

# Future Managers' Psychological Ability To Practice

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The model of manager's competence formation is developed by the authors. Psychological ability to practice is a key part of this model. An empirical research of psychological ability of future managers to practice is carried out using five questionnaires of psychological tests on the example of Sumy National Agrarian University. It was conducted during 2012/2013 academic year. The authors evaluated the future professionals' abilities to motivation, risk, entrepreneurship, leadership etc. The results showed that, depending on their psychological features, respondents of each of the four groups are inclined to work in different sectors of economy.

**Keywords:** manager, competence, competencies, psychological ability, practice

## Introduction

In conditions of the knowledge economy the interest has significantly grown to a man as the main factor of: the most efficient production, revenue growth,

increase of labour productivity that is a valuable organisation resource in a competitive fight.

Human resources management is a systematic, integrated approach that ensures the efficiency of the organisation functioning.

In the modern sense a manager is a specialist who organises, arranges a specific activity of subordinates and at the same time takes a certain amount of managerial functions. That is, he must show mainly managerial competence and demonstrate the presence of high moral and psychological qualities (Shkoda, 2010). A manager with a high level of professionalism is one of the components of successful organisation functioning.

Managers of the various levels are: the director (manager), his deputies, heads or managers of departments (services) of executive office, specialists of these departments and services.

Higher educational establishments annually train hundreds of young professional managers, but not every graduate with the appropriate level of education and perfect knowledge can realize himself as a manager during his own employment.

Typically, the task of each educational establishment is to provide a student with professional training according to his abilities and regulations in the field of higher education. Usually the emphasis during training is made on the necessary amount of theoretical knowledge and student's score reflects the level of acquired knowledge (Mykhailova, Hlukhodid, 2012).

The object of the research is the processes of formation of future managers' psychological ability to be ready for practical activity.

The subject of the research is theoretical, methodological and practical aspects of psychological abilities of graduates to exercise managerial activities.

The InfoBase of the research is legislative acts of Ukraine, works of economists from various countries, studying the problems of human resource management, and the results of empirical studies of the authors to determine the problems in formation of psychological ability to exercise managerial activities of the Sumy National Agrarian University students.

The purpose of the research is to identify and analyze the accordance (discrepancy), proportionality and interdependence between the student's score and his psychological characteristics, as a young professional.

Due to the purpose of the research, we have set the following objectives of the research:

- to describe the theoretical basis of different management models, to determine the proportion of psychological characteristics of managers in human resource management and organisation as a whole;

- to study the relationship between the level of psychological readiness of a young manager and the score of a graduate student.

## Competence of a manager

It should be noted that in recent years more and more scholars and leaders of effectively functioning organisations have begun to pay more attention to the problems of formation of competence, ability, skills of successful management while training both the personnel reserve of organisations and experts of different educational levels (Amosov, 2002).

Psychological ability is a characteristic of an employee's competence. It belongs to the least overt behavioural components of competence, namely the characteristics or motives (Wojtczuk-Turek, 2010).

Employee's professional qualities form his competence because they implement skills, knowledge and experience of the specialist through his behaviour, personal motives, traits and abilities in solving the problems that lead to achieving high performance of a company.

As to the authors' point of view each definition is most vividly illustrated by the characteristics that a specialist should possess. It is important to be realistic and not to seek to exaggerate the number of required employee's competencies.

Let's agree with the viewpoint of Tupyk and Tselnyk (2013) that competence is a collective term that covers all available partial employee's competences. This set of characteristics of a particular profile specialist should be displayed in a set of competencies for such a specialist, which can be represented as a particular model.

Formation of a manager's competence, according to the authors, is in the following model (Fig. 1):

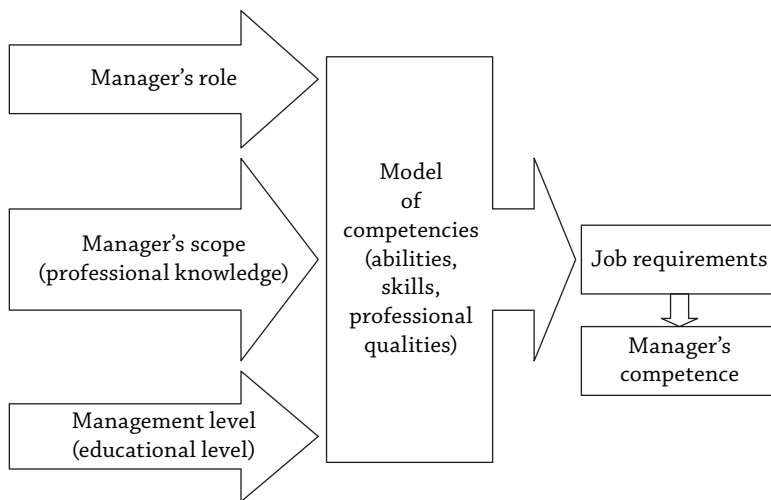
In forming of the manager's competence model the following aspects of a leader should be considered: levels of management, a manager's activity spheres, and roles of a manager. The focus in the model formation will be given to managerial competencies (related to the performance of basic functions of a manager), technical competencies (necessary for professional activities in selected specialized areas), moral and psychological qualities of a manager.

According to this model of the manager's competence formation in the organisation, there are levels of management, which correspond to the levels of education.

Being on each level of management requires specific manager's competencies. The higher the level is, the more demands are set to the manager's ability to solve tasks, his knowledge and skills in technical areas. And only a president's or a general

director's priority is knowledge and skills in managerial areas. Senior managers should possess the following qualities: ability to think strategically, to predict the future situation, risks and threats; ability to estimate the organisation's position in the external environment; the ability to take into account external trends of development. It's typical that middle level managers and lower level managers mostly deal with tactical and operational planning, administrating and lobbying for their own departments in the organisation.

**Figure 1. Model of manager's competence formation**



Source: developed by the authors.

Manager's style is a manifestation of mental and physiological processes that occur in the unit of higher nervous system of an individual.

## Characteristics of psychological qualities necessary for effective management

It is believed that among a number of problems all countries with economies in transition face a major problem – “lack of proper managers” (Tillack, 2000).

An effective manager usually possesses many qualities; one of the most important is the desire for leadership. Such a person is used to taking responsibility for his own actions and the actions of his subordinates, works more than others, ready for self-development, and does not stop at the achieved point to be the best in everything and all the time.

Manager must stand out with the ability to synthesize information and conceptuality of thinking, besides the level of his organisational and communication skills should be on the highest possible level.

Psychic resistance, ability to withstand mental-and-nervous stress and prudence are the inherent qualities of a good leader. Manager must be resistant to external irritating factors; control over his own emotions and actions is the key to successful implementation of managerial activities. Some scientists consider these skills as key elements of the psychological capital concept (Luthans et al., 2007; Luthans, Avolio, 2009; Wojtczuk-Turek, 2012).

As to moral qualities of a manager they are the following:

- self-criticism;
- responsibility;
- procedure;
- tolerance;
- culture of actions and deeds.

Psychological qualities of a manager in terms of HR management include: capability, affectivity, temperament, character, basic needs and motives of labour activity, dominant forms of communication.

By capability we mean the anatomical and physiological and psychological qualities of people allowing them to acquire a certain kind of knowledge and acquire skills for useful activity.

General psychological profile of an entrepreneur (manager) is approximately based on three blocks: intellectual, communicative and motivational (Table 1).

**Table 1. Block components of a manager's psychological portrait**

Block	Components
Intellectual	Mental abilities, competence, ability to abstract, logical and rational thinking.
Communicative	Initiativeness of thinking and actions, readiness to accept new concepts and techniques, necessary level of personal dominance, presence of determination and responsibility in the process of directing the employees' activity, the appropriate level of interpersonal contacts, ability to clearly respond to positions, opinions and life problems of individual members of the labour community.
Motivational	The level of risk exposure, externality or internality, the desire to fight and win, the need for self-fulfilment and social recognition, the prevalence of motivation level, oriented on getting success over the motive of avoiding failure.

Source: developed by the authors on the base of (Kokhaneych, Prykhodchenko, 2012).

Based on Table 1, we have defined a list of psychological characteristics of young professionals: motivation to succeed, willingness to take risks, availability of leadership skills, availability of entrepreneurial abilities and externality or internality.

## Research methodology

While studying at the higher educational establishment a student is trying to get a high level of knowledge to become a real expert of business in future (in this case to become a manager) as a consequence to be a specialist in demand on the labor market.

The level of student's studies is measured by his average score, but this figure cannot be considered as a benchmark in assessing the overall managerial abilities of a student.

An important role in the HR management process is played by a procedure of necessary staff selection, which should be known both to managers and young professionals for them to be successfully employed.

To determine the level of university graduates' readiness, we used methods of testing, survey, sample observation. The advanced empirical research was conducted in Sumy National Agrarian University. 57 graduates of the bachelor's level were the four-year students specialized in "Management". 35 respondents who participated in the research are trained on the state and private forms of education. Age category of future managers' range was between 20 and 23 years old. There is the following demographic structure of 35 respondents: 13 – men (37.14%); 22 – women (62.86%). Each representative of the students' team filled five questionnaires of psychological tests, namely (Nykyforov, 2010; Rust, Golombok, 2009):

- 1) Test for the diagnosis of personal motivation to succeed by T. Ehlers;
- 2) Test to determine the level of readiness to risk by Schubert;
- 3) Method of determining entrepreneurial abilities;
- 4) Test to determine the availability of leadership;
- 5) Test of "locus control" by J. Rotter.

The range of numerical values of average score is between 5.0 and 3.0 points.

To ease the analysis of the above mentioned data, we divided respondents into four groups according to their score:

- The first group (1) – score = 5.0; number of people = 6;
- The second group (2) – score =  $4.5 \leq 4.9$ ; number of people = 6;
- The third group (3) – score =  $4.0 \leq 4.4$ ; number of people = 14;
- The fourth group (4) – score =  $3.0 \leq 3.9$ ; number of people = 9.

Personal characteristics of a manager should be considered as one of the most significant factors influencing the formation of different styles of management, according to some scientists. Only innate psychological characteristics of an individual (temperament, capabilities, character) cause the formation of a managerial style as “handwriting” in a literary work. Different styles of management are formed depending on the set of methods of psychological influence on subordinates the head is inclined to apply (inducement, forcing or persuasion) (Mykhailova, 2008).

The process of effective HR management implementation makes a manager to develop the ability to recognize psychological characteristics of employees objectively, assess the level of knowledge and skills of employees. As it is impossible to define individual abilities and inclinations of employees randomly, it's better to refer to psychological tests.

We conducted the research that helps to assess the psychological characteristics of young professionals (motivation to succeed, willingness to take risks, availability of leadership, availability of entrepreneurial skills), to compare the data with each respondent's score and to make the forecast as to which group of respondents, the manager of the organisation should focus his attention while hiring a new employee.

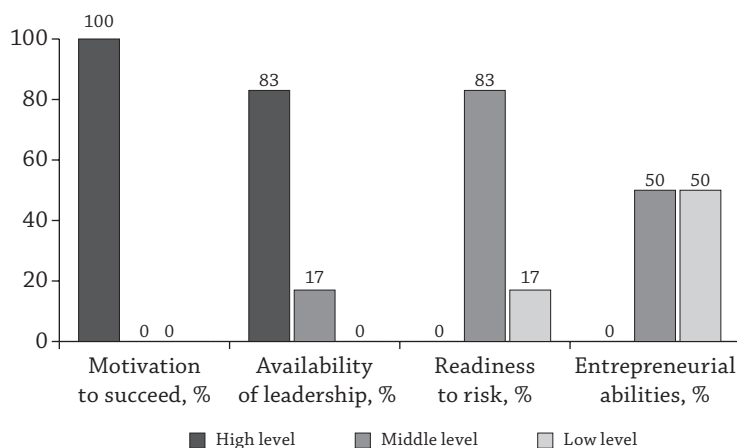
## **Psychological characteristics of young professionals to be ready for the managerial activity at Sumy National Agrarian University**

Psychological characteristics of young professionals from the first group are represented in Figure 2.

It should be noted that among the psychological characteristics of respondents from the first group a high level of motivation is featured, it can be observed in all members of the group. Thus, motivation to succeed relates to positive motivation. With this motivation a man, starting any business, aims to achieve something constructive and positive. It theoretically confirms that all respondents of the first group have “5.0” as their average score.

However, the first group is composed of only 83% of respondents who belong to those with high availability leadership. This suggests that not every person who has a great range of knowledge and high motivation to succeed can become a leader in the team. Such employees should better be offered options for horizontal, not vertical growth in the organisation. These people cannot become true leaders among their subordinates as they are unable to win the necessary amount of credibility among the staff to manage it successfully and easily.

**Figure 2. Psychological characteristics of young professionals from the first group – “5 points”**



Source: calculated by the authors.

Also, the study of psychological characteristics of young professionals from the first group showed that people are motivated to achieve the goal and have high hopes for success, deliberately avoiding high risk (83% of the average risk level and 17% of the low risk level). They also have a balanced distribution of the results of availability of business skills – 50% low and 50% average.

All the same, high level of motivation and excellent academic results indicate the possible prospects of these young professionals in scientific and humanitarian fields.

Psychological characteristics of young specialists of the second group are presented in Figure 3.

In the second group an average level of motivation (67%) prevails, which presence is perhaps the key to a lower score than the first group. 50% of respondents of the second group have an average level of leadership. There is also a complete absence (0%) of readiness for high risk and availability of entrepreneurial skills in this group. Besides we also noted that all the results of the average level have an index of 50% and above. As to the authors' point of view, such research results of psychological characteristics of future specialists of the second group may show the possibility of such future professionals as state institution experts.

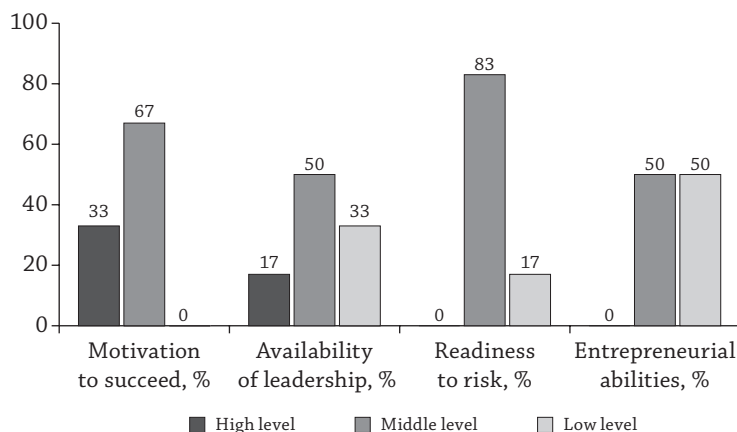
Psychological characteristics of young specialists of the third group are presented in Figure 4.

A large proportion of the high level of motivation to succeed are in the third group of respondents (71%), that is the most of them are well motivated, have a stated purpose (for example, voluntary assistance) and deliberately determine to



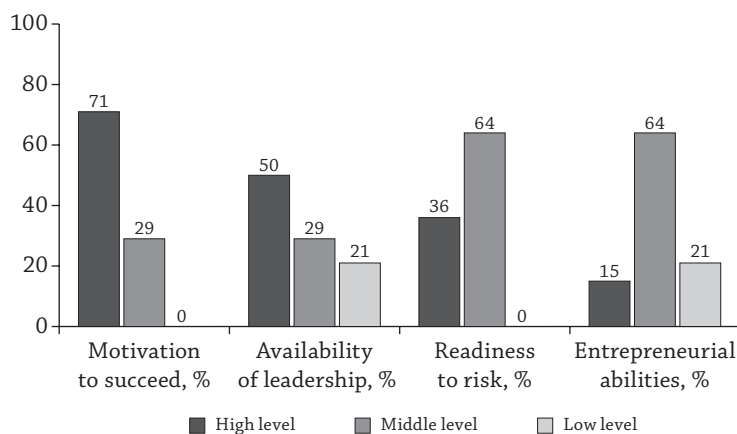
reach it, and the presence of the average score of “4.0” points can be explained by a number of individual factors. We should not forget that perhaps the majority of respondents in this group don't have a priority desire to have the highest academic score or the quantitative assessment of knowledge, they do not consider a display of the student's knowledge as a qualitative indicator.

**Figure 3. Psychological characteristics of young professionals from the second group – “4.5 points”**



Source: calculated by the authors.

**Figure 4. Psychological characteristics of young professionals from the third group – “4 points”**



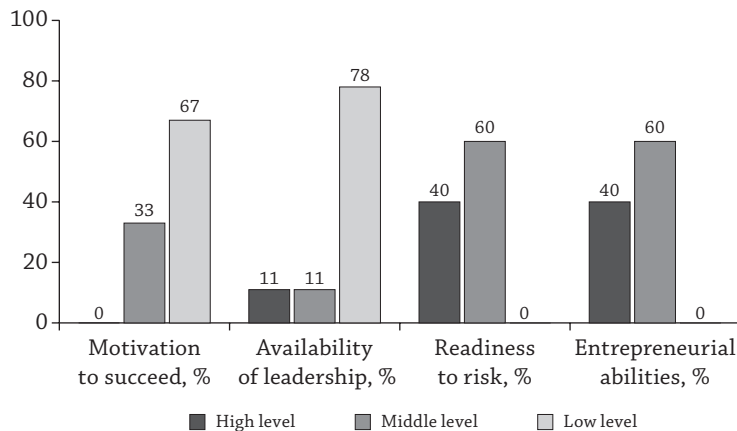
Source: calculated by the authors.

79% (50% – high, 29% – average) from the third group of respondents are with the high and the middle level of leadership skills, as well as 100% (36% – high, 64% – average) with the readiness to risk and 89% (15% – high, 64% – average) have entrepreneurial skills.

Results of the research of psychological characteristics of future specialists of the third group, according to the authors, show the prospect of work for these future professionals both as experts in non-profit and volunteer organisations, and as entrepreneurs or freelancers.

As for the fourth group (Fig. 5), where students' score is in the range of 3.0 to 3.9 points, we observe the lowest motivation to succeed, there's no high motivation at all, and most substantial part of the group has poor motivation of young professionals (67%). This result indicates that such a prospective employee won't show any activity, initiative and availability of innovative ideas, and he may also affect the other members of the organisation with his negative behaviour.

**Figure 5. Psychological characteristics of young professionals from the fourth group – “3 points”**



Source: calculated by the authors.

However, the hallmark of psychological characteristics of the fourth group is that its representatives have the readiness to take risks and the level of availability of entrepreneurial skills is only high (40%) and medium (60%). This indicates that the fourth group of students has the best chance to start business. Although a high percentage of people with low motivation, demonstrates low perspective for success of such projects.

While answering the questions the respondents were also tested for “locus control”. One of the major characteristics of the individual is the degree of

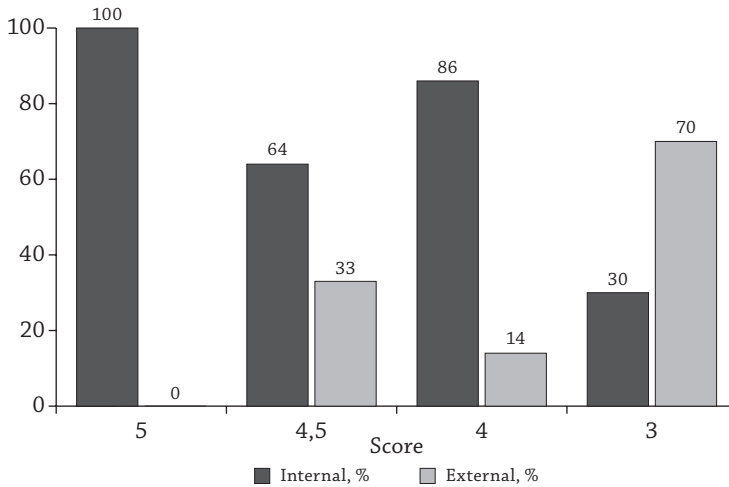
independence, autonomy and activity of a person in achieving the purposes, development of personal responsibility for the events occurring to with him (Lifareva, 2003). HR managers should apply this psychological test especially during the competitive recruitment of candidates for the positions in the organisation. This test will allow managers better understand the person's psychological and individual life settings.

The scale of "locus control" by Rotter is the most famous. This scale is based on the position: people differ in the way where they locate the control of important events. There are two locus of control and two types of people respectively:

- 1) Externals – a person thinks that the events that occur with him are the result of external forces, chance, circumstances, other people, etc.;
- 2) Internals – a person interprets important events as a result of their his own efforts.

Figure 6 shows the externality and internality of young professionals in the context of the existing groups.

**Figure 6. The share of externals and internals in context of groups**



Source: calculated by the authors.

Thus, one hundred percent of internals (the first group) believe that the most important events of their lives were the result of their own actions and feel their responsibility for them and for their life in general. They consider that they have reached all the good things in their lives, and that they are able to achieve successfully their goals in future. But they assume responsibility for all the negative

events; tend to blame themselves for failures, sorrows, and sufferings. Internals are characterized by active life, independence and self-responsibility.

In the fourth group, where is the largest share of externals, such people are more often passive, pessimistic, feel that nothing depends on them, everything depends on the circumstances, and they are just “pawns” in this life, and even their success, achievements and joys attribute to external circumstances, luck, good fortune or assistance of others.

## Conclusions

In order to determine of university graduates' readiness for managerial activity we used such methods: testing, surveys, sample observation.

The success of Human Resources Management is determined by influence of two main factors: ability of the organisation to define clearly which employee behaviour it needs for implementing its strategy, and ability to apply effective managerial instruments for directing employees to the desired behaviour. These tasks are equally important and difficult, especially under the conditions of the economy market transformation.

If some staff members do not catch up with the new technical, informational or other innovations they should be sent for training.

While hiring new employees a manager has to apply different methods of assessing the ability of an applicant to perform the set tasks, to follow the principles of the working team friendly functioning, to implement the goals of the company.

Based on the research, we have established two regularities.

The first regularity – the higher the student's the score is, the bigger his motivation to succeed and the less readiness for risk and capacity for entrepreneurship is; such a regularity can be explained with the fact that excellent students are focused on achieving high results, possess a large range of knowledge and are fully aware of the possible results of the risk, that's why they mostly avoid it. We consider such people tend to work in scientific and humanitarian spheres, government structures.

The second regularity – the lower the student's the score is, the greater is readiness to take risks and the level of entrepreneurial abilities; this is due to the fact that individuals with low achievement scores, which reflects the level of their knowledge does not allow them understand all positive and negative aspects (consequences) of running entrepreneurship. These students tend to act

randomly, relying on their own intuition and positivity of the environmental factors' coincidence.

Having made the research, we found that the graduate's score is not one hundred percent guarantee that it will be the results of the most effective person. The research found that there are some advantages in each group of respondents, including those whose score is within  $[3.0 \leq 3.9]$ .

Thus, the main task of an effective manager during the process of hiring new staff is a clear determination of manager's beliefs as to a candidate with which level of education, the set of values, ideals and psychological characteristics is more suitable for better implementing the goals and the objectives of the organisation.

Based on the research, it is worth noting the critical importance and regularity of psychological characteristics of a young professional and the results of his activity.

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