

# PSYCHOLOGICAL FEATURES OF PERCEPTION OF SUPERVISOR BY THE SUBORDINATES

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**Abstract.** The study of interpersonal relations in the supervisor-subordinate system is one of the most important areas in the modern social psychology of organizations. Consideration of this issue is essential in solving such applied problems as improving the adaptability, motivation, trustworthiness, and loyalty of employees, effective leadership, developing an organizational culture and introducing innovations. Almost no problem of organizational psychology can be solved without an analysis of the interaction of the supervisor and subordinates. A special issue of organizational psychology of interpersonal relations is the subordinate's perception of the personality and actions of the supervisor. In the process of implementation, the manifestation of leadership is recognized and interpreted by employees in one way or another, and the results of this social perception make a significant contribution (positive or negative) to the functioning and development of the organization. The perception of the personality of the supervisor is the most important factor in the formation of professional self-awareness and professional identity. As a result of perception, the characteristics of the perceived object are usually structured, and the object of perception belongs to a certain category by the subject of perception. Thus, the main issue in the scientific analysis of the perceptual process is the definition and study of the determinants of structured perception. The article discusses the specifics of the psychology of relations in the context of "supervisor-subordinate." In the course of a multi-stage socio-psychological study conducted in mixed teams of manufacturing enterprises, the structure of the manager's image was revealed, including two parts: the core and the peripheral part. In the male and female parts of the respondents of mixed groups, the perception of the core of the perceptive image of the supervisor was identical, while differences were revealed in the structure of the elements of the peripheral part of the image of the supervisor. The peripheral part of the manager's image has a variable dynamic structure that is sensitive to external changes (transformation of the socio-economic situation, change of ownership of a manufacturing enterprise, etc.). The data obtained are of interest for further study of the socio-perceptual process in management and can be used as part of a course to increase the psychological competence of managers of mixed production teams.

**Keywords:** Socio-perceptual process in management, image structure, supervisor, subordinate.

**Introduction.** In order to successfully and long-term maintain their advantages, companies are constantly forced to adapt to the changing market realities and look for innovative approaches to solving their problems (Brimhall 2019). In these conditions, managers need to increase their competence in the field of psychology of personnel management. The success of interaction in the social-production team is achieved through the joint efforts of all its members. Accordingly, the importance of scientific data on the individual personality characteristics of each employee is growing.

One of the socio-psychological reasons for the decline in labor productivity is a psychological distortion or loss of objectivity of the information of the team members about each other in the process of communication. This is especially pronounced in the interaction of "supervisor-subordinate." The increase in the share of mixed teams in various industries has had a significant impact on the psychology of interpersonal relationships between employees. At the same time, the

psychological characteristics of the interpersonal relationships of employees in the labor process are not well understood (Suazo, Turnley and Mai-Dalton 2008).

The work of domestic and foreign authors is devoted to the study of the specific psychophysical qualities of employees of mixed teams (Obozov 2001; Hewlett, Sherbin, Dieudonne, Fargnoli and Fredman 2014; Stoet and Geary 2018). Scientists have identified the peculiarities of psychophysical qualities in women employees of teams (fine motor skills, sound, and verbal memory, the speed of perception of digital information, speech communication skills, etc.), allowing them to perform certain labor operations more successfully than men, as well as be more successful in some areas of business (Markova 2003). If we talk about digital competencies, which are currently becoming particularly relevant due to changes in all production and management processes in all areas of activity (Masyuk and Pankova 2019, then the leader must make every effort to master them, thereby demonstrating compliance with the requirements of the time and gaining additional authority among subordinates.

**Method and Methodology.** The development of methodological foundations of socio-psychological practices for constructing new harmonious types of relationships in groups is impossible without taking into account both priority values, attitudes, norms, role-based behavior of employees, and psychological characteristics of interpersonal relationships. In the course of the study, a set of methods was used: questionnaires (the “Business Portrait” methodology), testing, sociometry, observation, standardized interviews, as well as economic and statistical methods.

For three decades, Ivanovo State University (Russia) conducted research on socio-perceptual processes in management on the basis of collectives of enterprises of various forms of ownership. At the first stage (1988–2010), the ways of increasing labor efficiency in mixed groups were studied, the psychological resources of managerial interaction were analyzed (Gitelmacher 1992; Ptitsyna and Nikiforova 2001; Nazarov 2006; Nazarov and Nikiforova 2006; Nikiforova 2008). At the second stage (2011–2018), the specifics of the psychology of relations between employees of mixed teams were revealed. During this period, there was an increase in the interest of the organizers of production activities in studying the characteristics of interpersonal relations and leadership (Pantyushina, Nazarov 2016).

It was found that recently, the formation of a team aimed at the effective implementation of production tasks has become increasingly important for managers. The social life of any individual begins with its formation as part of a collective subject, while remaining an individual carrier of the relations of this subject. If a person, for various reasons, is opposed to his social environment, then he remains alone. A similar conditioning of psychological processes is also characteristic of production teams (Sushkov 2008; Ulich 2001; Mattan, Kubota and Cloutier 2017). When studying the structure of leadership images, we proceeded from the metacognitive orientation of the perception process (Jussim 2014; Bach and Schenke 2017; Nazarov et al 2019; Karpov 2018).

**Results.** The socially perceptual process in management is a multifactorial, hierarchically organized process, determined by objective and subjective determinants. An important parameter is the attitude to the immediate supervisor, which is formed as a result of the influence of various information flows on the perception of a subordinate. In the course of the study, a number of the most significant qualities of managers for respondents were identified (Table 1).

Table 1 - Significant personality traits of supervisors in subordinate’s assessments (generalized indicators, samples of the 80s, 90s, 2000s)

Parameter (max=10 points) M±m по годам	80s N <sub>1</sub> =323	90s N <sub>2</sub> =372	2014-2016s N <sub>3</sub> =212
P n <sub>1</sub>	6,8±0,40	7,6±0,34	8,8±0,07
M n <sub>2</sub>	6,7±0,30	6,4±0,32	6,71±0,13
B n <sub>3</sub>	5,1±0,12	5,6±0,23	7,9±0,06
Significance of Differences p≤0,05	P <sub>1-3</sub> <0,019 P <sub>2-3</sub> <0,06	P <sub>1-3</sub> <0,013 P <sub>2-3</sub> <0,04	P <sub>1-3</sub> <0,08 P <sub>2-3</sub> <0,018

where - N is the number of respondents in the sample;

- p - significance of differences;

- 80s, 90s; 2014-2016 - observation time intervals;

- P - an integral indicator of the performance of the supervisor in the interests of the organization;

- M - an integral indicator of the performance of the supervisor in the direction of supporting the interests of employees;

B - other characteristics of the personality of the supervisor.

A study of the structure of perceptual images of the supervisors of product segments and the recreation of the image of supervisors among respondents (both men and women) revealed two functional parts: the core of the image (stable) and the peripheral (variable part). According to the data obtained, the identity of perception in the male and female parts of the core sample of the perceptual image of the leader is established. At the same time, discrepancies in the structure of the elements of the peripheral part of the image of the leader were revealed. The peripheral part of the manager's image has a variable dynamic structure that is sensitive to external changes (transformation of the socio-economic situation, change of ownership of a manufacturing enterprise, etc.). The ambiguous interpretation of the problems of gender socialization is the subject of discussion by researchers of the socio-perceptual process in management (Pantyushina 2016; Ptitsina, Nikiforova 2001).

**Discussion.** Most researchers come to the conclusion that the image of a leader is constructed by employees on the basis of his perception as a representative of a certain social group, and the psychological characteristics of the leader's personality are less important. Nevertheless, for many employees, an important quality of a leader is the ability to make informed management decisions and resolve conflict situations. In the case when an optimal solution does not exist or cannot be accepted for one reason or another, we propose the use of a conflict-compromise methodology described in detail in a number of works (Macyuk 2016, 2018), the main element of which is a local compromise that allows us to accept a quasi-optimal solution and reduce the tension of the situation. This methodology works especially well in resolving financial conflicts (Bushueva, Korovin and Masyuk 2013).

**Conclusion.** Social perception as a process has a dynamic nature of development, the variability of the structure of the main result (employee's attitude to the leader). A study of the social practice of the functioning of production teams indicates the presence of identity perception of the core of the image of the leader of both male employees and female employees. Differences are revealed in the perception of the peripheral part of the image of the leader. To a greater extent, these features were manifested in the changing forms of ownership of enterprises (for example, state to private). The dynamics of socio-economic transformations have a significant impact on the psychology of interpersonal relationships of participants in production activities. According to the data obtained, one of the conditions for increasing the effectiveness of the leader is to take into account information about the psychological characteristics of the relationship of the subordinate to the leader. Long-term observations show that during the formation of an effective team in the management process, more attention should be paid to studying the characteristics of the perception of functional-business and individual-personality characteristics of both the manager and employees. The discrepancies in the structure of the elements of the peripheral part of the manager's image in men and women made it possible to assume that the individual-personal picture of the subordinate's perception of the leader's image requires further in-depth analysis. In this regard, the attention of researchers should be focused on the further study of the characteristics of the psychological response of employees of mixed teams to changes in industrial relations.

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