

# MANAGEMENT DEFORMATION OF THE PERSONALITY AS A KEY THREAT TO SUCCESSFUL MANAGEMENT

Iryna Perih<sup>1</sup>, Inna Monachyn<sup>2</sup>

<sup>1</sup>Ternopil Ivan Puluj National Technical University, Ternopil, Ukraine, irenprm79@gmail.com

<sup>2</sup>Ternopil Ivan Puluj National Technical University, Ternopil, Ukraine, monnainna@gmail.com

## Abstract

The article raises the issue of the risk of unsuccessful management due to the deformation of the personal development of the manager. The preconditions for professional deformation of the manager are distinguished: constant tension of the nervous system, human intelligence, professional burnout, sense of threatening authority, crises of professional development, chronic shortage of time, high level of personal motivation, excessive personal responsibility, constant occurrence of emergencies, unconstructive relationships with chargers. It has been found out that professional deformation is a set of personal specific changes of a specialist, which are made primarily due to the peculiarities of professional activity and professional role. It is emphasized that professional development is influenced by personal qualities and the character and peculiarities of professional activity of the manager. The constant impact of work on the individual may be accompanied by the development of a process of professional deformation. Signs of deformation of the motivational sphere of the personality of the manager are: the focusing illusion of the motivational sphere only for their own interests, the lack of reflection of public needs in it; consideration of another position only as the means of personal success, which cause the avoidance of responsibility, the adoption of poor management decisions, since one of the most important factors becomes one's own gain; dominance over others, inflated self-esteem, which causes underestimation of the results of work of employees and the formation of an inhibition of own exclusiveness. It is emphasized that regressive development has an impact on all elements of the personal structure of the manager, thus the types of personal regression are described. The effectiveness of the development of the manager's personality is conditioned by their social and psychological support, identification of productive ways of solving the issues of their managerial development (modelling of the stages of development of the manager, systematic evaluation of results of manager's activities and development, psychological diagnosis of individual characteristics and determinants of specific social environment, providing a training system for managers, communicative training of managers, promoting of self-development, consulting on issues of managerial development).

**Keywords:** professional deformation, regressive development, personality of the manager.

## INTRODUCTION

Skilful organization of activity of staff of any organization, enterprise or firm depends on the personality of the manager, namely on his professional competence and orientation, managerial abilities, communicative potential, traits of character and psychophysiological qualities, etc.

Due to the constant tension of the nervous system, human intelligence, chronic shortage of time, high level of personal motivation, personal responsibility, constant emergence of extraordinary situations that the activity of the modern manager is associated with, the neuro-mental health and personal development of the manager is always at risk [1; 2; 3; 4].

The excessive tension on specialist and the impact of negative factors results in professional deformation, which is understood as the set of personal specific changes

of the specialist, which are done primarily due to the peculiarities of professional activity and professional role.

### **PREVIOUS RELATED RESEARCH**

The problem of professional deformation was investigated in the psychology of labour, where occupational deformation is seen as a change in a one's personal qualities under the influence of labour activity (Yu. Strelkov, R. Holt, L. Hough, D. J. Levinson).

It is believed that this phenomenon may develop on the background of nonspecific deformation of the personality, which happens to be its precondition (R. Lanyon, R. Tett). Other researchers have argued that professional deformation can also begin with the transformation of mental functions (J. Cortina, P. Costa, P. Ware). A number of researchers believe that professional deformation is connected with negative changes in the social and psychological structure of personality (E. P. Ilin, D. Day, M. Mount). There are also authors who have shown that this process arises as a result of transformations of the mental characteristics of the individual (I. Levin, J. Stokes).

### **RESEARCH RESULTS AND DISCUSSION**

We are convinced that the professional development of a manager is influenced not only by objective factors, which are the nature and features of professional activity, but also by subjective ones, such as personal qualities, motivation, level of self-awareness, style of communication, stress resistance, etc.

The personal development of the manager can take many forms, as it can not only evolve from the lower forms to the higher (to progress), but stop in its development or degrade (move backward), which will indicate its regression.

Regression is a negative change, that is, the transition from higher forms to lower ones, change to worse, can be temporary, stable or irreversible. The personal regression of the manager is caused by gradual, continuous and irreversible changes, which can be related to age, mental peculiarities as well as peculiarities of management activity, the system environment. These features of management determine the deformation in particular.

Signs of deformation of the motivational sphere of the personality of the manager are: the concentration of the motivational sphere only for their own interests with no reflection of public needs; consideration of another position only as a means of personal success, which gives rise to the avoidance of responsibility, the adoption of poor management decisions, since one of the most important factors becomes one's own gain; dominance over others, inflated self-esteem, which causes underestimation of the results of work of employees and formation of an inhibition of own exclusiveness.

It is believed that one of the determinants of professional development may be processes in society: public relations, which largely determine the orientation of the individual and under certain conditions, can lead to narrowing of their interests. That is, at certain stages of social development, there is a mechanism of inhibition of

human activity, which is the most important for management personnel. It combines the following incentives:

- preservation and development of the achieved in the relations of people as the basis of career growth;
- avoidance of activities that contain the elements of risk, especially risk of breaking informal relations, stereotyping of thinking;
- absolutization of the administrative concept of management.

For example, as it is noted by L. E. Orban-Lembryk [1], at the stage of transformation of the political, socio-economic systems of Ukrainian society (90s of the XX century – beginning of the XXI century), two features of leaders that changed under the influence of social processes were clearly outlined:

1. The inability to take into account the interests of other individuals or organizations in their activities.
2. Orientation to the immediate goals, lack of vision perspective.

The basis of these changes is not career aspirations, but careerism that views job promotion as an end in itself. At the same time, the motivational spheres deformed. This arises when the leader is put before a choice, either to achieve the best results, or to organize his official promotion in the management system.

The regressive development of the manager can be caused by organizational conditions in the institution. On the basis of habits and inertia there is a widespread phenomenon in management practice called "organizational laziness". It is associated with improper scheduling, inability to set priorities, determine major goals, strategic steps, and actions. The likelihood of deformation of personality increases in the absence of stable requirements for activity, feedback, objective assessment of abilities and the behaviour of managers. The deforming influence of the social environment is manifested through the constant attention of the environment, admiration, capturing, fear of subordinates and lack of resistance to leadership. This generates inhibitions of job preferences and the syndrome of permissiveness. Hypertrophy (disproportionality) of the individual, which is a precondition for its deformation, arises as a reaction to certain social influences and gradually acquires its own logic of development. In such circumstances, the activity of the individual is manifested in the creation of an environment that would contribute to the dominance of negative qualities in its personal structure.

Symptoms of the deforming influence of the system environment are low efficiency of leadership style, cultivation of deformed management styles:

- domination of information training in the activity;
- minimal information training (wilful decisions cannot be based on the real state of the management object);
- decreasing of realization of decisions in activity.

The tendency of the personality of the leader to regress, professional deformation is evidenced by the following psychological factors:

- emotional stress that promotes the development of negative personal processes;
- chronic shortage of time;
- high intensity of work;

- lack of necessary freedom in the process of preparation and management decision-making;
- stresses caused by conditions and results of work (too high or low level of responsibility, suppression of initiative, lack of experience, qualifications, opportunities, etc.);
- inadequate support from managers;
- inadequate remuneration for work;
- occurrence and prolonged existence of conflict situations;
- constant and unjustified innovations, changes, relocation.

At the present stage of development of socio-economic processes, the manager is required to respond to changes flexibly, research constantly, learn and update his experience with new knowledge and modern methods of work. There are managerial situations when experienced managers apply the usual ways of working which are no longer effective in modern conditions. In addition, managers with extensive experience often work passively, using their position, delegate most of their authority to their subordinates, thereby limiting their competence, professional development, change the attitude of colleagues, which leads to the emergence of a complex threatening authority.

The regressive development of the leader's personality is driven by protective mechanisms. He can carry out his job role (deformation of activity), avoid inspections of senior management, be cross, to criticize his subordinates without reason, etc. Such protective mechanisms block and distinguish leaders from conflicts and the system environment.

Psychologists argue that regressive development has an impact on all elements of a leader's personal structure. On this basis O. Mall highlighted types of personal regression:

1. Repetition of progressive development in the reverse order (involves the curtailment of the leaders' integral abilities to information preparation and implementation of management decisions, reducing the clarity in determining priorities under the influence of reduced activity).
2. Decrease in the integral ability to make decisions, associated with the change of attitude to oneself and to work (inflated self-esteem, making unreasonable decisions).
3. Loss of sense of perspective in the development of production (decreases demand, efficiency of interaction of the manager with the social environment).
4. Reduction of emotional stability and change of attitude to people.

Studies show that lowering the level of professional knowledge involved in management activities leads to a decrease in the effectiveness of management communication and vice versa. This feature combines the first three types of regressive leadership development into a group that determines the decline in management effectiveness. The fourth type may not lead to this result. The basis of regressive personal development is the violation of interaction with the environment and the system environment, as well as personal preconditions. The first and fourth types are related to changes in the biologically conditioned subsystem of the

individual. The second and third – are determined by the socially predisposed subsystem of the individual.

All this gives grounds to assert that not only the motivational sphere of the leader, his attitude towards himself, his work, but also all the elements of his personality, his whole structure, are prone to recourse. Self-doubt and peculiarities of an individual managerial concept can also provoke a regression of a leader's personality.

The professional deformation of the manager can be caused by the experience of stress, that is, the emotional state of the person, arising under the influence of strong stimuli and manifested in intense experiences, in response to various extreme influences (stressors) at the physiological, psychological and behavioural levels. Depending on the type of stressor (the factor that causes the state of stress), physiological and psychological stress are distinguished. Physiological stress in a person arises due to excessive physical activity, high and low temperature, painful stimuli, difficulty breathing and so on. Psychological stress is a consequence of factors related to threat, danger, insult, information overload, etc.

There are two types of psychological stress:

- informational type (occurs under information overload, when a person does not cope with the task, does not have time to make decisions at the required pace and with a high degree of responsibility for the consequences);

- emotional type (appears in situations of threats, dangers, insults and more).

G. Selie, studying the effect of stress on the human body, came to the conclusion that it is partly necessary to maintain well-being and that some of its species are useful. Stress is associated with any activity and can only be avoided by one who does nothing [3].

G. Selie considered work as the most effective means of coping with stress. At the same time, he offered techniques that minimize human vulnerability:

- to recognize that excellence is not possible, but remember that in every kind of achievement there is a pinnacle, one should strive for it and be content with it;

- necessity to appreciate the joy of true simplicity of life style;

- in any life situation, you must first consider whether to fight;

- constantly focus on the pleasant and the actions that can improve the situation and condition;

- try to forget about the disgusting, the hopeless and the difficult, because arbitrary distraction is the best way to relieve stress;

- nothing affects a person more than failure;

- nothing encourages more than success;

- even after a devastating defeat, to combat the oppressive thought of failure is best through the memories of past successes;

- intentional recollection is an effective means of restoring faith in oneself necessary for future victories;

- not to put off an unpleasant business if it is necessary for the purpose;

- knowing that in society there will always be leaders and those who lead them: the leaders need only as long as the followers need their help;

– not to forget that there is no ready recipe for success for everyone: people are different and their problems are too.

To maintain working capacity and vitality for every six-hour cycle (except for the time taken for sleep) manager should use one hour for recreation (lat. “recreation” – recovery) – to rest for work (to do from 4 to 6 gymnastic pauses during the working day, to walk no less than 7 km a day); relaxation (lat. “relaxation” – reduction, weakening) – mental relaxation and switching of emotions; catharsis (Greek “kotharsis” – purification) – moral purification.

No less threatening factor in the professional activity of the manager is the risky working conditions. The risk, which constantly accompanies the managerial activities of the manager, has a different effect on his moral-psychological and physiological balance.

## CONCLUSION

Risk is a situational characteristic of an action that combines the uncertainty of its outcome and the possible adverse consequences of failure.

The ambiguity, dynamism and complexity of the market situation make risk inevitable in management. At the same time, it is known that the greatest success is achieved by the manager, who can safely take a well-founded, justified risk, the indicators of which are accurate calculation, intuition, control over emotions, chance situations, entrepreneur’s abilities, etc.

Management is therefore a source of stress, risk, a constant threat to the health of those involved. Under these conditions, the human body produces protective mechanisms (fatigue, unwillingness to perform certain activities, stereotypical attitudes to certain problems, increased caution in communication, etc.) that help to respond more easily to business conflicts, work problems, psychological barriers, and other problems that are usual in the activities of the manager.

As for solving professional development problems, there is the orthobiotic, which studies the mechanisms of coping with stress, ways of protection from unexpected situations, job troubles and teaches to calmly perceive the success of one’s colleagues, etc.

The effectiveness of the development of the manager’s personality is conditioned by his social and psychological support, identification of productive ways of solving the managerial development problems of the manager.

## REFERENCE

1. Orban-Lembrick L. E. (2003). *Psychology of Management: a guidebook*. K.: Akademvydav, 568 p.
2. E.F. Ipatov, K. M. Levkivsky, V. V. Pavlovsky (2002). *Psychology of Management in Business: A Textbook for the Training of Bachelors of All Forms of Education*. Kharkiv-Kyiv, NMTsVO, 320 p.
3. Selie G. Stress without distress [Online]. – Available at: [http://bookz.ru/authors/sel\\_e-gans/distree/page-2-distree.html](http://bookz.ru/authors/sel_e-gans/distree/page-2-distree.html).
4. Shchukin G. V. (1999). *How to effectively manage people: psychology of personnel management: Science-practice manual*. K.: IAPM, 400 p.