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PROFESSIONAL SELF-EFFICIENCY AND SUBJECTIVE SUCCESS OF MANAGERS AT DIFFERENT LEVELS

The purpose of our work was to determine the characteristics of the relationship between professional self-efficacy and subjective success in managers of different levels who work in Ukrainian companies during the war in Ukraine. Managers of different levels (N=58) participated in the study, who were involved in the study through various online platforms. Among the subjects - 43 men and 15 women aged 27 to 56 years. Research methods: questionnaire, numerical scaling, questionnaire of professional self-efficacy ("Short occupational self-efficacy scale"), "Who am I?" method M. Kuhn and T. McPartland. The managers under study have a high level of subjective success, which is moderately high and indicates the satisfaction of the subjects with their own achievements and behavior. The professional self-efficacy of the managers under study has a moderately high value. Managers clearly formulate goals in their work and feel motivated to overcome all obstacles that stand on the way to a certain result. The identity of different levels managers researched is presented as follows: in the first place there is the professional role position (leader, entrepreneur, manager and specialist), then - family affiliation and roles in the family (husband, father, son, brother), personal qualities (reliability, stability, justice, sincerity, diligence), characteristics of activity ("study an interesting topic", "make your friends happy") complete the list of friendship criteria, existential self, self-assessment of social skills, description of your physical data, citizenship, ethnic and gender identity. Managers who have a larger number of subordinates, are close to the head of the company, and have a high level of professional self-efficacy, are more likely to consider themselves completely successful.

Keywords: *professional self-efficacy; progress; head; personal identity; small and medium business.*

Introduction. The full-scale invasion of Russia dealt a blow to our country's economy. According to the Ministry of Statistics, in the first year of the war, the losses of small and medium-sized businesses alone amounted to more than 83 billion US dollars. A year later, the situation began to change: many companies returned to the market, and now they not only adapt to new conditions, but also make development plans, think about improving the success of organizational management, and the effective work of employees.

In modern society, successful leadership is associated with the ability to influence the team and organize its activities to achieve common goals. The work of the head of the organization requires the ability to make decisions, take responsibility for mistakes and use them for personal growth. Self-efficacy is one of the main characteristics of an individual that increases the efficiency of professional activity. Professional self-efficacy is defined as a person's confidence in the ability to successfully perform work tasks. The concept of "professional self-efficacy" is related to the

research of A. Bandura (1977), who noted that the task a person solves is important in assessing self-efficacy.

The current state of the researched problem. It can be noted that the study of professional self-efficacy is very extensive. O. Muzyka (2020) studied professional self-efficacy in the context of professional training of students. In her opinion, the development of professional self-efficacy of students is possible in the conditions of gaining valuable experience in the development and evaluation of professional competences and in the presence of interaction of all subjects of the educational process.

O. Krevska (2018) defined professional self-efficacy as the perceived ability of specialists and heads of organizations to solve complex professional situations. Competencies and abilities that model the behavior of a specialist in accordance with the organization requirements are necessary for its successful implementation. Two main components of professional self-efficacy are distinguished: personal (feeling of self-respect, self-worth and real competence) and effective, which makes a person effective according to certain indicators

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of professional conditions of activity. The success of the organization managers is related to the success of an individual and motivational standards of professional self-efficacy.

For O. Kredentser (2021), the main psychological indicators that correlate with professional self-efficacy are: at the personal level – emotional intelligence, leadership qualities, innovativeness, readiness for change, self-esteem, mental health; at the organizational level – organizational commitment, career, motivation, job satisfaction, involvement in work, psychological characteristics of work tasks. Experience in a specific position helps to increase confidence in the ability to successfully perform work-related tasks. In large (by the number of employees) educational organizations, the level of professional self-efficacy is lower than in few organizations.

S. Kazakova (2018) determined the insufficient level of professional self-efficacy of heads of vocational and technical education institutions and its dependence on the type, location and region of the educational institution.

In the study of N. Lapteva (2020), the professional self-efficacy of managers and employees of the organization was determined and the methodology "Professional Self-Efficacy Scale" was adapted, which is a reliable and convenient tool for studying this characteristic.

In the study of C. Guarnaccia et al. (2018) professional self-efficacy was defined as a person's confidence in the ability to successfully perform work tasks. R. Alon, R.G. Cinamon & D. Aram (2021) note that professional self-efficacy is considered as a person's belief in his ability to successfully perform contextual tasks in his work, as the ability to work hard and cope with challenges and difficulties that arise in the work process.

Individuals with high professional self-efficacy set higher work-related goals, invest more effort in their careers, and are more persistent in solving success-related tasks (A. Abele & D. Spurk 2009). The content and content of self-efficacy must be specified depending on the specific type of professional activity. One of these types of self-efficacy, according to T. Rigotti, V. Schyns (2008), is "professional self-efficacy".

V. Schyns (2004) studied professional self-efficacy in connection with readiness for professional changes and leadership. Three factors affecting professional self-efficacy were identified: mastery experience, additional training, and verbal persuasion of managers. Professional self-efficacy and its role at three stages of organizational changes are analyzed.

Therefore, there is a sufficient number of works in which various aspects of professional self-efficacy are considered, but it is appropriate to study the connection between professional self-efficacy and the feeling of subjective success of the heads of organizations during the war in Ukraine.

Aim: to determine the characteristics of the relationship between professional self-efficacy and subjective success in managers of different levels.

Characteristics of the sample. Managers of various levels in small and medium-sized business organizations working in Ukraine during the war took part in the study. A total of 58 people participated in the study through various online platforms: social networks, e-mails, messengers, etc.

Among the subjects - 43 men and 15 women aged 27 to 56 years. During the division of the sample of managers into subgroups, managers with work experience of up to 2

years - 8 persons from 2 to 4 years - 16 persons were obtained; from 5 to 10 - 10 people and over 10 years - 24 people. According to the number of subordinates of these managers, the following distribution was obtained: up to 5 subordinates - 10 managers; from 6 to 10 – 22 managers; from 11 to 30 - 20 managers; from 51 to 100 – 2 and from 101 to 500 – 2 managers.

Research methods: questionnaire method for determining the socio-demographic characteristics of the subjects and analysis of the managers' experience; numerical scaling method for determining the level of the manager's subjective success on a numerical scale from 1 – completely unsuccessful to 5 – completely successful; questionnaire of professional self-efficacy (short version) ("Short occupational self-efficacy scale" T. Rigotti, B. Schyns, G. Mohr) (adapted by O. V. Kredentser) to determine the level of professional self-efficacy of the manager; "Who am I?" technique M. Kuhn and T. McPartland to reveal meaningful characteristics of professional and other types of identity of the researched.

Based on the results of the questionnaire, the socio-demographic characteristics of the investigated managers, distribution by length of service and number of subordinates were determined. The questionnaire also included questions about the manager's attitude to his environment in the company, ideas about his own abilities, behavior as a manager, etc.

The first question of the questionnaire was aimed at determining the managers' perception of their environment. Most of the surveyed managers (62%) are satisfied with their environment and believe that the resources they have (people, material base, budget) can ensure the effective functioning of their division and company. However, 38% of respondents expressed dissatisfaction with the current situation and emphasize that the current environment is not sufficient for fulfilling their duties as a manager.

The next two questions of the questionnaire were aimed at determining the characteristics of the investigated managers' behavior in relation to subordinates in their performance of work tasks. Most of the managers under investigation demand from their subordinates to perform their tasks well and check the degree of comprehensibility of the task for subordinates.

The fourth and fifth questions revealed the perceptions of the investigated managers regarding their managerial abilities. The analysis of the ability to allocate time and people to perform tasks determining the manager's critical attitude towards themselves: 38% of the respondents indicated insufficient development of this skill, 62% believe that this ability is rather developed. Less critical results regarding the presentation of the ability to determine the amount of control for each employee: 70% believe that they rather have this ability.

The next three questions were aimed at determining the beliefs, guidelines and values of the managers under investigation. The sixth question was related to the attitude towards the possibility of delegating authority to subordinates: half of the surveyed managers have hope for high-quality work of subordinates, but the other half are confident in the value and flawlessness of only their own work. The next belief is related to ideas about the competence of the head of the unit: all the respondents

believe that both the head and subordinates should be equally competent, that is the only way the organization can work effectively. The researchers also noted that a manager, like everyone else, has the right to make a mistake.

Further analysis was carried out based on the results of numerical scaling, which was used to measure the level of subjective success and the method of determining the level of professional self-efficacy of managers.

Table 1. Indicators of subjective success and professional efficiency of managers

Indicators	Mean value	Mean squared deviation
Subjective success rate	3.59	±0.86
Professional self-efficacy	28.05	±5.34

The professional self-efficacy of the managers under study also has a moderately high value. Such results indicate that managers of different levels remain calm when faced with difficulties at work, are confident in their abilities to find several solutions and cope with all work issues. They clearly formulate goals in their work and feel motivated to overcome all obstacles that stand on the way to a certain result.

Determining their own identity according to T. Kuhn's method, the heads of organizational divisions named the largest number of statements according to the criterion of "professional role position" (50.07% among all statements). According to this criterion, they most often mentioned the position of a leader, an entrepreneur, a manager, and a

specialist. At the same time, these characteristics occupied the first positions in the lists. In the second place in terms of the number of statements there were concepts describing family affiliation and roles in the family (11.83%). Most often: husband, father, son, brother. Next comes the category of personal qualities (11.79), among which reliability, stability, fairness, sincerity, hard work were indicated.

The fourth criterion of "activity" demonstrated a tendency to various actions inherent in our subjects. They are ready to "study an interesting topic", "make their friends happy", "buy new things", "listen to people", "study history", "travel", "help", "ride a motorcycle" and others. See table 2.

The fourth criterion of "activity" demonstrated a tendency to various actions inherent in our subjects. They are ready to "study an interesting topic", "make their friends happy", "buy new things", "listen to people", "study history", "travel", "help", "ride a motorcycle" and others. See table 2.

Table 2. Indicators according to the method "Who am I?" M. Kuhn and T. McPartland

№	Identity determination criteria	Weight (in%)
1	Professional role position	50.07
2	Family affiliation	11.83
3	Personal qualities	11.79
4	Activity	7.20
5	Friendship	6.42
6	Citizenship	6.42
7	Self-assessment of social skills	3.40
8	Role identity	1.23
9	Subjective description of one's physical data	0.82
10	Ethnic identity	0.82

The fifth and sixth places were scored by the criteria of friendship and citizenship. All the subjects mentioned at least once that they are friends, residents of planet Earth and have Ukrainian citizenship. The following criteria were very rarely found in the lists of subjects. These are words describing self-assessment of social skills, description of physical data, ethnic and gender identity. As for gender-role identity, only the studied women wrote that they are women. None of the

men studied indicated that he had a male gender, but all lists contained words related to family affiliation.

We conducted a comparative analysis of the studied indicators according to several criteria. First, we learned about the significant difference between the subjects in relation to the level of subjective success determined by them. Managers who have a larger number of subordinates and have a high level of professional self-efficacy more often consider themselves completely successful (Table 3).

Table 3. The results of a comparative analysis of the studied indicators according to the criteria of gender, subjective success experience

Indicator	Criterion of comparison		
	Subjective success (p)	Experience as a manager (p)	Gender (p)
Number of subordinates	0.005	0.03	
Subjective success rate		0.033	0.47
Professional self-efficacy	0.007	0.000	0.000

As a result of the comparison of the researched according to the criterion of the manager work experience in the organization, significant differences in the number of

subordinates, subjective success and professional self-efficacy were determined. The subjective success of managers is significantly higher in persons who have worked

as a manager for up to two and more than ten years. Those who have work experience from two to ten years define themselves as less successful. Professional self-efficacy is significantly higher in managers with experience up to two years and lowest in those who have worked as a manager for five to ten years. A comparative analysis by gender determined that male respondents consider themselves more subjectively successful and have higher professional self-efficacy compared to female managers.

Conclusions.

1. The managers under study have a high level of subjective success, which is moderately high, that indicates the satisfaction of the subjects with their own achievements and behavior. The professional self-efficacy of the managers under study has a moderately high value. Managers clearly formulate goals in their work and feel motivated to overcome all obstacles that stand on the way to a certain result.

2. The identity of the researched managers of different levels is presented as follows: in the first place there is the professional role position (leader, entrepreneur, manager and specialist), then - family affiliation and roles in the family (husband, father, son, brother), the list is completed by a description of their physical data, ethnic and gender identity.

3. Managers who have a larger number of subordinates and have a high level of professional self-efficacy are more likely to consider themselves completely successful.

4. Subjective success is significantly higher in persons who have experience as a manager for up to two and more than ten years. Professional self-efficacy is significantly higher in managers with experience up to two years and the lowest in those who have worked as a manager for five to ten years.

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ПРОФЕСІЙНА САМОЕФЕКТИВНІСТЬ ТА СУБ'ЄКТИВНА УСПІШНІСТЬ КЕРІВНИКІВ РІЗНОГО РІВНЯ

Метою нашої роботи було визначення особливостей зв'язку професійної самоефективності та суб'єктивної успішності у керівників різного рівня, які працюють в українських компаніях під час війни в Україні. В дослідженні приймали участь керівники різного рівня (N=58) осіб: 43 особи чоловічої і 15 – жіночої статі, у віці від 27 до 56 років. Методи дослідження: анкетування, числове шкалювання, опитувальник професійної самоефективності («Short occupational self-efficacy scale»), методика "Хто я?" М. Куна і Т. Макпартленда. Досліджуваним керівникам притаманний помірно високий рівень суб'єктивної успішності та професійної самоефективності, що вказує на задоволеність досліджуваних власними досягненнями та поведінкою. Керівники чітко формулюють цілі в своїй роботі та відчують насагу щодо подолання усіх перешкод, які стоять на шляху до визначеного

результату. Досліджувані керівники різних рівнів ідентифікують себе з такими характеристиками: на першому місці професійно-рольова позиція (керівник, підприємець, менеджер та фахівець), далі - сімейна приналежність та ролі в родині (чоловік, батько, син, брат), особистісні якості (надійність, стабільність, справедливість, щирість, працьовитість), характеристики діяльності («вивчати цікаву тему», «робити своїх друзів радісними») завершують список критерії дружби, екзистенціального Я, самооцінка соціальних навичок, опис своїх фізичних даних, громадянство, етнічна та полорольова ідентичність.

Керівники, які мають більшу кількість підлеглих, наближені до голови компанії та мають високий рівень професійної самоефективності, частіше вважають себе повністю успішними.

Ключові слова: професійна самоефективність; успішність; керівник; ідентичність особистості; малий та середній бізнес.

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