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THE RELATIONS BETWEEN PERSONS IN MANAGERIAL PROCESSES

***Abstract:** the relations between persons in managerial processes are considered in the article. The author emphasizes that without the contact between a leader and a subordinate the managerial activity cannot be realized. The recommendations for the improvement of relations between persons are defined.*

***Keywords:** managerial process, psychology, human relations, management, leader, subordinate.*

***Аннотация:** статья посвящена рассмотрению отношений между людьми в управленческих процессах. Автор подчеркивает, что без установления контакта между лидером и подчиненным, об управленческих процессах и речи быть не может. Представлены рекомендации для улучшения отношений между людьми.*

***Ключевые слова:** управленческий процесс, отношения между людьми, управление, лидер, подчиненный.*

The representatives of the human relations school, who had appeared during the great economic depression from 1929–1933, had been concentrated on the human factor from the organization, studying the motivations of the behavior and the integration mood in community.

The main contributions of this school in management development and managerial psychology can be considered the following:

1. Reconsideration of the human factor and of the telecommunications.
2. The stress should be moved from formal relations – official, on those informal – social.
3. The concentration on the work relations in the structure but not above structure.

4. The emphases diversification of the labor.

5. The growing of the delegation and decentralization.

The manager exerts his managerial activity through people relations. With these particularities of this sociopsychological contact depends not only on the social dynamic activity but those of the employment too. This contact is useful for the social relations from the social system, and for informal relations.

Without the contact between the leader and subordinate the managerial activity cannot be realized. There are two types of this contact: official and informal (or familiar). Both of these contacts influence the executants' activities.

If in the realization of the official contact the main role can be those of the leader but can be of the subordinate too, then the initiative and the creation of the conditions for the realization of the contact should be belong to the leader. The leader should search that modality to gain the psychological barrier between him and the subordinate. This contact is supremacy of the respect for the subordinates; it predisposes to the sincerity and raises the credibility in the leader.

Informal contacts between the leader and the subordinate give the possibility to study the necessities, the men's dispositions, and their problems.

The leader must respect the dignity of the interlocutor.

Each person feels the necessity to tell somebody his successes and his failings, and to take an advice from other people. That is why the key of the good contact is present from the beginning of the meeting. The first opinion about the leader determines the first opinion and the relation with him. It is important how the leader meets the visitors. The respect of the interlocutor must be present. The leaders who are interested in the personal and social problems of their interlocutors. In this mood there is a friendship relation, at the visitor appears trust from the leader part.

The respect and the esteem are viewed when the interlocutor's point of view is taken in consideration. But the leader is not obliged to action after his interlocutor point of view, but he must to listen him till he will finish his/ her speech.

The leader must to appreciate the result of his subordinates. Each person feels good when he is congratulating by his leader.

At the meeting the leader must to pay attention to his emotions, to know how to listen other people, he must not interrupt his interlocutors because it seems that he wants to tell the meeting only his opinion. Even when somebody told something wrong, he must very simple motivate the disagreement with him. For keeping more favorable relations with people the leader must to be prepared to help the others. Sometimes this help can have social or personal nature. When the leader cannot help him, he must pay attention to all the opinions from administration.

Giving the help to the collaborators to solve of all living and social problems – there is one of the most important conditions for keeping the relations between the leader and subordinates.

Principledness in human relations is one of the main qualities of all leaders. Principledness as the quality of the person as manager includes not only the consecutively in persuasion, the courage to gain his point of view. It cannot speak about principledness if exists disagreement between sayings and facts.

For optimal maintenance of the human relations an important thing has the authority of the manager. A manager should have a diplomatic behavior, a good look, a high intellect, a strong willingness.

Conclusions:

From our point of view for the improvement of relations between persons, the managers should do the following:

1. The art of speech should be taught indifferent of the experience, the age and the knowledge.
2. Every time you should look up at your methods and the work style; appreciate your gaps.
3. Develop the ability for predispose the people.
4. In relations with subordinators and the managers hierarchically superior involve yourself in the same mood, equal and simple.
5. Don't feel that you are unchangeable.
6. Lean to rule with the behaviour, emotions and temperament.

7. Don't make the comments to your subordinates in presence of other people. Make the remarks calm!
8. Remember, the honor is doing in public, the critic – not.
9. Keep your promises. You can lie only once, but the trust you can lose forever.
10. Don't organize the "loving groups"!
11. Examine continuously the moral state of the community.
12. The strife situations try to solve visible.
13. You should involve with your subordinates in the same mood as you'd like that they behave with you.
14. Be preserving and firm in the actions that due to the observations of the discipline.
15. In all the situations the manager should action calm, he must not be agitated.
16. Esteem the other's point of view, even you are not allowed with it. The respect of interlocutor's point of view and his complete evaluation in general attention is more efficacious, than a kindly refuse of somebody's point of view which you are not allowed with it.
17. Be amiable, do not irritate, be patient.
18. Don't do what your subordinates can do, if there are no essential reserves in achievement of the aims.
19. Don't be scared if your subordinates are more capable than you. Delight with them.
20. Never use the official power if other methods have not been used.
21. The observations and the critic of the mistakes and gaps do in indirect mood, begin do the observations by bringing some congratulations.
22. Before you critique somebody don't forget to find out your own mistakes.
23. Don't take the direct commands, propose it, and put the questions.
24. Spare their esteem. Let them to go out from your office quiet.
25. Recognize the efforts, praise their progresses even they are not very important.

26. Encourage thus that the mistakes which has done your subordinators can solve easily.

27. Do in such mood, as what do you purpose to do seems like advises which you'd like in the similar conditions.

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