

## 4th year 8th semester

### Topic No. 8.

#### Assessment of the socio-psychological climate in the team

##### Plan:

1. Socio-psychological climate
2. Factors that influence the state of the socio-psychological climate in the team
3. The structure of the socio-psychological climate of the team
4. Problems solved when studying the socio-psychological climate in a team
5. Methods for studying the socio-psychological climate in a team

1. One of the tasks of a manager in the process of joint activities of people is to organize and regulate interaction and relationships in the department, creating a favorable socio-psychological climate. **The socio-psychological climate** is the relatively stable psychological mood of its members prevailing in a team, as well as the interpersonal relationships prevailing in the group.

The main factors that shape the socio-psychological climate are: the level of development of relationships in the group, leadership style and personality traits of the manager, working conditions, professional composition of the team. A favorable socio-psychological climate helps to increase labor productivity.

To assess the level of socio-psychological climate, questionnaires are most often used. The assessment uses objective and subjective indicators. Objective indicators are: the state of discipline, the level of staff turnover, etc. Subjective indicators are: the degree of job satisfaction, the authority of the manager, relationships with colleagues, etc.

The creation of a favorable socio-psychological climate is facilitated by teamwork methods, which consist of assembling a team to perform a task depending on the compatibility of team members and the team's ability to interact with other departments and organizations.

#### 2. Factors that influence the condition socio-psychological climate in the team

The most important problem in studying the socio-psychological climate is identifying the factors that shape it. The most important factors that determine the level of psychological climate of a production team are the personality of the leader and the system of selection and placement of administrative personnel, as well as the personal qualities of the leader, style and methods of leadership, the authority of the leader, as well as the individual characteristics of team members.

Let us consider in more detail the factors that influence the formation of a certain socio-psychological climate in the team:

1. Compatibility of its members, understood as the most favorable combination of employee properties, ensuring the effectiveness of joint activities and the personal satisfaction of each. Compatibility is manifested in mutual understanding, sympathy, and empathy between team members. There are two types of compatibility: psychophysiological and psychological. Psychophysiological is associated with the synchronicity of individual mental activity of workers (various endurance of group members, speed of thinking, peculiarities of perception, attention), which should be taken into account when distributing physical activity and assigning certain types of work. Psychological involves an optimal combination of personal mental properties: character traits, temperament, abilities, which leads to mutual understanding. Incompatibility manifests itself in the desire of team members to avoid each other, and if contacts are inevitable - in negative emotional states and even conflicts.

2. Behavioral style of the leader, manager, owner of the enterprise

3. Successful or unsuccessful progress of the production process

4. Applicable scale of rewards and punishments

5. Working conditions

6. Family situation, outside of work, conditions for spending free time

Depending on the nature of the socio-psychological climate, its impact on the individual will be different - it will stimulate work, lift spirits, instill cheerfulness and confidence, or, conversely, act depressingly, reduce energy, and lead to production and moral losses.

In addition, the socio-psychological climate can accelerate or slow down the development of key employee qualities necessary in business: readiness for constant innovation, the ability to act in extreme situations, make non-standard decisions, initiative and enterprise, readiness for continuous professional development, a combination of professional and humanitarian skills. culture.

It is safe to say that the mood of the entire team, its ability to work and the achievement of success depend on the leader's style of activity, his behavior, appearance and well-being. You cannot count on the fact that the necessary relationships in a team will arise by themselves; they must be consciously formed.

### **3. The structure of the socio-psychological climate of the team**

An essential element in the general concept of socio-psychological climate is the characteristics of its structure. This involves calculating the main components within the phenomenon under consideration according to some unified basis, in particular according to the category of relationship. Then, in the structure of the socio-psychological climate, the presence of two main divisions becomes obvious - people's attitude towards work and their attitude towards each other.

In turn, relationships with each other are differentiated into relationships between workmates and relationships in the system of leadership and subordination. And ultimately, the entire diversity of relationships is viewed

through the prism of two main parameters of mental attitude - emotional and objective.

By subject-matter we mean the direction of attention and the nature of a person's perception of certain aspects of his activity. Under the tonal one is his emotional attitude of satisfaction or dissatisfaction with these aspects.

The psychological climate of the collective, which reveals itself primarily in the relationships of people to each other and to the common cause, is still not exhausted by this. It inevitably affects people's attitudes towards the world as a whole, their attitude and worldview. As a result, a certain structure of immediate and subsequent, more immediate and more indirect manifestations of the socio-psychological climate is created. The fact that the attitude towards the world (the system of value orientations of the individual) and the attitude towards oneself (self-awareness, self-attitude and well-being) fall into the rank of subsequent, and not immediate manifestations of climate, is explained by their more complex, multiply mediated dependence not only on the situation of a given team, but also on a number of other factors, on the one hand, macro-scale, on the other, purely personal.

Indeed, a person's relationship to the world is formed within the framework of his way of life as a whole, which is never exhausted by the objects of one or another, even the most significant group for him.

The situation is similar with the attitude towards oneself. Each member of the team develops a behavior style, performance assessment, attitude to work, etc. that is appropriate to the socio-psychological climate. A person's self-awareness develops throughout his life, and well-being is significantly dependent not only on his status in the work collective, but often to an even greater extent on the family situation and physical health of the individual. This, of course, does not remove the possibility of considering the individual's self-esteem and well-being in this particular group and depending on it. The well-being of an individual in a team is reflected in the individual's relationship to a particular group as a whole, the degree of satisfaction with his position and interpersonal relationships in the group. Each member of the team, on the basis of all other parameters of the psychological climate, develops in himself a consciousness, perception, assessment and sense of his "I" within this particular community of people that corresponds to this climate. A person's well-being, to a certain extent, can also serve as a known indicator of the degree of development of his spiritual potential. In this case, we mean a mental state that is largely determined by the atmosphere of the production team. From this point of view, the very well-being of an individual can be considered as one of the most general indicators of the socio-psychological climate. At the same time, it cannot be considered completely thorough in order to specifically judge all aspects of the socio-psychological climate in the team, or the extent of its effectiveness.

**3.** If the purpose of the study is to analyze and assess the socio-psychological climate in the team, then to achieve it it is necessary to solve the following tasks:

1. Determine the emotional attitude of employees to their activities in general;
2. Identify the nature of relationships between employees in the team;
3. Identify the nature of the relationship between subordinates and managers;
4. Determine the degree of employee satisfaction with work and everyday factors of work organization;
5. Determine the degree of satisfaction with economic (material) labor promotion factors.

4. After formulating the goals and objectives of the study, it is necessary to choose the method by which data will be collected. Experts recommend a questionnaire survey as the most effective method of collecting data in medium and large teams, which, if the conditions are met, provides a high guarantee of the sincerity of the answers.

- In order for the respondent to be motivated to give sincere answers, it is necessary to guarantee the anonymity of the data presentation and explain that the survey results will be presented in a generalized form. This information should be conveyed to respondents not only in a preliminary message about the upcoming survey, but also immediately before the survey. For example, you can place the following text in the title of the questionnaire:

- In addition, informing respondents about the purpose of the survey will help ensure the sincerity of responses. Before conducting the survey, it is recommended to inform that the opinions of all respondents will be taken into account, and based on the survey results, measures will be taken to improve the climate in the team. If respondents know that their opinion can really change the situation for the better, they will be more sincere.

Experts are increasingly conducting such research through online surveys. They are convenient not only because an automated system allows you to collect data and provide results much faster, but also because it will provide the necessary conditions for a successful survey. Handing out paper questionnaires that are supposed to be filled out at the workplace may lead to a decrease in sincerity in the respondents' answers: being close to the object of assessment, his colleague, the respondent will most likely feel discomfort and overestimate the assessment. While away from the workplace and in a less stressful environment, the respondent will be able to answer sincerely. In online surveys, reasons for such experiences are, of course, excluded, which can also affect the increase in sincerity in respondents' answers.

Periodic research into the socio-psychological climate in a team can identify problematic areas of the team's life and take measures to improve the socio-psychological climate and, as a consequence, the labor efficiency of the organization's employees.

## QUESTIONNAIRE for assessing the socio-psychological climate in a team

We ask you to answer a number of questions in this anonymous questionnaire regarding your work.

Comparing your answers with the opinions of other employees will allow you to draw the right conclusions about our organization. But this, of course, depends on the sincerity, accuracy and completeness of your answers.

Please read the questions and choose the answer that you think is most correct and mark it with some sign (+). We ask you to answer all questions in the questionnaire.

1. Which member of your team is most respected by your colleagues? Give one or two names	
2. Please indicate which of the statements below you most agree with	
2.1. Most of our team members are good, nice people	
2.2. There are all sorts of people in our team	
2.3 Most of our team members are unpleasant people	
3. Do you think it would be good if members of your team lived close to each other?	
4. Pay attention to the given scale. Number 1 characterizes a team that you really like, and number 9 characterizes a team that you really don't like. Rate your team with numbers from 1 to 9	
5. What atmosphere usually prevails in your team? 1 corresponds to an unhealthy, uncomradely atmosphere, and 9 corresponds to an atmosphere of mutual assistance and mutual respect. Rate your team with numbers from 1 to 9	

### Processing the results

When assessing the socio-psychological climate of a team, the following results can be obtained:

- favorable climate in the team
- generally favorable
- completely unsatisfactory
- unsatisfactory
- trends are contradictory and uncertain.