



**THE MECHANISM OF REGULATION OF THE SOCIO-PSYCHOLOGICAL CLIMATE IN  
THE COLLECTIVE**

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**Abstract**

The article presents a scientific approach to the formation of a mechanism for regulating the socio-psychological climate in the teaching staff. A system of indicators characterizing the socio-psychological climate as an integral state of the relationship between members of the labor collective is defined. The directions of activity of the heads of the structural divisions of the university for the formation of a favorable socio-psychological climate are specified.

**Keywords:** socio-psychological climate; conflict; personal efficiency.

The relevance of the topic of regulating the socio-psychological climate in the university lies in the fact that the process of building relationships in the workforce and creating the most favorable working conditions in a pandemic is a rather difficult task. During the transition to a remote mode of operation, the higher education system faced a number of difficulties. Transferring employees to work using remote interaction tools reduces the degree of personal interaction of employees. Based on the specifics of the activities of the university, employees should interact with each other on an ongoing basis. Of course, the behavior of one employee, regardless of his position, the nature of labor functions directly affects the state of the team. It is rather difficult to control emotions, mood, conflicts in the work collective in this situation. It is necessary to formulate a fundamentally new management policy aimed at creating a favorable socio-psychological climate that contributes to the retention and motivation of employees for highly efficient work, taking into account teachers' ideas about the factors that stimulate professional development and hinder it, ensuring the search for internal reserves for developing the



motivation of a teacher of higher education and improving the effectiveness of the labor potential of the teaching staff.

The climate is called favorable if the atmosphere of benevolence, concern for each employee, trust and exactingness to the results of labor reigns in the team, team members are ready to work, show creativity and achieve high quality, working without control and bearing responsibility for the individual and common labor contribution.

A favorable socio-psychological climate in the university contributes to the development of the initiative of the workforce, a positive perception of innovation, increasing the involvement of employees in educational and scientific work, the implementation of an individual plan and the achievement of performance indicators. A favorable socio-psychological climate makes the staff more loyal and sets them up for long-term career development within the same organization. An unfavorable socio-psychological climate reduces the motivation of employees, leads to conflict situations and a decrease in labor productivity.

The problems faced by the heads of the structural divisions of the university are that the qualification requirements, the results of the implementation of the individual plan, the number of published articles, monographs, textbooks and manuals are taken into account in the selection procedure for teachers, while the personal characteristics of employees, such as discipline, responsibility, ability to work in a team are not subject to evaluation. Election by competition is the basis for verification and evaluation by the department, faculty, academic council of the applicant's compliance with the approved qualification requirements. Recruitment of employees only based on the results of educational and scientific achievements does not ensure the enrollment of the most effective employees with a high level of loyalty, acceptance of the corporate culture and values of the organization. It is necessary to use the results of assessing the personal qualities of applicants in the selection procedure. The professionally significant qualities of a university teacher are: creativity, possession of one's own style of communication with students, pedagogical tact, kindness, restraint, objectivity. Friendliness, initiative, mutual assistance, understanding, loyalty are the key qualities of a university employee that should be paid attention to in the process of selecting a specialist. The main task of the management of the University and structural divisions, together with HR specialists, is to form the most suitable team for the department, faculty, university, in which pedagogical workers will be gathered, whose individual personality traits correspond to the mission, principles, values of the organization.

The formation of a favorable socio-psychological climate within the organization's team is a priority task for managers. In the system of higher education, the head of the department, the dean, is responsible for the formation of a favorable socio-psychological climate within the structural unit, whose actions should be aimed at increasing job satisfaction and productivity of faculty teachers. Diagnostics of the socio-psychological climate allows you to determine the direction of social development of staff and the degree of satisfaction of teachers with educational, scientific, methodological and educational work. The atmosphere of the labor collective within the framework of the department, faculty is formed from such personal elements as compatibility, character, mood, inner mood. The purpose of regulating the socio-psychological climate is to create a business mood in the



organization's team, a stable emotional, moral, psychological and mental state that contributes to the solution of the organization's strategic and tactical tasks.

The socio-psychological climate of the labor collective as an integral state is determined by a system of indicators, the main of which are:

1. Satisfaction with the nature and content of labor activity, satisfaction with the educational process, leisure activities. To diagnose this area, it is necessary to analyze and evaluate satisfaction with: educational, methodological, research and creative, educational, pedagogical work, relationships in the team and social and living conditions of the university, satisfaction with the results of their work, satisfaction with the mode of work and load distribution.

2. Satisfaction of teachers with relationships with colleagues, supervisor, employees of various services of the organization. This area significantly affects the motivation of employees. Common interests, projects contribute to effective interaction with the manager and colleagues. A favorable climate in the teaching staff directly affects the organization of the educational and educational process of the faculty. The behavior of the teacher allows you to determine the attitude to the corporate culture, values, work process, innovation, mission and strategy of the organization. Important features of pedagogical workers are: the ability to work in a team, reactions to the emotions and actions of colleagues, compatibility with people of different psychotypes and ages.

3. Satisfaction with the leadership style of the immediate supervisor. Proper management of the leadership style and the competent formation of a set of personal and business characteristics of the leader becomes one of the most important criteria for the effective work of the team. A teacher by nature is a rather multifaceted person, his behavior and mood can change several times in an hour, day, week. For example, if an employee has problems in the family, it is quite difficult for a manager to positively change his work behavior for the better. It is true that the chosen leadership style and management methods in this case will contribute to highly efficient work. Many employees have a negative attitude towards authoritarian leadership style. In an effort to choose the best working conditions, proud and independent workers do not like to sit in the same positions for a long time if the manager does not want to give them additional powers. An employee striving for self-improvement and progress quickly gets bored with conservative, detailed instructions.

4. Satisfaction with the system of motivation and stimulation of labor. This area includes satisfaction with the size of wages, the fairness of salary increments, the fairness of bonuses, the fairness of moral encouragement, the fairness of promotion. Low wages and dissatisfaction with material rewards can contribute to a decrease in the efficiency of labor activity in a team.

5. Satisfaction with the cohesion of the staff of the department, faculty, organization. The basis of team cohesion is the unity of employees for joint activities to achieve the goals and objectives of the organization.

6. Satisfaction with the level of communications, the information environment and the availability of information. This type of satisfaction is determined by the level of information openness in the work of managers, the role and place of the orders of the rector and other official documents as a source of



official information, and the availability of information for employees that provides reliable information.

7. Satisfaction with the level of personal safety in the team in the performance of official duties. A favorable socio-psychological climate is characterized not only by optimism, trust, joy, responsibility, but also by a sense of security and safety in the workplace. The feeling of comfort and security in the process of communication with colleagues and faculty management determines the level of socio-psychological compatibility of people and the favorable socio-psychological climate in the team.

9. Frequency of occurrence of conflict situations and their causes.

10. Satisfaction with the results of work. Satisfied with the results of his work, the teacher will demonstrate increased efficiency, interest in educational and scientific activities, motivation for further self-improvement in this position.

The team, which is formed on the basis of psychological and emotional characteristics, values, types of temperament, determines the basis of a favorable socio-psychological climate, the system and structure of interpersonal relations of university employees, their attitude to the labor process and corporate culture of the company.

The key feature of the socio-psychological climate of the university staff is that it forms a generalized, integral characteristic of the psychological state in all areas of development of the teaching staff, as it combines a variety of personal, psychological, social conditions for the successful implementation of educational, scientific, organizational and methodological activities.

Thus, the key task of a higher educational institution is to form socio-psychological conditions and work organization that contribute to the successful implementation of the tasks assigned to employees, while personal effectiveness depends not only on the system of material incentives, but also on the leader's behavior style, interpersonal relationships, the influence of groups, communication in the process of performing work functions and other factors.

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