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## THE MANAGEMENT OF INTERPERSONAL INTERACTION IN THE "SUPERIOR — SUBORDINATE" SYSTEM AS A MEANS OF PREVENTION OF EMOTIONAL BURNOUT IN THE ORGANS OF STATE AUTHORITY

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УПРАВЛІННЯ МІЖСОБИСТІСНОЮ ВЗАЄМОДІЄЮ В СИСТЕМІ "КЕРІВНИК-ПІДЛЕГЛИЙ"  
ЯК ЗАСІБ ЗАПОБІГАННЯ ЕМОЦІЙНОГО ВИГОРАННЯ В ОРГАНАХ ДЕРЖАВНОЇ ВЛАДИ

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***The article is devoted to the management of human resources in civil service. The idea that realization of principles of personnel management by the subject of management will contribute to preventing emotional burnout and to harmonization of interpersonal relationships between the manager and subordinate employees is substantiated.***

***The specific character of outlook and psychology of the subjects of managerial interaction which are formed under the influence of objective conditions and subjective factors are taken into account. Recognition of the fact of meaningful process of personnel management on all the levels of management hierarchy and, as a result, harmonization of relationships in the format "subject of management" — "object of management", which has to become the search for the most rational forms and methods of managerial activity, is considered. The efficiency of manager's activity according to such psychological criteria as satisfaction of subordinate civil servants as personnel members with various aspects of membership is assessed.***

***The article draws attention to the civil servants' desire to work and keep their membership in a team, a manager's real authority and leadership among subordinate employees. In order to prevent emotional burnout a team's assessment of their unity and, as a result, of their successful cooperation is done. For the purpose of preventing and overcoming emotional (professional) burnout, the attention is focused on understanding the approach to managerial interaction as a two-way process of a mutually-interested social partnership of employees of all hierarchical levels within the organ of authority as a social microsystem.***

***General and specific principles of personnel management are considered. Social significance of managerial work with the expansion of practice of "service management", is shown. "Service management" is understood as intellectual serving of collective labour by management apparatus. The main trends of harmonization of managerial interaction in the format "subject of management — object of management" are revealed.***

*A new approach to improving subordinate and re-ordination relations, functional management relations, which oblige senior management to refrain from excessive interference with the affairs of lower divisions and restrict their activity to the control of general state of business. The concepts "responsibility for leadership" and "responsibility for activities" are separated.*

*The necessity of improving the relations of discipline and responsibility for the purpose of preventing disorganization of official relationships in order to prevent emotional burnout is substantiated*

*Статтю присвячено управлінню людськими ресурсами державної служби. Враховано специфіку світогляду та психологію суб'єктів в управлінській взаємодії, що формуються під впливом об'єктивних умов та суб'єктивних факторів. Розглянуто визнання на усіх рівнях управлінської ієрархії факту смислового процесу управління персоналом і, як результат, гармонізація відносин у форматі "суб'єкт управління — об'єкт управління", що має стати пошуком найраціональніших форм та методів подолання емоційного вигорання. Оцінено ефективність діяльності керівника ще й за такими психологічними критеріями: задоволеність підлеглих державних службовців як членів колективу різними аспектами членства у ньому.*

*У статті звертається увага на бажання службовців працювати та зберігати своє членство у колективі, реальний авторитет та лідерство керівника серед підлеглих співробітників. З метою попередження емоційного вигорання розкрито самооцінку колективом своєї згуртованості і, як результат, своєї успішності функціонування. З метою попередження та подолання емоційного (професійного) вигорання акцентовано увагу на усвідомленні підходу до управлінської взаємодії як до двостороннього процесу взаємозацікавленого соціального партнерства співробітників усіх ієрархічних рівнів у межах органу влади як соціальної мікросистеми.*

*Розглянуто загальні та часткові принципи управління персоналом. Показано соціальна значимість управлінської праці з розширенням на практиці "сервісного управління", що розуміється як інтелектуальне обслуговування апаратом управління колективної праці. Розкрито головні напрями гармонізації управлінської взаємодії у форматі "суб'єкт управління — об'єкт управління".*

*Новий підхід до удосконалення субординаційних та реординаційних відносин, функціональних управлінських відносин, які зобов'язують вищестояще керівництво відмовитися від надмірного втручання у справи нижчестоящих підрозділів та обмежитися контролюванням загального стану справ. Розмежоване поняття "відповідальність за керівництво", "відповідальність за діяльність".*

*Обґрунтовано необхідність удосконалення відносин дисципліни і відповідальності з метою запобігання дезорганізації службових відносин з метою попередження емоційного вигорання.*

*Key words: management, interpersonal interaction, emotional burnout, organs of state authority, human resources.*

*Ключові слова: управління, міжособистісна взаємодія, емоційне вигорання, державні органи влади, людські ресурси.*

### RELEVANCE OF THE TOPIC, PROBLEM STATEMENT

Intensification of information flows, an increasing pace of everyday and professional life and the loss of a sense of stability of ideological orientation points

characterize the existence of any modern person, in particular, the heads of organs of state authority. In the process of their activities, when dealing with subordinates, managers are systematically subjected to psycho-emotional influences, because their activities, as

well as the activities of their subordinates, take place under the conditions of limited material, informational and time resources. Any manager is, first of all, a human being, a personality who is not only trying to fulfill his professional duties efficiently, but also to prevent, and sometimes overcome emotional burnout, which is often a consequence of his professional activity. Civil servants' emotional burnout prevents adapting to overloads, mobilizing their own abilities, overcoming anxiety, fear and improving interpersonal interaction in the "superior — subordinate" system.

The challenges facing the state nowadays increasingly convince that managing state authorities should be dealt with as a complex and multifaceted phenomenon, which we simultaneously consider as:

— set of relations, mechanism, forms and methods of influencing the formation, development and demand of civil servants' personal and professional abilities; a complex, constantly updating creative process, in which many organizational, socio-psychological, legal, economic, moral and other factors interact. Human resources management in general should prevent emotional burnout in order to increase work efficiency and maintain civil servants' mental health.

### THE ANALYSIS OF MODERN RESEARCH AND PUBLICATIONS

The analysis of modern research and publications shows that most scholars emphasize the priority trend of the modern era of functioning of the XXI century State, the essence of which is in the complication of the process of organs' of state authority personnel management. The following social processes and phenomena are considered to be its causes by scientists [4; 5; 7; 8]:

— The challenges of the XXI century, facing the national sphere of state management and the system of civil service. These challenges require more efficient development and more rational use of the entire body of civil servants.

— The increase of importance and, as a consequence, the complication of managerial work in the civil service, which often leads to emotional burnout.

— Strengthening social orientation of the system of public administration at a civil servant-employee as a result of recognizing personnel to be the most complex object of management.

— A permanent change of employees' system of values, associated with general political and economic reforms in a society.

— Recognizing the priority role of a leader as an organizer, firstly, of the team work of the group of like-minded civil servants; and, secondly, successful activity not only of the organ of state power, but also of each team member.

— Being aware of a leader's need for having a number of modern personality and business characteristics as a prerequisite for the implementation of leading activities, in particular, the ability to prevent emotional burnout.

— Renewal of the paradigm of public authorities personnel management, manifested in changing the system

of goals of personnel management, a complication in the systems of interaction of the subject and the object of management, which increasingly acquires characteristics of a mutually beneficial dialogue, compromise, social partnership.

— Strengthening attention to the professionalisation and technologization of managerial work as a basis for continuous optimization and improvement of the personnel management process.

— The transition from direct subjective influence on civil servants to the manager's formation of comfortable micro-environment in the team, in which they realize themselves as individuals on the basis of:

— the active implementation of the theory of "organizational humanism",

— the adequate development of organizational and managerial cultures,

— saving mental health by means of prevention of emotional burnout.

The official recognition of the social significance of managerial work with the expansion of "service management" in practice, which is understood as intellectual support of civil servants' collective work by the management apparatus which is also a means of preventing emotional burnout.

Although the theory, methodology and practice of management technologies are based on the principles of personnel management, their real implementation is not always associated with the qualitative characteristics of the interpersonal interaction of the subject and the object of management. In this regard, the purpose of the article is to analyze the principles of human resources management in the sphere of public administration as the basis for the effectiveness of interaction in "superior — subordinate" format, which is a condition for emotional burnout prevention.

### MAIN MATERIAL PRESENTATION

It is clear that the management of human resources of the organs of state authority should be based on the most important provisions of the Constitution of Ukraine and a number of normative and legal documents defining the foundations of the legal status of an individual in a society and in civil service [1].

Due to the fact that the development and implementation of the principles of management of public authorities is becoming a priority nowadays, the managers do not only need intuitive knowledge of principles, but to have a scientific understanding of their system, classification, mechanism of use [2, p. 14].

The principles of human resources management in the organ of state authority are understood, firstly, as the system of basic provisions, fundamental ideas, rules, according to which civil servants' administrative and official activities are carried out; and secondly, the general requirements for the content, organization, criteria of personnel management.

The classification, according to which the principles are divided into general and partial, is generally accepted. Moreover, we should single out the following principles among the general principles of personnel management:

— the principle of the division of labor, the essence of which is in the management of personnel specialization, which has to act as a coherent, clear mechanism for the provision and enforcement of the powers of the district state administration. At the same time, the manager has to take into account the diverse levels of subordinate civil servants' professional training and specialization;

— the principle of discipline aimed at ensuring the organization and functioning of an organ of public authority based on civil servants' awareness of importance, social significance of the performed official duty of being a mediator between the state and citizens, achieved using the system of measures and sanctions of organizational and educational nature. That is why the manager has to pay attention to employee morale, workplace and personal discipline, and subordinates' self-discipline;

— the principle of professionalism and competence, the essence of which is an organic combination of professionalism and competence as a prerequisite for the personnel achievement of a high level of quality of service activity, efficiency and effectiveness of the functions performed by the team.

In this regard, it is necessary to clearly differentiate between these two complementary concepts, because:

professionalism is an integral characteristic of individual, personal and subjective-activity properties as a holistic entity which enable the personnel to solve the tasks set before them at the maximum successful level;

competence is the highest form of professionalism manifestation, which is reproduced only if the structure of the personnel professional experience corresponds to the structure of tasks and functions that they must perform while doing professional activity. Failure to comply with this condition leads to the fact that qualities, inherent by personnel, do not allow them to act professionally, independently, creatively and responsibly display all their personal potential. It should be pointed out that the competent manager builds interpersonal relationships with subordinates, takes into account work overload and stresses to prevent emotional burnout. This is the manager's professionalism, which promotes the improvement of relations with subordinates, the creation of a favorable psychological climate in the teams of public authorities;

— the principle of consistency of personal and social interests, aimed at maximally perfect combination and harmonization of interests of service activity, and, therefore, the civil service, and civil servants' interests. Since civil servants regard general interest as public interest, it is necessary to form a clear and stable understanding of this interest, a sense of responsibility for national affairs, a sense of loyalty to their colleagues and pride in being a member of the civil servants' body as mediators between the Ukrainian state and its citizens;

— the principle of justice and equality. It should be pointed out that equality should be understood as equality of rights and obligations of persons being on the same level of career ladder. Justice is understood, firstly, as

the observance of these rights and obligations, and secondly, the implementation of a system of benefits for those civil servants who realize their personal, creative and professional potential in the process of their serving the state and community in the civil service most effectively. It is obvious that it is this understanding of these terms that indicates direct relation of this principle to motivating employees for honest administrative duties performance.

— the principle of personnel stability. The activities of the head of the state authority department as a subject of management should be aimed at preserving the professional core of the team of professionals, developing its ability to update forms and methods of work in full accordance with the present day challenges, struggling with high personnel turnover, unjustified replacement of specialists and managers, counteraction to breaking up a team of professionals in various branches of management hierarchy, etc.;

— the principle of unity of the personnel, which requires the subject of management to observe a number of rules, namely: 1) continuous coordination of subordinates' efforts; 2) objective stimulation of the efficiency and effectiveness of their service activities, maximum use of employees' potential personal abilities; 4) objective recognition and, as a consequence, fair compensation for each subordinate employee's merits;

— the principle of adaptation to the variability and unpredictability of the conditions of activity.

We believe that these principle will acquire priority significance in connection with state authorities solving new tasks under modern conditions, which require civil servants to do intensive work, to increase their knowledge continuously, to reassess the accumulated experience, to overcome established stereotypes, to intensify self-improvement and self-actualization processes while performing service activities, etc. At the same time, the manager is obligated to overcome the resistance of the conservative part of the personnel, relying on the innovative forces in the team and strengthening their confidence in the possibility of successful dealing with new, extraordinary tasks;

— the principle of personnel efficiency related to the alignment of costs and specific results of personnel activities, which should be directed by the head at the effective use of technology of professional activity, savings allocated funds, improving the effectiveness of service measures aimed at ensuring the highest quality performance of the powers of the state administration.

Partial principles of tmanagement of public administration personnel also deserve constant managers' attention. It is useful to mention some of them:

1) the principle of recruitment for working in civil service according to professional-personal, moral and ethical, business features, which must fully meet the position requirements;

2) the principle of planning how to use human resources as the most valuable resource of any organ of state authority. That is why the manager is obligated to carry out the planned approach, strategy and tactics of using personnel with the maximum efficiency for the organization;

3) the principle of personnel rotation, aimed at ensuring: continuity in civil servants' activities, "institutional memory" of the state administration, timely human resource updating, attracting new forces of keeping personnel qualification at the level of modern requirements;

4) the principle of stimulating civil servants' most efficient and effective activity. Moreover, an important task for the manager is to provide an objective, motivated advantage to honest, creative, active employees;

5) the principle of education related to the formation of civil servants' loyalty to the constitutional system, respect for the laws of the Ukrainian state, responsibility for performing official duties, pride for the membership of the corps of civil servants as a group of creative personalities of like-minded persons.

We are convinced that the implementation of the above-mentioned principles by state authorities administration will facilitate harmonization of management interaction in the format "the subject of management — the object of management", which [2, p. 12; 6, p. 140—142]:

- is necessary, above all, for the manager as the organizer of subordinates' collective activities;

- characterizes management activity not only as a science of management, but also as the art of management;

- becomes of paramount importance and significance for the improving interpersonal relationships in a group of creative like-minded people;

- is the necessity of human resource management in order to prevent personnel emotional burnout;

- provides a managerial vertical with the traditional obligation of subordination relationship of the nature of mutually interested social partnership within an organization of an administrative type;

- provides for implementation and updating of creative professional potential by each civil servant's personality;

- is humanization of subordination hierarchical relations, which promotes, firstly, activating each employee's personal potential, and secondly, maintaining institutional memory and corporatism among all civil servants;

- emphasizes the importance of a subordinate employee as a unique person;

- characterizes the level of comfort / discomfort of subordinate employees in the social space of the organ of state authority as a social microsystem;

- ensures the search for the most rational forms and methods of managerial activity, on the use of which the efficiency of each organ of state authority as well as each civil servant depend as a whole.

That is why, in our opinion, the following lines of action should be recognized as the main trends of managerial activity harmonization in the format "subject of management — object of management" in the civil service:

1. Updating relations of subordination in order to get rid of excessive bureaucratization and "paperwork".

2. Improvement of the ideological level of subordination in order to minimize the negative influence of managers' thinking, obliged to focus not only on solving practical problems, but also on interpersonal relations with subordinate civil servants.

3. In the process of official subordination in the organizational structure of the organ of state authority reordination relations should be considered. The essence of these relations is in the fact that the active role of influence on the subject of management belongs to the object of management itself. Two types of such relations need to be distinguished [3, p. 28—29]:

- initiative reordination relations, the manifestation of which is a positive response of subordinates to the manager's activity and, as a result, their putting forward various offers and initiatives aimed at professional activities improvement;

- reactive reordination relations, the essence of which is the negative reaction of subordinate employees to certain actions or to all manager's activities.

4. Improvement, along with subordinate and reordering relations, of functional managerial relations, which oblige senior management to refuse excessive interference into the affairs of lower departments and limit control to the state of general state of affairs. That is why in such relations it is expedient, in our opinion, to differentiate:

- "responsibility for management" in the following types of management activities: personnel selection, goal setting, informing subordinate civil servants about the general state of affairs and tasks, reaction to emergency situations, coordination of employees' activities;

- "responsibility for activities", which obliges employees to: independent actions and decision-making within their competence; informing the management about emergency situations and general state of affairs in their departments; informing colleagues about the events in the team which are important for their activities.

5. Supplementing functional managerial relations, based on the specialization of the fields of managerial and performing activities, cooperation relations, under which we understand the horizontal relationship between the employees of one unit.

6. Improving the relations of discipline and liability in order to prevent disorganization of official relationships.

7. Responsibility for creating a favorable psychological climate, in order to maintain employees' mental health by means of emotional social prevention.

8. The improvement of internal social environment in the micro system of team of employees, the basis of which is a constructive moral and psychological microclimate.

9. Manager's demonstration of real management leadership based on the obligatory combination of the authority of the manager's position with the authority of his personality, in order to improve qualitative indicators of the vertical and horizontal interaction, carried out by him.

10. Recognition of organizational and managerial cultures as the basis for efficient and successful interaction with subordinate employees, which will help to overcome a number of negative phenomena [4, p. 82—84]:

- a) in managers' behavior: — bureaucratic conceit, that is arrogant attitude to employees of lower levels of management hierarchy; — an administrative cowardice, which, as a reverse side of the bureaucratic conceit, manifests itself in the manager's fear to assume full

responsibility for making managerial decisions, ignoring his subordinates' initiative, willingness to compromise for the sake of "calmness" of superior leadership;

b) in the behavior of subordinate civil servants: — "administrative awe" to senior management.

11. Awareness and approach to managerial interaction as to a two-way process of mutually interested social partnership of employees of all hierarchical levels within the organ of authority as a social microsystem. Such an approach will allow not only to solve the problem of joint collegial activities, but also to work in a team of like-minded employees. This is extremely important as it sometimes happens that a manager recognizes the necessity of such an activity only by words. The egocentrism of this type of leaders, being opposed to the collective principle of activity, causes such negative phenomena as "internal emigration", "internal regeneration", "psychological burnout", etc. among employees.

12. Recognition of subordinates by creative personalities in order to maximize their self-realization in professional activities in civil service.

## CONCLUSIONS

Thus, awareness, understanding and recognition of importance and significance of the above-mentioned principles of personnel management as a basis for harmonization of management relations in the "subject of management — object of management" format by the leaders of state administration will promote:

firstly, objectification of the fact that, since the process of personnel management does not occur spontaneously, its mandatory condition should be readiness of all subjects of management who are involved in it for mutually interested constructive interpersonal interaction with the objects of management that is one of the means of preventing emotional burnout;

secondly, taking into account specifics of the world outlook and psychology of the subjects of managerial interaction, which are formed under the influence of objective conditions and subjective factors;

thirdly, recognition at all levels of the managerial hierarchy of the fact that the main meaning of the process of personnel management and, as a result, the harmonization of relations in the format of "subject of management — object of management" should be the search for the most rational forms and methods of managerial activity, application of which will significantly improve the efficiency and results of not only managerial activity of each manager, professional activities of each civil servant and every organ of state authority, but also of the civil service of Ukraine as a whole;

fourthly, the assessment of efficiency of manager's work is also based on such psychological criteria as: satisfaction of subordinate civil servants as members of the team with various aspects of membership in it, employees' desire to work and maintain their membership in the team, the manager's real authority and leadership among subordinates, team's assessment of its unity and, as a result, its successful functioning.

The perspectives for further research of the problems in the article may be the following issues: social efficiency of management activities; the level of satisfaction /

dissatisfaction of objects of management by professional activity; objective and subjective reasons which are a kind of a break on the way of a manager's solving the above-mentioned principles of human resources management, means of overcoming emotional burnout.

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