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## THE FEATURES FOR FORMATION OF FAVORABLE SOCIO- PSYCHOLOGICAL CLIMATE IN THE LABOR COLLECTIVE

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**Introduction.** The features of the psychological climate in the workforce affect the social, psychological and production processes at the enterprise. Therefore, it can be argued that the socio-psychological climate of the workforce largely determines the success and competitiveness of the enterprise, as well as its position on the market. Therefore, the formation of a favorable socio-psychological climate in the workforce of any enterprise is a priority task for every manager. It is no secret that people spend most of their time at work and in the workforce in particular. This means that it is necessary to make his stay at the workplace and among colleagues as comfortable as possible. This not only guarantees a reduction in the level of stress among employees, but is also one of the main factors of productivity growth. That is why the study of the socio-psychological climate in the workforce is very relevant.

**Review of recent research sources and publications.** The socio-psychological climate in the workforce is studied by many scientists. Among foreign researchers, the most famous are Baltes B.B. [1, 5, 7], Zhdanova L.S. [1, 7], Parker C.P. [1], O'Donovan G. [2], Lee A. S. [3], Dennis A. R. [3], Bal P. M. [4], Chiaburu D.S. [4], Jansen P.G.W. [4], Glisson C. [6], Parker C.P. [7], Biswa S. [8], Klem C. [9], Schlechter A.F. [9], F. Hertzberg, L. Davis, E. Mayo, E. Pratkanis, Among domestic: Maksymenko A.H. [10], Chupryna N.D. [10], Skibitska L. I. [11], Padafet Yu. [12], Babenko T. V. [13], Didyk A. M. [14], Kuzmin O. E. [14], Bocharov S., Klimov. N., Meltyukhova. H., Odintsova O., Obolenskyi B., Savchenko O., Svetsitskyi L., Skibitska H., Khoroshev H., Shchekin H. Despite the fact that this issue is studied by many scientists, yet this topic remains relevant to this day, because human relations are constantly evolving and changing.

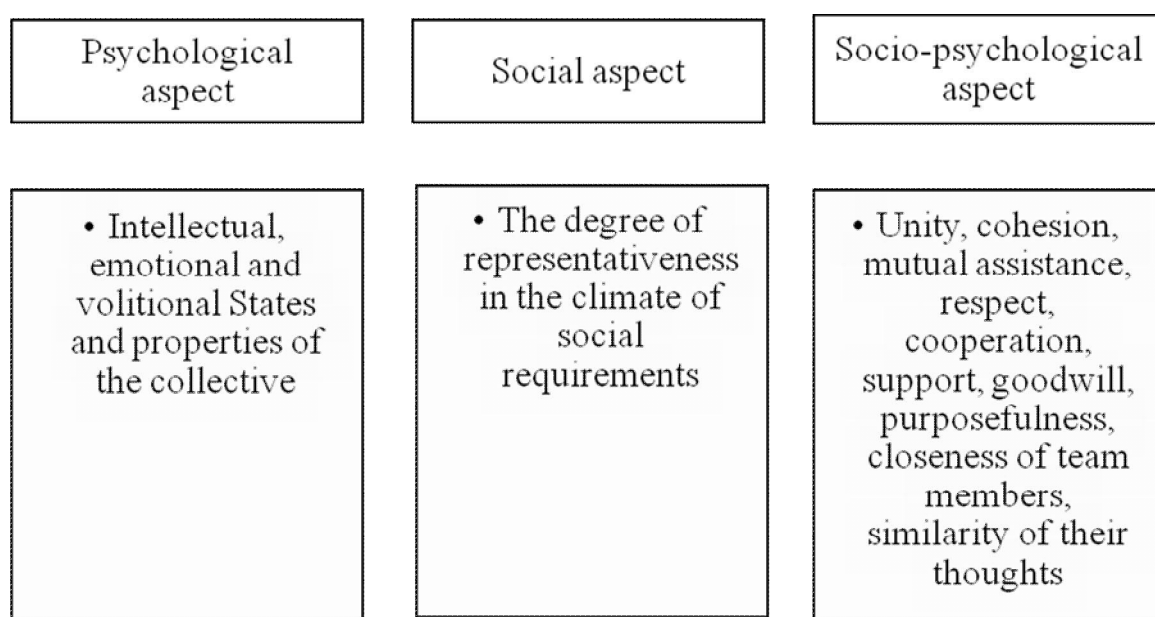
**Problem statement.** The basis for the functioning of any enterprise is human resources, and the labor collective is the basis that unites them to achieve the strategic goals of the enterprise. Therefore, the relevance of this problem is due to the need to improve the relationship of employees of the enterprise, which in turn will contribute to the formation of a favorable socio-psychological climate in the workforce.

**The purpose of the article** is to study the theoretical foundations of the formation of a favorable socio-psychological climate in the workforce and the creation of such conditions that will ensure the interest of employees in the effective operation of the enterprise.

**Main material and results.** The effectiveness of the labor collective depends on the socio-psychological climate at the enterprise – as a set of interrelated, stable socio-psychological characteristics of the group, organization (dominant characteristics in relation to the goals and motives of joint activity, in relations between people, in moral and intellectual attitudes, as well as in the prevailing mood) [11].

Shakurov R. offers to consider the socio-psychological climate taking into account the following features: psychological, social and socio-psychological. "The psychological form of climate is revealed in the emotional, volitional and intellectual states and properties of the group (so, we can talk about the atmosphere of optimism, fear, purposefulness or volitional relaxation, creative search and intellectual activity of a person)." In his opinion, if the intellect, emotions, will fix their social meaning, then there will be a social aspect, the socio-psychological aspect is manifested in unity, consent, satisfaction, friendship, cohesion.

The components of the socio-psychological climate are shown in figure 1.



**Fig. 1. Components of the socio-psychological climate**

So, as we can see, the concept of socio-psychological climate is quite broad and includes several components.

The socio-psychological climate is a qualitative aspect of relations that manifests itself as a set of psychological conditions that promote or hinder productive joint activities and comprehensive development of the individual in the group. Such a climate can be favorable, unfavorable, neutral, and have a positive or negative impact on a person's well-being.

Characteristics of a favorable social and psychological climate of the labor collective:

- support, trust and respect for each other of each member of the workforce;
- respectful, fair and demanding attitude of employees to each other with established trust relationships;
- purposefulness of the team;
- cooperation, mutual assistance, kindness and care;
- participation of team members in joint activities;
- spending free time together;
- support each other in all endeavors;
- free but respectful expression of opinions about individuals;
- no pressure from management;
- the right to make an independent decision;

- empathy for the success or failure of individual team members;
- responsibility of each member for the state of Affairs in the team;
- help any of the team members;
- high level of awareness of the organization's goals and performance of certain production tasks;
- support and protection of the weak;
- objective criticism of business skills;
- help and support for newbies;
- high levels of results of work and professional activities;
- low staff turnover;
- the level of labor discipline at a high level;
- lack of conflict, tension and ill-will in the team;
- loyalty to the company, management and staff.

Characteristics of an unfavorable socio-psychological climate in the workforce:

- bad mood, conflict, aggression, distrust of each other;
- the spirit of competition among team members;
- the inequality in the relationship;
- hostility and disdain for the weak and newcomers;
- honesty, hard work, and unselfishness are not held in high esteem;
- the desire to separate from each other;
- the successes or failures of one cause others to gloat or envy;
- the team is characterized by quarrels, mutual accusations and confusion;
- the team does not try to cooperate with other teams.

From the outside, the socio-psychological climate is influenced by macro-environment factors and it must be taken into account that no group can exist, much less develop in isolation from the surrounding world. These factors include:

- socio-psychological trends of scientific and technological progress;
- features of socio-economic formation at a specific stage of society development;
- features of the activities of higher-level management bodies;
- socio-psychological characteristics of the territorial area in which the organization operates, and so

on.

Microenvironment factors significantly influence the socio-psychological climate of the team; the main ones are:

- features of material and economic, technological, organizational and managerial working conditions in the team and the degree of satisfaction of people with these factors;
- features of the formal structure in the team and its relation to the informal;
- leadership style of the team leader;
- the level of psychological culture of the Manager and employees, and so on.

The main factors of the socio-psychological climate are shown in figure 2.

Therefore, the main factors that affect the state of the socio-psychological climate in the workforce are: the content of work and the degree of satisfaction of people with work; working and everyday conditions, satisfaction with them; the degree of satisfaction with the nature of interpersonal relationships with employees; leadership style, personality of the manager, as well as whether he is satisfied with employees.

The characteristic features of a team in which an unfavorable socio-psychological climate is high staff turnover and low labor efficiency.

Although improving the psychological microclimate in a team is a systematic, systematic, long-term and rather difficult process, there are several simple and, at first glance, even obvious methods that allow you to change the atmosphere for the better relatively quickly.

First, you need to establish a communication process. A large number of problems that arise in the team due to the fact that people do not try to explain their views/ position/ decision/ action to each other. There are also many obstacles due to the fact that people encounter a lack of understanding and lack of awareness of the presence of a common goal. Thus, the better feedback and the better communication channels between the team members and the less misunderstandings will occur and the more comfortable and transparent relationship.

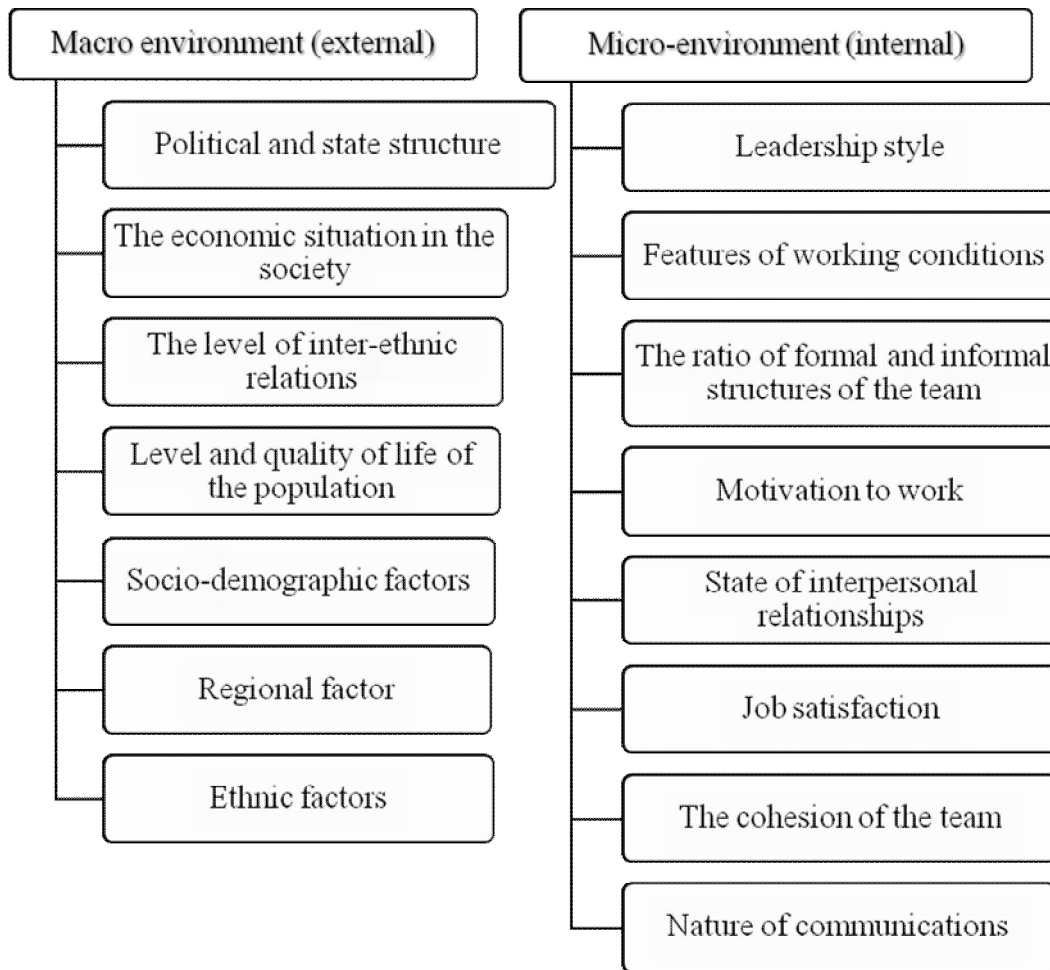


Fig. 2. Factors of socio-psychological climate

The next step concerns the art of approval. Being in a situation of constant fear of getting bad results, focusing on achieving targets and avoiding possible mistakes, employees lose creativity, initiative and confidence. Therefore, even their smallest successes should be encouraged. You need to pay more attention to any, even small progress, thereby awakening the employees' faith in achieving the final result.

The level of job satisfaction is particularly important for the feeling of comfort in the workforce. The more interesting and diverse the tasks that a person is working on, the more opportunities there are for professional and career growth, the higher the person's satisfaction and lower, respectively, his desire to be a kind of "stimulus" for others. In this regard, an important role is played by both material and non-material incentives for employees. Certificates, medals, awards, commendations, additional days of rest, trainings increase the employee's loyalty to the work performed and the company. The attractiveness of the job directly depends on the ability of the employee to self-actualize and achieve the desired goals. Often job satisfaction is influenced not so much wages and the probability of more intangible bonuses as the nature of the relationship with colleagues, respect from the leadership, assistance and support, which exist within a cohesive team.

It is also worth recalling the importance of working conditions: the more physical discomfort an employee feels in their place, the more irritating they risk becoming. The atmosphere is affected even by the level of noise and the degree of contamination of the workplace.

It affects the team and the environment outside the institution: the economic and political situation, the mood in society. The more predictable circumstances are outside the window, the calmer and easier the team members will feel [12].

The following factors can provide a favorable socio-psychological climate in the workforce:

1. The presence of specialists of various levels of professional skill in the team. This allows novice employees to see their professional perspective, and highly qualified employees to feel the respect of the young. Together, this contributes to increased satisfaction on both sides.

2. The size of the group. It is optimal if the group consists of three or nine people. If it is too small (up to three people), this raises concerns about personal responsibility for decisions made. As the size of the group increases, the effectiveness of each can increase (up to a certain limit) due to interaction. It is also necessary to regulate the number of employees in the group with different motives for work.

3. Time of joint labor activity. This indicator is closely related to the formation of traditions and stable norms of behavior, which significantly affects the cohesion and organization of the team. At the same time, it can make it difficult to adapt in a team of young employees.

4. Gender and age structure of the group. The optimal model of an acceptable socio-psychological climate in an organization assumes differences in age, life experience, respect for elders, increased attention to women, assistance to the young, and so on.

5. The presence of an informal structure in the team. Often, an informal structure is formed in the group, which has its own leaders. The presence of informal leaders in opposition to the formal leadership sharply worsens the climate in the team, generates conflicts. Therefore, it is necessary to ensure that the formal structure overlaps with the informal one, that is, that the official leader is the leader in everything.

6. Autonomy, the degree of isolation of the group. To improve the psychological climate, it is advisable to go beyond group relations, establish contacts with other collectives and groups.

7. Psychological compatibility of group members. This is primarily about group compatibility, which is a socio-psychological indicator of group cohesion, provides conflict-free communication, coordination of individual actions in conditions of joint activity [13].

**Conclusions.** The socio-psychological climate is the state of the group psyche, the totality of the attitude of the team members to the conditions and nature of joint activities, to colleagues, to the head of the team. The process of improving its condition is quite long, but at least a minimum contribution can and should be made by every employee. First of all, you need to listen to the opinions of others, listen and respect each other. It is necessary to correctly and discreetly show your emotions and treat their manifestation in others with tolerance.

The leading role in the formation of the socio-psychological climate in the workforce belongs to the management, which first of all must understand the psychology of people, their emotional state, mood, emotional experiences, find an individual approach to each employee, correctly differentiate the duties and rights of the employee, as well as minimize the level of conflict situations in the team. Also, to create such a climate, it is necessary to periodically adjust and adjust management methods and tools, taking into account certain circumstances and conditions.

So, if each member of the workforce understands the importance of this issue and contributes to improving the socio-psychological climate, it will not only help reduce, but even avoid stressful situations at work, preserve the health of employees and increase their efficiency, activity and interest in work, as well as improve the well-being of employees, which, in turn, will lead to an increase in labor productivity in the whole enterprise.

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**Ключові слова:** соціально-психологічний клімат, колектив, задоволеність, комфорт, результат, згуртованість, стимулювання, умови праці.

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**Dr. Ramesh Kumar M.**, PhD, Associate Professor. Government Arts College (Autonomous), Nandanam, Chennai, Tamil Nadu, India. **Ivanytska Svitlana**, PhD, Associate Professor. **Halaida Tetiana**, Senior Lecturer. National University «Yuri Kondratyuk Poltava Polytechnic». **The features for formation of favorable socio-psychological climate in the labor collective.** The article examines the basis for the formation of a favorable socio-psychological climate in the labor collective. The characteristics of the favorable and unfavorable socio-psychological climate of the labor collective are considered. The main factors influencing the state of the socio-psychological climate in the labor collective are determined. It is proved that the characteristic features of a team in which an unfavorable socio-psychological climate is high staff turnover and low labor efficiency. The study revealed that the leading role in the formation of socio-psychological climate in labor collective by the management, which first and foremost must understand the psychology of people, their emotional state, mood, feelings, to find an individual approach to each employee, properly to distinguish between the duties and rights of the employee and to minimize the conflict situations in the team.

**Key words:** socio-psychological climate, team, satisfaction, comfort, results, cohesion, stimulation, working conditions.

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**Ключевые слова:** социально-психологический климат, коллектив, удовлетворенность, комфорт, результат, сплоченность, стимулирование, условия труда.