysis, it became obvious that in modern conditions among middle-level managers, conscientiousness and behavioral control are highly expressed. They are characterized by a high sense of duty and responsibility. Balance and stability are characteristic. High behavioral

control implies middle level managers goal orientation, will power, and developed ability to regulate their emotions and behavior(Figure 1).

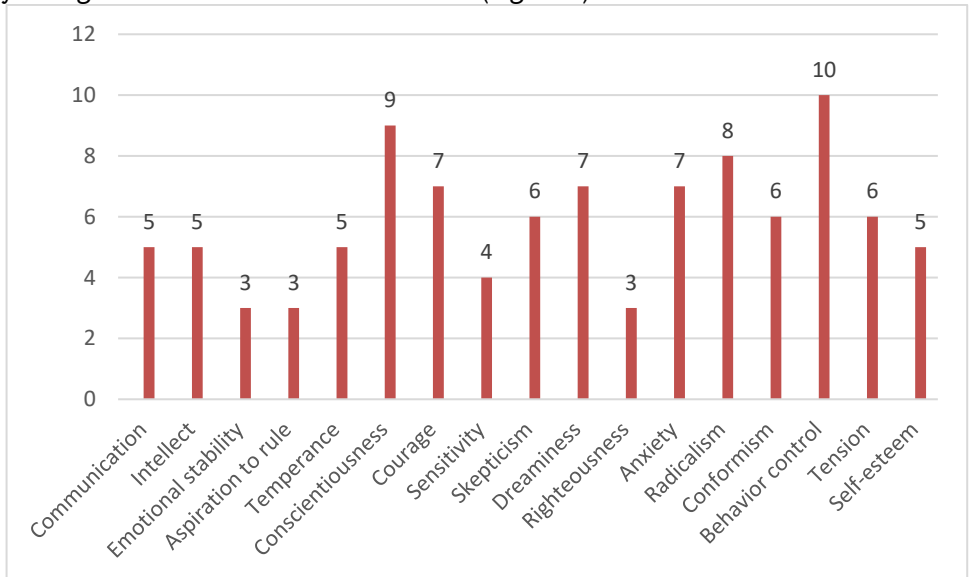


Figure 1. Personal qualities level of Managers: Average Results (n=200)

The role of environmental factors is highlighted in the comments that emphasize the importance of creativity in terms of benefiting the organization and the environment. In our another article we state, that the creativity of a modern manager is at an average level, the indicators of speed and originality are high, they are able to put forward a large number of ideas, but they do not develop, improve, or use words creatively. The flexibility measure is above average, indicating that they do not always come up with ideas in a different category. Self-esteem of creativity among managers is low, which means that they do not value their creativity. The correlation between the personal qualities of creativity and the criteria of creativity proves that among the personal qualities of creativity among managers, in case of curiosity, complexity, imagination, risk-taking, high self-esteem of creativity, they demonstrate a high level of creativity, speed of thinking, flexibility, originality, improve ideas. , use the word creatively(Figure 2).

So, the results of the research conducted among managers showed that the level of their creativity is above average (M=69, according to the test, 131 is considered a high score of creativity).

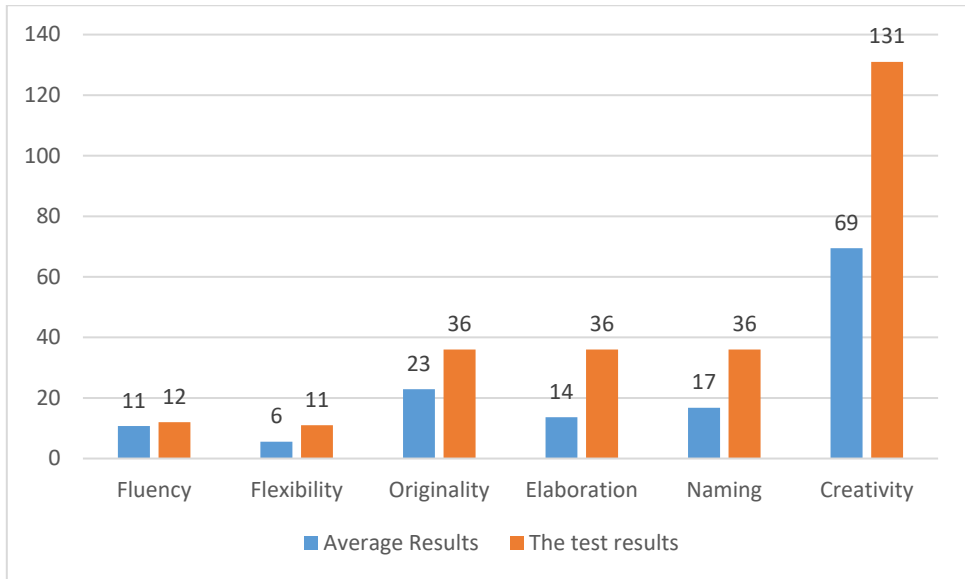


Figure 2. Creativity Level of Managers and indicators of Creativity: Average Results (n=200)

The creativity standards such as fluency (M=11, according to the test, 12 is considered a high score of fluency) and originality (M=23, according to the test, 36 is considered a high score of originality) recorded a high level. It means they can propose new, unique ideas, but they do not develop, improve or use the speech creatively. The flexibility measure is above average, indicating that they do not always come up with ideas in a different category (see Figure 2).

Conclusions.

As a result of the coordination of theoretical-methodological approaches to the research of important professional psychological qualities, it becomes obvious that the important professional psychological qualities of a middle-level manager are communication skills, thinking, self-confidence, practical reliability, the ability to make decisions, the ability to evaluate one's own activities, the ability to self-manage, to manage one's own and other people's emotions, the ability to understand one's own and other people's emotions, stress resistance, self-regulation of the will, dominance, creativity, the ability to conduct negotiations. The professional development of middle-level managers is determined by a unique combination of important professional psychological qualities, namely: emotional intelligence, thinking, voluntary self-regulation, social-communication knowledge. The obtained results give an opportunity to talk about the fact that the modern middle-level manager is most characterized by conscientiousness and control of behavior, which provide an opportunity to demonstrate goal-oriented, decisive, flexible behavior in the decision-making process during the activity, confidently solve the assigned problems, demonstrate responsibility and stability in professional activity in situations

that require difficult, fast solutions due to their specificity. Creativity is also characteristic of middle-level managers: it is above average among middle-level managers. It means that we can talk about such important professional qualities of a modern middle-level manager as conscientiousness, control of behavior and creativity.

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ПРОФЕССИОНАЛЬНО ВАЖНЫЕ ЛИЧНОСТНЫЕ КАЧЕСТВА СОВРЕМЕННОГО МЕНЕДЖЕРА СРЕДНЕГО УРОВНЯ

Работа выполнена при поддержке Комитета науки РА

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Особенность этого уровня управления заключается в том, что менеджер среднего звена является организатором и руководителем процесса реализации решений и действий, предпринимаемых менеджерами высшего звена. Современная система управления наряду с быстрыми изменениями социально-экономических условий также предъявляет особые требования к менеджеру среднего звена. В условиях современных императивов в центре внимания находится вопрос соответствия особенностей управленческой деятельности психологическим качествам менеджера, которые могут стать основой эффективной деятельности и профессионального развития. Профессиональное развитие менеджеров среднего звена определяется уникальным сочетанием важных профессионально-психологических качеств, а именно: эмоционального

интеллекта, мышления, произвольной саморегуляции, социально-коммуникативных знаний. Проведенные исследования дают возможность констатировать, что добросовестность, саморегуляция поведения, креативность являются важными личностными качествами современного менеджера среднего звена. Креативность свойственна и менеджерам среднего звена: она выше среднего у менеджеров среднего звена. Это означает, что мы можем говорить о таких важных профессиональных качествах современного менеджера среднего звена, как добросовестность, контроль поведения и креативность.

Ключевые слова: *современный менеджер, средний уровень, личностные качества, профессиональная деятельность, эффективность деятельности.*

ԺԱՄԱՆԱԿԱԿԻՑ ՄԻՋԻՆ ՕՂԱԿԻ ԿԱՌԱՎԱՐՉԻ ԳՈՐԾՈՒՆԵՈՒԹՅԱՆ ՀԱՄԱՐ ԿԱՐԵՎՈՐ ԱՆՁՆԱՅԻՆ ՈՐԱԿՆԵՐԸ

*Աշխատանքն իրականացվել է ՀՀ գիտության պետական կոմիտեի
աջակցությամբ «№21T-5A103» նախագծի շրջանակներում*

*Անի Խաչատրյան (ՀՀ Պետական կառավարման ակադեմիա, Երևան,
Հայաստան)*

Կառավարման այս մակարդակի առանձնահատկությունը կայանում է նրանում, որ միջին մակարդակի կառավարիչն ավելի բարձր մակարդակի կառավարչի կողմից ընդունված որոշումների և գործողությունների իրականացման գործընթացի կազմակերպիչն ու վերահսկողն է: Ժամանակակից կառավարման համակարգը, սոցիալ-տնտեսական պայմանների արագ փոփոխության հետ մեկտեղ, հատուկ պահանջներ է ներկայացնում նաև միջին օղակի կառավարչին: Ժամանակակից հրամայականների պայմաններում ուշադրության կենտրոնում է կառավարչական գործունեության բնութագրիչների և կառավարիչների հոգեբանական որակների համապատասխանության հարցը, ինչը կարող է հիմք հանդիսանալ արդյունավետ գործունեության և մասնագիտական զարգացման համար: Միջին օղակի կառավարիչների մասնագիտական զարգացումը որոշվում է մասնագիտական հոգեբանական կարևոր որակների եզակի համադրությամբ, մասնավորապես՝ հուզական ինտելեկտ, մտածողություն, կամավոր ինքնակարգավորում, սոցիալական-հաղորդակցական գիտելիքներ: Կատարված գիտահետազոտական աշխատանքները հնարավորություն են տալիս փաստելու, որ ժամանակակից միջին օղակի կառավարչի համար բարեխղճությունը, վարքի ինքնակարգավորումը և ստեղծարարությունը կարևոր անձնային որակներ են: Ստեղծարարությունը բնորոշ է միջին օղակի կառավարիչներին. միջին օղակի կառավարիչների մոտ այն միջինից բարձր է: Դա նշանակում է, որ կարելի է խոսել ժամանակակից միջին օղակի կառավարիչների այնպիսի կարևոր մասնագիտական որակների մասին,

ինչպիսիք են բարեխղճությունը, վարքի վերահսկողությունը և ստեղծարարությունը:

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ԲՈՎԱՆԴԱԿՈՒԹՅՈՒՆ * СОДЕРЖАНИЕ * CONTENTS

A. STEPANYAN, A. NADOYAN CHARACTERISTICS OF THE MANIFESTATION AND EXHIBITION OF MUAY TAY ATHLETE’S STRESS RESISTANCE AND SELF-CONTROL BEHAVIOR.....	3
A. KHACHATRYAN PERSONAL QUALITIES IMPORTANT FOR THE PROFESSIONAL ACTIVITY OF THE MODERN MIDDLE LEVEL MANAGER	15
E. MURADYAN, M. MANUKYAN SIGN-SYMBOL Ψ: CULTIVATING PROFESSIONAL IDENTITY AND PROFESSIONALIZATION IN PSYCHOLOGY EDUCATION	23
E. ASRIYAN EXPLORING THE RELATIONSHIP BETWEEN KING’S CHARACTERISTICS AND EMOTIONAL WELL-BEING IN ARMENIAN FAIRY TALES	35
H. JIJYAN WHAT CONTRIBUTES TO BETTER OVERALL EVALUATIONS WHEN APPLYING FOR A JOB? SOCIABILITY OR COMPETENCE? THE ROLES OF TRAIT AND WORK SETTING IN GAINING POSITIVE OVERALL EVALUATIONS. 42	
M. MKRTUMYAN, L. MKRTUMYAN FEATURES OF PSYCHOLOGICAL REHABILITATION OF WOUNDED SERVICEMEN IN THE POST-WAR PERIOD .54	
N. ALAVERDYAN CHANGES IN SOCIAL-PSYCHOLOGICAL BASIS OF THE MODERN SOCIETY IN THE CONDITIONS OF DEMOCRACY.....	66
S. POGHOSYAN, A. GEVORGYAN STUDY OF THE INTERRELATON BETWEEN KNOWLEDGE OF PSYCHOLOGICAL SELF-REGULATION METHODS OF THE PERSON AND MINDFULNESS (EXAMPLE OF TEACHERS).....	73
Հոդվածներին ներկայացվող պահանջները	86