Communicative qualities of a person as the component of professional self-consciousness of the Director of the social service

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Abstract. The article is devoted to the scientific analysis of professional self-consciousness of managers and specialists in different fields of professional activity. Authors consider modern problems connected with communicative qualities of a manager in the organization of the activity of social service. The actual growth of social service is determined by transformation processes occurring in the modern society. There are characteristics of social services from the point of view of peculiarities of their organization and provision. It is determined that their character influences the degree of complexity of personnel management. According to the social and psychological research communicative qualities of a person are a leading component of professional self-consciousness of a manager of social service. In conclusion there are recommendations where the results of the research can be used effectively.

Introduction

The development of the scientific and technical progress, the complication of production tasks, new methods and strategies of management change requirements to managers in the modern society. Nowadays the level of the efficient work of any organization depends directly on the capabilities of its managers to work out and take modern and relevant decisions, to develop positive patterns of behavior and activity of each employee. The increase of his personal efficiency can be reached if there is knowledge of theoretical basis of management, practical experience and skills to use science, theory and practice.

Despite the fact that tasks of discontinuous professional development are constantly actual, not every manager can assess his own potential and realize development perspectives. Such situation may happen if the manager has a developed self-consciousness when he is able to realize himself as the subject of the professional activity that means he has a professional self-consciousness.

The problem of the professional self-consciousness development of managers and specialists of different fields of professional activities is considered in the researches of different scientists (Bragina V.D., Vaskovskiy S.V., Yeldyshova O.A., Kaziev V.N., Klimov Ye.A., Kosheleva S.V., Kryakhtunov M.I., Markova A.K., Matveeva L.G., Mironova T.L., Mitina L.M., Parygin B.G., Fam T.N.).
However, in psychology till nowadays there is no single and common definition of the professional self-consciousness of director of social service [1, 2, 3, 4].

1. **Specific features of social service in the sphere of production and consumption of services**

As the organization of social service is formed to provide people with professional assistance in the sphere of social relations and individual problems of clients [5]. The development of market relations caused a sharp stratification of the society where one part being owners of private property began to receive stable profit, and another part became the social group which due to various reasons is not capable to support its living. This transformation of the society led to the growth of the importance of social service.

The content of the social service differs significantly from other activities because the object is different, and it is influenced by the employee in the process of his labour activity and the character of services is also different in this service sphere. Scientists consider service differently, that is why we need to study definitions of service in wide and narrow senses (Figure1.). Services in the social sphere are characterized by specific features in the sphere of their production and consumption.

Firstly, services produced in fields of the social sphere are to have significant external positive effects in the process of their provision (for example, reduction of risks and scales of population diseases, distribution of social values and development of economic sphere). At the same time the process of services’ consumption provokes a significant social interest and this fact allows us to consider services as the category of socially meaningful benefits.

Secondly, as the direct recipients of the social service are people, that is why the location of institutions and organizations of social sphere on a definite territory depends directly on such demographic facts as: population and its density, demographic structure and etc.

![Figure1. Classification of approaches to the definition of service](image-url)

Thirdly, big expenditures of social service production and high level of complexity of service provision influence service cost.

Fourthly, there is a high individuality of employees of social service and this means that in other words the result of the activity of employees of social service is directly dependent not only on subject-producers, but on capabilities of a person who is the recipient of this service [6,7].

All the above-mentioned features of service influence professional and personal qualities of employees of the social sphere and define the complicated character of this work.

2. **Communicative qualities of a person as a leading component of professional self-consciousness of the Director of social service**

Professional and personal qualities of employees of social services which are necessary for their successful performance of given tasks are becoming an object of the scientific research. As a rule, the first group of qualities includes high level of professional education of an employee that is employees should have theoretical knowledge of social work, legal aspects of their activity, pedagogy and psychology [8].

The second group of qualities includes personal qualities of employees of social service because namely these qualities are the main reason of success and effectiveness of the performed work.
Honesty, justice, patience and kindness are the main features of professional suitability of employees of social service and they define the success of interaction with clients [9].

Thus there are some objective facts which make us have a new look at the tasks of management in this field and also at requirements of Directors of social service:

1. Nowadays the sphere of social service is one of the developing and demanding spheres;
2. There are specific features of the Director;
3. The growing number of citizens who need social services makes the Director create favourable working conditions for his subordinates.

Considering the above-mentioned the main tasks of a modern Director are not only to consider and justify general perspectives of the organization development but also to realize prospects of his own and his subordinates’ professional development. The problem of professional development of self-consciousness of Directors of social services is determined by the growth of people who need social services because the increasing number of clients leads to the situation when a Director has to pay more attention to his subordinates (creation of favourable conditions, increase of labour motivation, stimulation with the help of financial rewards and etc.) than to his professional development.

We can conclude that the leading component of professional self-consciousness of a Director of social service at the modern stage of this system development is communicative qualities of a person. Firstly, these qualities allow a Director to perform all management functions which are necessary for production and provision of social services including adequate orders and control of subordinates’ performed tasks. Secondly, they help to form horizontal and vertical connections between subordinated managers. Thirdly, they allow to exclude communicative barriers between employees of the organization from the process of communication because they have a negative effect on the use of information.

3. Empirical research of components of professional self-consciousness of managers of social service

9 managers and 90 employees of 3 social services in Volgograd and Volgograd region (3 Directors and 30 employees from each social service) took part in the research. To measure components of Directors’ professional self-consciousness the following techniques were chosen: study of professional self-conception of a person of a Director as a core of the professional self-consciousness [10], method of self-effectiveness (J. Maddus and M. Scheer, A.V. Boyarintseva’s adaptation) which is aimed at the research of self-consciousness and self-assessment of a person. Social and psychological climate among colleagues is measured with the help of the method which is called map and scheme of psychological climate assessment (L.N. Lutoshkin).

The results of empirical research: according to the results in Table 1 we can say that managers of Social Service №1 appreciate the feedback with their employees, they try to take into account their employees’ opinion. They consider the following qualities important: volitional, communicative and constant interaction with subordinates.

| Table 1. Comparative analysis of components of professional self-consciousness of Directors of Social Services №1, 2, 3. |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Social Services №1 | Social Services №2 | Social Services №3 | |
| Components of professional self-consciousness | Average figure | Components of professional self-consciousness | Average figure | Components of professional self-consciousness | Average figure |
| Volitional qualities of a Director (Looking-glass Self) | 145 | Volitional qualities of a Director (Normative Self) | 170 | Moral and ethical qualities of a Director (Looking-glass Self) | 133 |
In Social Service № 2 managers consider that the key factor in their professional activity is the correlation of the manager’s image among subordinates with his own ideal. Firstly, they take into account volitional, moral and ethical, organizational and administrative qualities. In Social Service № 3 managers appreciate moral and ethical, organizational and administrative qualities from the point of view of self-assessment and subordinates. But they do not compare themselves with standard features of a Director.

Among managers of Social Service № 1 the following components dominate:
1) Level of self-effectiveness (in the sphere of interpersonal communication activity) means that subjective manager assessment of his interpersonal communication, knowledge and feelings help to achieve results during the interaction with subordinates;
2) Volitional qualities (Looking-glass Self) of professional Self-conception are manager’s view of assessment of his capabilities in management from the point of view of subordinates (for example, how his subordinates assess his capability to cope with problems, how he can achieve his goals and perform definite tasks).
3) Communicative qualities (Looking-glass Self) determine views of a Director about how his subordinates assess his flexibility, communicative skills, skills of interpersonal communication.
4) Communicative qualities (Normative Self) show which communicative skills subordinates would like their manager to have and if the manager can assess these qualities himself.

Among managers of Social Service № 2 the following components dominate:
1) Moral and ethical qualities (Real Self) mean that the manager can give a real assessment of himself, and there are the following prevailing qualities: independence, high professionalism, priority of the personal achievement.
2) Moral and ethical qualities (Looking-glass Self) are manager’s views of his independence, professionalism according to his subordinates’ opinion.
3) Volitional qualities of a Director (Normative Self) show which volitional qualities according to his opinion his subordinates would like their manager to have and if the manager can assess these qualities himself.
4) Organizational and administrative qualities of a Director (Real Self) mean real assessment of his own initiative; independence in solving problems; self-organization, discipline; sense of duty.

| Communicative qualities of a Director (Normative Self) | Moral and ethical qualities of a Director (Real Self) | Moral and ethical qualities of a Director (Real Self) | Organizational and administrative qualities of a Director (Looking-glass Self) |
|-------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------|
| 121                                                   | 130                                               | 128                                               | 108                                                                     |
| Communicative qualities of a Director (Looking-glass Self) | Moral and ethical qualities of a Director (Looking-glass Self) | 129                                               | Organizational and administrative qualities of a Director (Looking-glass Self) |
| 110                                                   | 129                                               | 108                                               | 109                                                                     |
| Level of self-effectiveness (in the sphere of subject activity) | Organizational and administrative qualities of a Director (Ideal Self) | 118                                               | Organizational and administrative qualities of a Director (Looking-glass Self) |
| 40                                                    | 104                                               | 109                                               | 14                                                                      |
| Level of self-effectiveness (in the sphere of interpersonal communication activity) | Organizational and administrative qualities of a Director (Real Self) | 12                                                    | Level of self-effectiveness (in the sphere of interpersonal communication activity) |
| 12                                                    | 104                                               | 14                                               | 4                                                                      |
5) Organizational and administrative qualities of a Director (Ideal Self) are comparisons of the manager with his own ideal assessing his initiative; independence; self-organization, discipline; sense of duty.

Among managers of Social Service № 3 the following components dominate:
1) Moral and ethical qualities of a Director (Real Self) mean the real assessment and domination of the following qualities: independence, high professionalism, priority of the personal achievement.
2) Moral and ethical qualities of a manager (Looking-glass Self) are manager’s views about his independence, professionalism from the point of view of his subordinates.
3) Organizational and administrative qualities of a manager (Real Self) means real manager’s assessment of his own initiative; independence in solving problems; self-organization, discipline; sense of duty.
4) Organizational and administrative qualities of a manager (Looking-glass Self) are manager’s views of his initiative; independence in solving problems; self-organization, discipline; sense of duty according to his subordinates’ opinion.

![Figure 2. Assessment of social and psychological climate among colleagues](image)

According to the results (Figure 2) all three Social Services have the average degree of favorable conditions, but Social Service № 1 has the highest level of the auspiciousness.

4. Conclusion
Thus, nowadays social work is one of the main mechanisms of social support and population provision. Social services are the final unit in the system of social provision whose work is to realize the process of social services’ provision. The character of services differentiates social service from other kinds of activities and determines managers’ professional features in these organizations.

According to the analysis communicative skills are the basis of the effective performance of management functions in organizations of social services.

The results of this research can be used in training managers of social services (for example, MBA, President program of training managers for organizations of the national economy).

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