PROFESSIONAL CULTURE OF MANAGERIAL PERSONNEL: ESSENCE AND COMPOSITION

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Abstract: In this article, the author based on cultural concept of the management analyzes the notion of "professional culture of managerial personnel", its content and structure. Based on the analysis of the literature of domestic and foreign scientists, author suggests that the professional culture possesses the features of a system that has its own structure and consists of a certain number of structural elements (components) that have relationships with each other and influence each other. Thus, based on analysis of literature sources, were identified three structural components: the praxeological, axiological, and cognitive-competent. In this article, the author focuses and points out that the most important, in his opinion, are praxeological and cognitive-competent structural components, but in terms of communication competence. Based on this statement, the author offers a definition of professional culture of managerial personnel.

Keywords: personnel management, professional culture, communication competence.

Introduction
Culturological approach in the activity of enterprises currently holds a leading position. Exactly the cultural approach in enterprise management comes to the foreground, because today there is a conceptual vision of restructuring the business, working with staff, clients, partners and others. Ukraine is increasingly developing business, political and social relationships with Europe, and consequently modern conditions require business leaders to meet these new conditions. This is due to the increase of social and psychological problems in production and thus adversely affects the performance indicators of the company. In fact, it is the professional culture of managerial personnel, that in fact makes a significant contribution to the effective management, because management is responsible for the activities of the entire enterprise, and the decisions, which it takes, directly affect the results of the entire enterprise. This requires a deep analysis of such notion as a professional culture of managerial personnel. Theoretical, methodological and practical aspects of the study of professional culture are reflected in the works of domestic and foreign scientists, such as M. Grinyova F.N., Shcherbakov D., Erokhina N.B., Krylov N., Lifintseva I., Mykhaylichenko N., Pidbutska, Sokolova E., Monk, who consider it as part of the general culture of an individual. It is necessary to mention the works of following scientists: G.N. Sokolova, N.Y. Danilevsky F.I., Hops I.N., Models T.J. Speins, which define professional culture as a complex system formation, a set of specialized knowledge and practical skills associated with a particular type of work, personal qualities, moral principles, covering all professional activities of an individual. Understanding the content and structure of the term "professional culture of managerial personnel", the analysis of its structural components will provide an opportunity for further development and creation of a professional culture among managers and will be the basis for further researches in this area.

Method
Theoretical and methodological basis of content and structure research of the professional culture of managerial personnel is the modern situation of economic theory, the scientific works of Russian and foreign scientists on the study of this issue. The main method in this article is structuralism, wherewith is analyzed the concept of "professional culture of managerial personnel" and decomposed to the corresponding structural components.
Results

The concept of "professional culture of managerial personnel" is an interdisciplinary, complex, and multi-faceted, which can be viewed from different angles and viewpoints of different sciences: economics, psychology, philosophy, sociology. Basis of the concept is the culture as a peculiar form of individuality. For example, a philosophical dictionary gives such definition of the concept of "culture": socially progressive, creative activity of mankind in all spheres of life and consciousness, which is the dialectical unity of the processes of subjectness (creation of values, norms, symbolic systems, etc.) and division into separate subjects (familiarization with a cultural heritage), which aimed to transform reality, to turn the wealth of human history into the inner richness of personality, into the comprehensive identification and development of essential powers of mankind (Frolov, 1991, p210-211).

Analysis of references to the definition of a professional culture shows different directions and fundamental differences, but many scientists agree that the professional culture consists of a certain set of elements and components. It is therefore advisable to consider the culture of professional managerial personnel as a system, which consists of a number of elements that have a certain connection between them and influence each other. This system has its own structure, which consists of the structural components or elements having a relationship between elements of the system. So, according to a numerous domestic and foreign scientists, the following structural elements are based on the concept of "professional culture managerial personnel":

1. Praxeological, which is characterized by such features as methods, techniques, and modes, implemented in the activities, and results of this activity.
2. Axiological, which unites such items as values, norms and beliefs in professional activities, so as personal, inherent to the individual culture of a person;
3. Cognitive, relative to the competence, characterized by a whole of knowledge, including also professional skills, ability to apply and to accumulate them;

1. Praxeological component reveals the professional culture of administrative personnel from the standpoint of time dimension. Thanks to this component, the professional culture acquires dynamic. If the values and knowledge are static characteristics, the activity is examined as a process that is subject to certain methods and techniques, reflection on the results. Management activity is the sphere of existence of professional culture, which belongs to management personnel. Therefore, techniques, methods, technologies and management techniques used by the managerial personnel in performing their functions characterize the level of their professional culture.

2. Axiological component selects values as the main vector of development and formation of the professional culture of managerial personnel. This is means as personal values and world outlook of the leaders, so their professional values and principles. In relation with the subject (person), certain values are the objects of his interests, and for his consciousness are playing the part of daily benchmarks in objective and social reality, its various designations in practical relations to surrounding objects and phenomena (Frolov, 1991, p512). Based on their own value orientations, a human builds and develops its personal and professional qualities. E.Shein allocated values as the most important component of any culture and said: "A set of values, which is the real embodiment of ideology or organizational philosophy can serve as a guide or model of behavior in complex or uncertain situations" (2002, p58). Based on analysis of scientific works of foreign materials on professional values, a list of professional values and professionally important qualities for managerial personnel is formed (Josephson,2013; Loretto, 2014):

- Honesty;
- "Keep the word";
- Loyalty;
- Justice;
- Interested in the affairs of the enterprise;
- Has respect of others and respect the others;
- Observe the law;
- Striving for perfection, a has a high level of self-motivation
- Responsible and reliable
- Adjustable
In addition, axiological component contains the norms as forming element of values. Specificity of the professional culture of managerial personnel is the fact, that it is based on certain rules that must be strictly followed:

• Legal norms of administrative work, as reflected in the state-legal acts. The culture of managerial personnel in this sense is in knowing and enforcing the laws;
• Moral norms are the norms, which govern the conduct of leaders in the field of morals and ethics;
• Organizational norms are the norms, which establish the organizational structure, composition and activities of units and their managers, internal regulations and other rules of the organizational plan adopted by the organization;

3. Competence-cognitive component is a part of a professional culture of managerial personnel manifested in a certain amount of common knowledge, which is the erudition of the leader, professional knowledge and skills. An important point is also the ability to use this knowledge in practice, understand the impact of approved decisions on the result. All this characterizes the competence of managerial personnel. For example, J. Raven, widely known for its achievements in the field of diagnostics and research in the field of high-level competencies, in his work defines competence as the effective implementation of certain roles in the organization, the successful functioning within a certain position in the highly regulated hierarchical structure (Antonenko, 2009, p2-3). Highly cultured manager, according to Maslov has an integrative competence: the ability to integrate knowledge and skills thanks to his cultural qualities and the ability to use them in the most effective manner in any situation (Maslov, 2010). Professionalism is a manifestation of high competence. Professionalism is a high skill, profound mastery of the profession, quality, professional performance of their duties (Rayzenberg, 1999), and is ability of an individual to perform complex activities systematically, effectively and reliably in a variety of conditions. Great demands are made to the management concerning compliance with the held positions. Thus, the implementation and adherence to professional requirements by leaders shape their professionalism and determine their level.

Appropriateness of examination of professional culture through the prism of its structural elements (components) support such authors as Sidorenko N.S., Kalekina G.V. etc. (Sidorenko, 2011; Kalekina, 2008). However, the composition of these structural elements, each author explains differently. For example, Sidorenko N.S. offers to consider that the structural components of professional culture contains as basic (professional norms and values, motivation of professional activity, professional qualities), so those of competence (professional knowledge, skills, experience) factors. (Sidorenko, 2011, p13). In its turn, Kalekina G.V. offers the following structural elements of professional culture: individual qualities (personality traits, knowledge, skills, abilities, values) and vocational qualifications (level of education, core competencies qualification) (Kalekina, 2008, p5).

Discussion

The author believes that consideration of the concept of "professional culture of managerial personnel" as a system that has its own structure and consists of certain structural components (elements) is feasible and valid from a scientific point of view and further practical application of presented conceptual notions. However, the author believes that the focus should be on the main, in his opinion, structural components of the professional culture, namely those that are directly reproduced in the major functions of management and have a direct impact on the results of the company: the praxeological and communicative components. It is necessary to note, that these two structural components are to some extent created by the cognitive-competency component. This assumption, that the key points are communication and praxeological structural components, is reasonable, because the basis of management activities is the coordination of the entire enterprise, and this duty, in the major part is carried out by means of verbal and nonverbal communications, so the choice of appropriate management practices, the use of certain methods of control in daily activities affects directly on success and efficiency of the enterprise. Most of strategic decisions are taken by management on the basis of development (support) of business partnerships, communication links, as within the company, with the personnel, so outside, with partners, customers, shareholders, investors, owners, suppliers and others. This professional culture of managerial personnel is a guarantee of success of these relationships, the result of the managers themselves and of the enterprise as a whole. Therefore, the professional culture of managerial personnel is a system of skills and abilities with the scope to establish (maintain, develop) communication links with all the business participants in this relationships, both within
the company and outside, which in different levels are interested in effective activity of the enterprise (investors, partners, customers, suppliers, etc.); which high level is characterized by stable, long and successful relationship with all of these entities, which affects the final performance of the enterprise.

The analysis made and the proposed definition of professional culture of managerial personnel, provides an opportunity for further research in this area, including the formulation of the factors of professional culture, indexes for evaluation of professional culture, etc., which, in its turn, will be useful for practical applications in enterprises by managerial personnel.

References
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