

# *Socio-psychological determinants of resource potential of civil servants*

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**Abstract:** The problem of socio-psychological resource potential of the individual in modern social systems is one of the global and key problems in the civil service. Professional development of human resources of public authorities in the process of civil service reform, identification of social factors that affect the professional development of personnel.

According to the implementation of the Concept of reforming the system of professional training of civil servants, heads of local state administrations, their first deputies and deputies, local government officials and deputies of local councils, socio-psychological determinants of resource potential of public managers are considered as the main mechanism for practical efficiency. work of state authorities and local governments.

## 1. Introduction

Reforming public administration on a democratic basis and building the rule of law require an appropriate staffing of state institutions has necessitated the training of conscious and competent employees. Given the adaptation of personnel policy to new social realities and at the same time preserving the best achievements of the past, staffing in public administration requires research into the determinants of socio-psychological resource potential of employees in public administration and identify promising ways to improve staffing. Taking into account the peculiarities of the social and psychological resource potential of the employee in the system of public administration will help increase the efficiency of work with staff, solve problems of selection, training, planning and professional development of civil service personnel.

## 2. The current state of socio-psychological resource potential of civil servants

In scientific terms, today the issue of staffing issues is quite thoroughly considered, taking into account the innate factors of personality in the field of public administration. In particular, the

works of domestic scientists such as N. Nyzhnyk, L. Bykov, S. Kovalenko, V. Lugovoi, V. Soroko, G. Lelikov, S. Zagorodniuk and other scientists in whom the concept of personnel is revealed are important. provision, defined basic principles and requirements for the development of civil servants.

The introduction of an effective staffing system is determined by the following circumstances: 1. The need to take into account and use to solve personnel problems of organizational and managerial, socio-economic, legal, moral, psychological knowledge and skills. 2. The need for new psychological approaches to restore staffing in the public administration system, taking into account domestic and foreign experience.

One of the priorities of new psychological approaches to staffing in the public administration system is to take into account indicators of personal potential and innate characteristics of the resource potential of civil servants, which determined the course of our experimental study.

Assessment of the current state of socio-psychological, motivational-operational and value-cultural mechanisms of development of socio-psychological resource potential of civil servants is based on determining the degree of motivation for professional career growth and compliance with ethical standards, level of personal and professional growth, the degree of personal potential psychology of the profession. The tool is the author's study of the determinants of socio-psychological resource potential of the employee in the system of public administration.

A comparative study of the interdependence of indicators of socio-psychological resource potential of employees and the success of their activities in the system of public administration. The control group in this study were business representatives and students.

The purpose of the study was to establish the characteristics of personal potential of managers in comparison with entrepreneurs, as well as the control group (employees of other professions).

### **3. Research of social and psychological potential of a civil servant**

#### **3.1 Interpretation of research results**

According to the Mann - Whitney test, entrepreneurs are happier than the subjects of the control sample ( $p < 0.05$ ), more tolerant of uncertainty ( $p < 0.05$ ), at the level of the trend more often perceive their lives as more meaningful ( $p < 0.1$ ), more willing to take risks and learn from new experiences, more involved in what is happening ( $p < 0.1$ ). They significantly more often consider work as work and significantly less often - career ( $p < 0,05$ ). Quasi-reflection (departure from reality) on the differential test of reflection in entrepreneurs are expressed significantly less than in the control sample ( $p < 0,05$ ).

According to our data, although managers did not differ from the control group in the level of subjective well-being, happiness and consciousness of life, but the variance of their indicators on the scale of life satisfaction was twice the variance of the control group. In other words, there were two groups of managers - highly satisfied with their lives and dissatisfied. The maximum differences between the group of managers and the subjects of the control groups ( $p < 0,005$ ) were found in the parameters of tolerance to uncertainty and viability, especially in the risk component. Less pronounced, but significant differences in control and optimism. Summarizing these results, we see that managers have an indicator of personal potential that is less vulnerable and more flexible in unexpected, uncertain and new situations. They maintain their determination both in the face of external pressure and in the face of their own failures, although they are not always satisfied with their successes.

"Managers" were less happy ( $p < 0.1$ ) than the control sample, they feel less active and full of energy and feel a sense of flow in professional activities. At the same time, they are significantly

more often than in the control sample, relate to work as a job and significantly less often - as a career or vocation, which scores on subscales quasi-reflection (departure from reality) at the trend level ( $p < 0,1$ ) below than in the control sample.

In general, entrepreneurs are happier than managers, and their lives are more meaningful. This is especially true of the sense of manageability of life, interest in life and satisfaction with self-realization, i.e. those scales that are characteristic of entrepreneurs, compared with the control sample. "Managers" are less likely to perceive work as a vocation, they have a lower level of risk, as well as tolerance for uncertainty. In terms of reflexivity, entrepreneurs differ significantly from "managers" only on the scale of quasi-reflection, or departure from reality ( $p < 0,001$ ): "managers" are significantly more prone to fantasy. The structure of personal potential and subjective well-being. To identify the structure of personal potential in groups, we conducted a correlation analysis. The first thing that attracts attention in the analysis of correlations in different groups is that the variables of personal potential in the "Managers" are closely related to each other and to subjective well-being. In the control group, such connections are less and they are less pronounced. Entrepreneurs have all the correlations below, and there is no connection with subjective well-being at all. In other words, the structure of the personal potential of "managers" is simpler, it is more consistent. The structure of personal potential of entrepreneurs is more differentiated and ambiguous.

Subjective well-being and attitude to work. Subjective well-being of entrepreneurs is not associated with any of the variables of personal potential. For comparison, in the control group it is higher with higher rates of vitality, meaningfulness of life, a sense of flow in professional activities and vitality. In the group of "managers" well-being is positively correlated not only with the welcome, but also with the involvement and acceptance of risk, a sense of flow, as well as the attitude to work as a vocation, ie with those indicators that distinguish "managers" from entrepreneurs. In other words, the closer to the parameters of personal potential "Managers" to entrepreneurs, the more often they feel the state of the flow and the readier for surprises, the more they are subjectively prosperous.

In the control group, the attitude to work as a career is opposed to the attitude to it as a job or vocation. In both groups of businessmen, the attitude to work as work is opposed to two other forms of relationship. At the same time, in the group of entrepreneurs the attitude to work as a vocation is connected with vital beliefs, and in the group of "Managers" the attitude to work as work and attitude to work as vocation are connected with vitality.

The structure of personal potential. In the control group in the structure of personal potential are closely linked vitality, tolerance for uncertainty and consciousness of life: the more meaningful life, the more active and full of energy feel subjects. The sense of flow in professional activities is associated with them to a lesser extent.

In the structure of personal potential of entrepreneur's vitality and closely related to each other and correlate with a sense of flow in professional activities and tolerance for uncertainty. The same, but much more pronounced correlations are characteristic of the group of "managers". If the correlations in the structure of personal potential of entrepreneurs vary at the level of 0.5-0.8, corresponding to or being lower than in the control group, then in the group of "managers" most of them reach and even exceed 0.7-0.9. This indicates a more differentiated structure of personal potential of entrepreneurs.

### **3.2 Structural components personal potential**

Subjective well-being of entrepreneurs and managers. Subjective well-being turned out to be a central variable, which allows to distinguish between entrepreneurs, managers and representatives

of the control sample, as well as to show that the parameter entrepreneur / manager is really important for predicting subjective well-being. Entrepreneurs are happier and managers are less happy than the control sample. An additional group is in an "intermediate" position: in it the average value of well-being corresponds to the average of "managers", but the extreme values dominate - high and low subjective well-being. Presumably, these data are explained by the heterogeneity of the group, the fact that it could be present as entrepreneurs and managers.

Based on the data obtained, we can assume that the relationship between financial and subjective well-being is mediated by at least such a variable as subjective control over the situation, or "choice". If a person has created his own business, he feels more in control and can re-create the business or change it. Managers have more limited opportunities, they often have no choice.

Understanding life. Entrepreneurs of our sample are characterized by a greater consciousness of life than the control sample and especially the "Managers". Interestingly, this difference is created through manageability of life and satisfaction with self-realization. In other words, the idea that life is interesting, the realization of their goals and manageability of life is characteristic of entrepreneurs.

Flow in professional activity. Entrepreneurs are more likely to feel a sense of flow in professional activities than subjects of the control sample, followed by "managers". It turns out that "managers" are least prone to a sense of flow, which again may explain the decrease in this group of subjective well-being.

For the representative of the control sample, the meaning of work is "divided" between career, vocation and work, and most of it is a career. The "formula" of successful business is the attitude to work as a vocation and, even more so, as work. In management, the idea of work as work comes to the fore. When creating your business, it is important to balance the attitude to work as a vocation and as work.

Viability. Entrepreneurs are more involved in solving emerging problem and stressful situations and are more willing to take risks and learn from their own experience than "managers" and the control sample.

Reflexivity. Quasi-reflection in entrepreneurs is significantly less than in the control sample ( $p < 0.05$ ). The "managers" scores on this scale at the trend level ( $p < 0.1$ ) are lower than in the control sample. The same pattern was found for the scale of departure from reality: entrepreneurs ( $p < 0.05$ ) and "managers" ( $p < 0.1$ ) are less likely to deviate from reality than the subjects of the control sample. In other words, although entrepreneurs and "managers" do not have a pronounced tendency to systemic reflection, their scores on the scales of rigid types of reflexivity (self-digging and departure from reality) are lower than in the control group, and these differences are most characteristic of the control group.

Tolerance to uncertainty. Entrepreneurs in our sample are more tolerant of uncertainty than control sample subjects and "managers". In general, these data are consistent with the notion of tolerance for uncertainty as a necessary characteristic for the start of any case, which is characterized by uncertainty and the criteria for which are unclear.

Entrepreneurs who have set up their business are ready for uncertain and unexpected risk situations. In a stressful situation, they are active and learn from their own experience. They perceive their lives as more interesting and meaningful. Work for them is a job and a vocation, but not a career. Characteristically, one of the entrepreneurs, evaluating the work, instead of the proposed options wrote: "Work for me is life." That is, the work is associated for entrepreneurs with deeper personal dispositions - their attitude to life, the perception of it as meaningful.

"Managers" do not differ from the control sample in terms of consciousness of life, vitality and tolerance for uncertainty. They experience less sense of flow in professional activities. For them, work is usually a job and much less often a career or vocation. However, they are less active, their

vitality is lower than in the control group.

### 3.3 Conclusion about the results of the study

For entrepreneurs the most favorable attitude to work as a vocation. At the same time, the attitude to work as work is also necessary, but it is not related to readiness for stressful situations. For "managers", both the attitude to work as work and the perception of work as a vocation can be important for work - both are related to viability, although only the vocation enhances the experience of flow in professional activities. In general, our results confirm that entrepreneurs and managers are characterized by specific features of personal potential that contribute to effective self-regulation in their activities. By themselves, business success and financial well-being do not directly affect subjective well-being. Rather, subjective well-being is related to the characteristics of personal potential, as well as the characteristics of activities (managers-managers are less prosperous than entrepreneurs). The first thing that attracts attention in the analysis of correlations in different groups is that the variables of personal potential in the "managers" are closely related to each other and to subjective well-being. In the control group, such connections are less and they are less pronounced. Entrepreneurs have lower correlations, and no links with subjective well-being at all. In other words, the structure of the personal potential of "managers" is simpler, it is more consistent. The structure of personal potential of entrepreneurs is more differentiated and ambiguous.

### 4. Conclusions

The obtained results indicate that the structure of personal potential differs between entrepreneurs and employees of public administration, as well as in the control sample.

The structure of personal potential of public administration employees is simpler, it is more consistent. More differentiated and ambiguous structure of personal potential of entrepreneurs. A common feature that characterizes both entrepreneurs and public administration employees was the attitude to work as a job rather than a career. Of course, the obtained data open the possibility of revising the psychological mechanisms of successful public administration from the standpoint of the concept of personal potential and its role in the success of professional activities and the effectiveness of public administration in general.

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