

# FORMATION OF HEALTH-ORIENTED MANAGEMENT SKILLS OF FUTURE MANAGERS IN UKRAINE

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**Introduction/background:** Nowadays realities of social life create the need for unified, fundamental mechanisms of forming the motivation of future managers for their comprehensive understanding of not only the economic processes, but also the peculiarities of human life. That's why the particular importance becomes to improving the professional training of future managers in the context of forming their health-oriented management skills.

**Aim of the paper:** To substantiate the neediness and features of formation the health-oriented management skills of students-future managers in Ukraine.

**Materials and methods:** The research was conducted during 2020–2021. The study involved 345 persons from Lviv region (Ukraine): 320 persons aged from 25 to 55 years, who work in the organizations and 25 students of the third and fourth years of study, which are trained in the specialty “Management”). The following research methods were applied: theoretical analysis and synthesis of professional scientific literature, analysis of Internet resources, pedagogical observation, surveys (questionnaires).

**Results and conclusions:** The research data indicate the neediness to change not only the structure, content, forms, and methods of the system of professional training of future managers for the formation of their competence in health-oriented management issues, but also to search the new, non-standard motivational factors. The educational system of training of future managers, which includes the mechanisms of formation their readiness for health-oriented management, should be specially structured and include certain motivational parts, components and indicators. Management which is based on a human-centred approach, focused on the fact that the highest value of the organization is not just human resources, but the health of each individual employee, we define as health-oriented management. Using of substantive theories of motivation for the training system in health-oriented management for the future management is a necessary condition for their successful future professional activity.

**Keywords:** health-oriented management, health-preserving, motivation, students-future managers, professional education.

## 1. Introduction

The development of theoretical model of health-oriented training system of a modern manager of the XXI century in Ukraine is inextricably linked to the conceptual awareness of complex and dynamic motivational processes generated by the globality of problems and tasks which are arising in the educational environment. The theory of motivational transformations as an integral component of general pedagogy is characterized by the entirety of qualitative features associated with highlighting the complexity of the educational process, innovative changes in education.

The transition from industrial to a spiritual and informational society, the transformation of economic development models under the influence of economic globalization, intellectualization and individualization of work, the steady dematerialization of production and transformation of human capital into the dominant factor in economic development, unprecedented dynamic of transient processes – all of these generate fundamentally new problems in the process of training students-future managers, which are not included in the framework of traditional ideas of pedagogical science and require conceptual solutions and methodological approaches (Robbins, Coulter, 2012; Semiv, 2011).

The modern realities of social life, which are characterized by humanization, socialization, intellectualization, environmentalization and globalization, create the need for unified, fundamental mechanisms of forming the motivation of future managers for their comprehensive understanding of not only the economic processes, but also the peculiarities of human life. The deepening of understanding the nature of human activity is gradually forming a new motivational sphere of professional pedagogy in the process of training future managers, caused by a real tendency of shifting the priorities – from economic wealth to social, humanistic wealth. Human health is a fundamental and common feature of all components of human development. Human capabilities growing process in all its manifestations depends on health (Griban et al., 2021; Hrishnova, 2009; Mazhak, 2013). In this regard, the approach to education as to a process of formation of motivational factors that have an independent value and act as a driving force for educating the specialists of management sphere which will have a health-oriented outlook – becomes particularly significant and relevant.

Nowadays many scientists are studying the problems of the general theory of health and health-preserving, healthy lifestyle education and a responsible attitude to own health in young people, and the creation of a health-preserving space (Bida, Oros, Bzhezhinska, 2018; Griban et al., 2021; Nosko, Harkusha, Voiedilova, 2014; Nosko, Hryshchenko, Nosko, 2013; Ozdemir, Oguz, 2008; Prontenko et al., 2019; Spivak, 2016; Staroselska, 2012 etc.). A human as the main object of economic science, the concept of human capital, human development, problems of improving the quality of life, health as an economic category are considered in

the scientific works: Asiaei, Jusoh, 2015; Bleakley, 2010; Howitt, 2005; Hrishnova, 2009; Kondyrina, 2010; Krushnitska, 2013; Mazhak, 2013; Nerdrum, Erikson, 2001 etc. Problems in the field of management, HR- management, labor economics and social-labor relations, organizational behavior became the subject of study of many researchers, in particular: Amabile, 1993; Elg et al., 2011; Guest, 1997; Kolot, Tsybalyuk, 2011; Vlodyarska-Zola, 2003; Robbins, Coulter, 2012; Semiv, 2011 etc. It is obvious that numerous scientific works are devoted to the problem of creating and introducing the newest technologies into the professional education system. However, studies of the mechanisms of formation the health-oriented management skills focus only on certain issues.

The aim of this paper is to substantiate the neediness and features of formation the health-oriented management skills of students-future managers in Ukraine. To achieve the aim we have solved the following tasks: to outline the prerequisites of formation the health-oriented management skills of students-future managers in the conditions of new socio-economic challenges; to distinguish the structure of readiness of future managers for the implementation of health-oriented management; to carry out a meaningful analysis of motivation in the process of professional training of students-future managers in health-oriented management and clarify the content of this definition.

## 2. Materials and Methods

The following research methods were applied: *theoretical*: study of general psychological, pedagogical and special scientific literature; analysis, systematization, comparison of different views on the investigated problem; retrospective analysis of normative documents regulating the educational process in higher educational establishments (analysis of curricula and educational programs for students of specialty “Management”, identification of problematic issues in the system of professional education of future managers); *empirical*: sociological (surveys, questionnaires, testing) and pedagogical (pedagogical experiment – the qualifying stage). Analysis of own teaching experience in higher educational establishments.

The scientific validity of the results is explained by the using of a complex of general scientific approaches of experimental and empirical knowledge, general principles of philosophy, basic modern provisions of pedagogical science, psychology, management, theory and methods of physical self-improvement as *a methodological, theoretical and practical* basis for solving a number of issues aimed at improving the system of professional training of modern manager in Ukraine. The reliability of the obtained scientific results is confirmed by the using in the work the mentioned above research methods.

The research was conducted during 2020–2021 years in two directions:

1. On the basis of organizations, which are functioning in Lviv Region (Ukraine). Participants of the survey were 320 persons aged from 25 to 55 years: employers, top-managers of organizations (107 persons); managers (university graduates, who acquired the profession of manager) – 112 persons; employees (101 persons).
2. On the basis of universities of Lviv Region (Ukraine). The survey was conducted among students of the third and fourth years of study, which are trained in the specialty “Management” – 25 persons.

### 3. Results

Nowadays the society determines the social order and the list of competencies of future managers. The labor market and employers determine the content: what future manager needs to learn in order to become a competitive, full-fledged member of society.

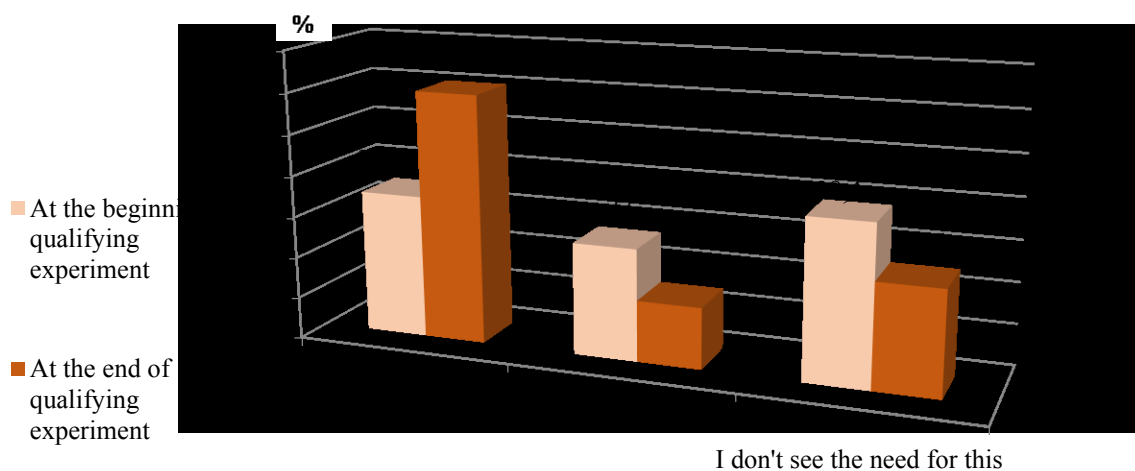
#### **3.1. The prerequisites of formation the health-oriented management skills of students-future managers in the conditions of new socio-economic challenges**

According to surveys of potential employers (top-managers) who are interested in a high-quality "product" produced by higher educational establishment, we compiled a rating of the competencies of a modern manager. The first position in this rating was taken by competence, which refers to the availability of graduates with an appropriate level of general culture (culture of behavior, culture of health, culture of free time, etc.). TOP-10 necessary competencies of future managers according to employers, except general economic ones, include: the ability of future managers to motivate people and direct them to achieve new goals; the ability to understand the psychophysiological effects of work on the human, the possibility to make a psychoanalysis of a person; the ability to provide subordinates with safe working conditions, readiness to create a health-oriented organizational environment and the ability to use modern health-preserving technologies (Zavydivska et al., 2018). It is obvious that European standards require employers to pay attention to the things, which weren't interesting for them during recent past. Even not so long ago, for example, ten years ago someone from the top-management, making rating the competencies of a manager, would have hardly paid attention to those, which were describing above.

The fact that during the year the number of employers, who at the time of hiring managers pay attention to the level of their readiness to provide health-preserving measures in work conditions, increased – has also turned out to be interesting. At the beginning of the qualifying stage of the pedagogical experiment, there were 34.6% of such employers, and at the end – 60.2%. The number of top-managers who don't pay attention to the health-oriented

management skills of managers during hiring has decreased from 27% to 14.7%, and those who don't see the neediness to pay attention to such skills of managers – has decreased from 38.4% to 25.1% (Figure 1).

In our opinion, such an increase in the interest of top-managers in managers capable to provide health-oriented management indicates the neediness for a paradigmatic and methodological shift in the content of the professional training of students-future managers towards socialization without any restrictions. A modern managerial specialist must be able not only creatively use information related to the economic and legal norms of the profession, but also be socially motivated and find opportunities for searching the mechanisms for preservation of health of the organization's personnel.



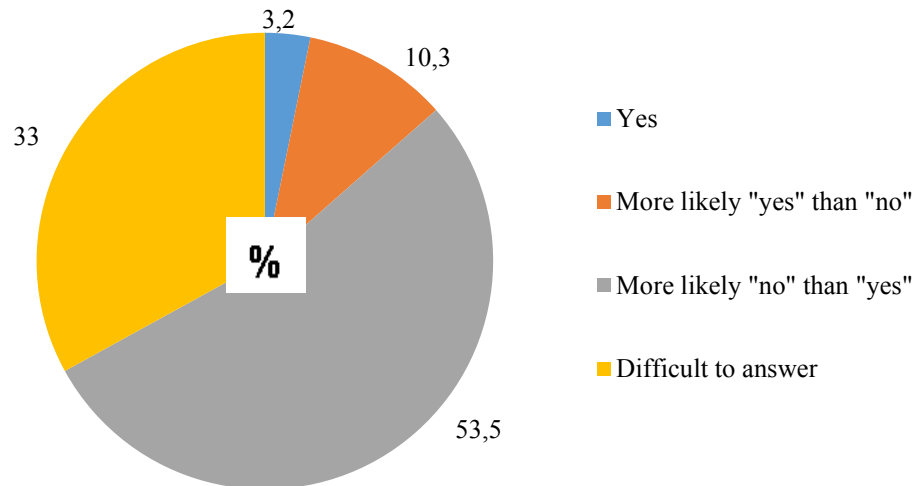
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**Figure 1.** Diagram of changes in the interest of employers (top-managers) in hiring managers with health-oriented management skills, (%)

At the same time, only 6.1% of top-managers, 7.1% of managers, and 6.7% of employees consider themselves competent in the issues related to health-preserving opportunities in the organization. In general, 54.4% of managers (top-managers and managers), which is more than a half, don't consider themselves competent in the health-preserving issues. 27.7% of top-managers and 39.3% of managers indicated that there are difficulties in the organizing safe working conditions and preserving health of working people, and this is 67% of top-managers and managers. More than half of the interviewed people of different ages (51.8%) testified that they are ready to improve their physical health at the workplace. For 58.7% of respondents, the working environment is not such that allows them to care about their own health. The largest number of those who consider that it necessary for managers to have knowledge, skills and abilities to create a health-oriented environment in the organization are ordinary employees (20.4%).

The survey of students confirmed that 35.7% of students, who acquire this specialty, recognize management as managing the team of people for the sake of the people themselves, namely their well-being and health-preservation in the conditions of the organization. 79.5% of respondents believe that additional knowledge, skills, and abilities are necessary for

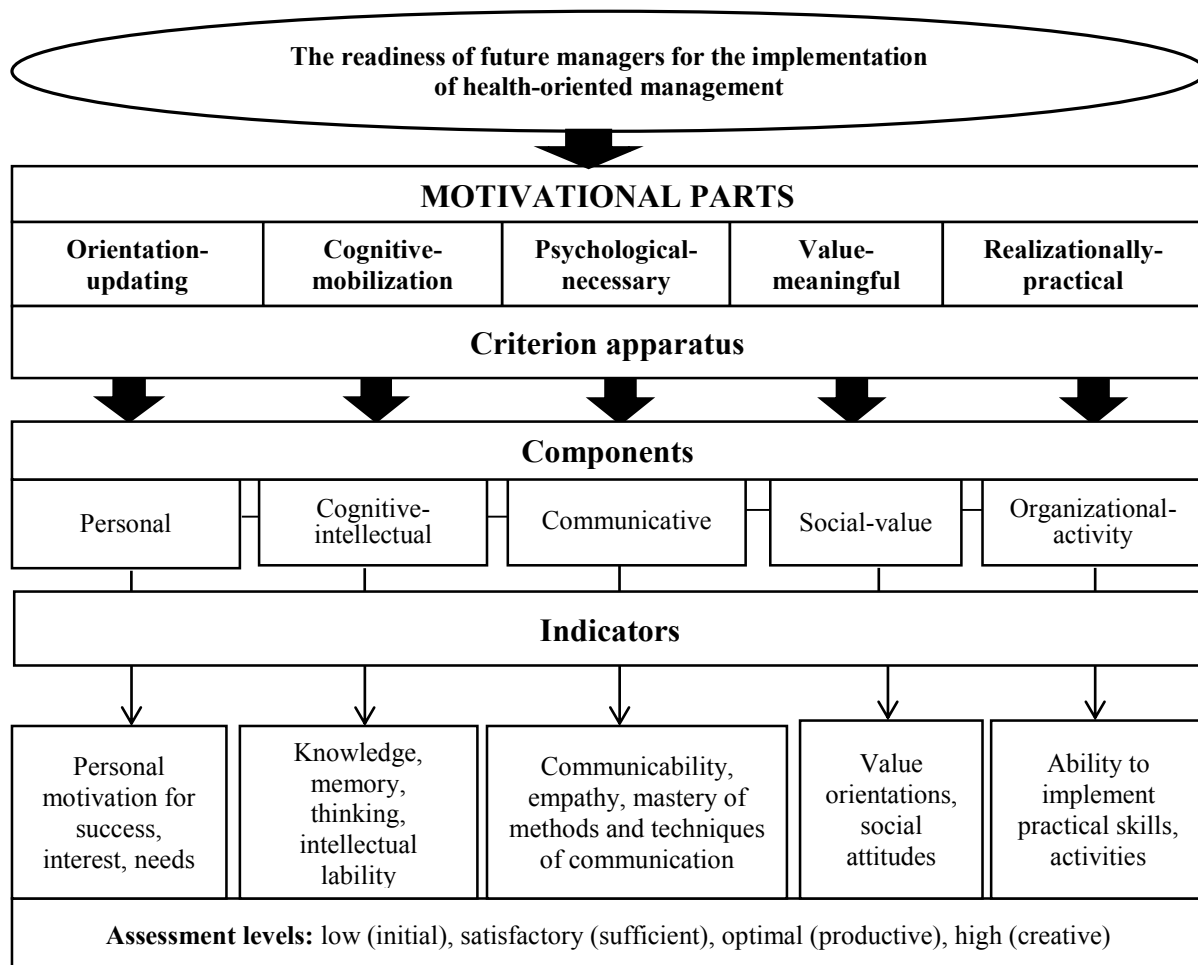
implementing health-oriented management in the organization in the future. Only 5.4% of respondents understand the essence of health-preservation in the organization, and 43.8% of students admitted that they don't know anything about the mechanisms of health-oriented management. The results of students' self-assessment of their own motivation and readiness to implement health-oriented management indicate that only 3.2% of respondents consider themselves suitable for such activities. The majority of students (53.5%) consider themselves not ready for the implementation of health-oriented management (Figure 2).



**Figure 2.** Results of students' self-assessment of their own motivation and readiness for the implementation of health-oriented management in the future, (%)

### 3.2. The structure of readiness of future managers for the implementation of health-oriented management

Education is actually an effective mechanism of the process of forming health-oriented motivation. Exactly through the education students gain self-awareness, an understanding of their unity with the world, the ability to take into account the interests of other people, and the convictions are formed in the neediness to extend the years of a healthy life (Zavydivska et al., 2020). Health-oriented thinking, formed during student years, is revealed in the management skills of the future managers. The health-oriented thinking forms health-oriented consciousness and the consciousness determines the behavior of students-future managers and forms the internal foundations of their activities in the future profession. Health-oriented consciousness is a higher level of management culture of the future managers, a system of scientific & theoretical knowledge and practical skills, a set of ideal images, concepts, ideas, views, perceptions that affect the quality of their professional training. It is about the dynamics of civilizational and cultural management. The readiness of future managers for the implementation of health-oriented management is determined by certain motivational parts, components and indicators (Figure 3).



**Figure 3.** The structure of readiness of future managers for the implementation of health-oriented management. Source: Own work.

### 3.3. A meaningful analysis of motivation in the process of professional training of students-future managers in health-oriented management and clarify the content of this definition

In our opinion, students' motivation is the basis and the tool for the formation of health-oriented management skills in the process of professional training of future managers. Motivational parts are important factors in the formation of health-oriented management skills of students-future managers and affect the level of their health culture. In addition, it shouldn't be forgotten that the motives for preservation of health of employees are a powerful subjective factor in increasing labor productivity. Motivation for the formation of health-oriented management skills of future managers contributes to their awareness that a human is a subject of work and a conscious producer of material and cultural values. As for preservation of health, it can be said unequivocally that there are no people who wouldn't like to be healthy. Preservation of health is a common need and motive for everyone, but the choice of health-oriented technologies is already the prerogative of everyone (Bida, Oros, Bzhezinska, 2018). People should be able to choose for themselves the ways of maintaining their own health, taking into account their own preferences.

It is well known that job satisfaction and labor productivity are not directly proportionally dependent. For example, a person may like his/her job because considers employees as friends and by communicating with them such an employee simply satisfies his/her social needs. For him/her, communication with friends is more important than completing assigned work tasks. Therefore, there is job satisfaction, but labor productivity will be low. Even motivating factors don't always contribute to increasing labor productivity (Amabile, 1993; Robbins, Coulter, 2012). However, labor productivity directly depends on the level of health. Due to the fact that the need for a good health is common to everyone, there is a neediness to strengthen the responsibility of middle managers for health-preserving processes in the organization. As for motivation, it later became clear: in order to explain the mechanisms of motivation, it is necessary to study many behavioral aspects and parameters of the surrounding educational environment of students-future managers (Elg et al., 2011; Kolot, Tsymbalyuk, 2011). It is about procedural theories of motivation. Having considered the main provisions of each substantive theory, it is possible to make sure that all of them, first of all, determine the needs that motivate people to the health-oriented activities and complement each other.

At the heart of the health-oriented motivation, in our opinion, is the concept of expediency, in which a person compares the tasks and expected results with the means and possibilities of their achievement that are available today, and only then makes a decision whether it is worth starting to do something. According to this concept, in the process of forming health-oriented management skills of future managers, the following feature of behavior should be remembered: people try to repeat the behavior that is related to their satisfaction of the need to be healthy. Future managers should understand that before starting to use the labor potential of employees, it is necessary to satisfy their basic need – to preserve the health and provide subordinates with a certain range of opportunities for this. In addition, students-future managers should be able to ensure the availability of motivating health-oriented factors for employees and be able to structure tasks and responsibilities for this in a certain way. It is necessary to train future managers the ability to teach others and the ability to delegate health-oriented management authority to others. Authority, in this case, is a limited right to manage and introduce health-preserving technologies into work conditions. In this way, the subordinates, and even more so, the managers themselves, will have a sense of responsibility for their own health and the health of the company's employees. It is about the responsibility of the executor and head-manager. And if the executor's responsibility is reduced to participation in relevant health-oriented measures, the manager's responsibility is to understand the consequences of ineffective health-oriented management. It is generally known that any management involves planning and control. And this aspect shows the real difficulty of health-oriented management, because, in fact, neither planning nor control exists in the conditions of the organization. Most of information about health-oriented technologies managers receive informally. Communication with subordinates, friends, social



networks determine the amount of information that managers receive about the ways how to organize health-oriented working conditions. That's why students-future managers need to be taught the habit of being interested in and processing much more information about the possibilities for preservation of health of employees, if they want to achieve success in creating effective health-oriented management.

Management which is based on a human-centred approach, focused on the fact that the highest value of the organization is not just human resources, but the health of each individual employee, we define as health-oriented management. The health-oriented professional activity of the manager is considered as a personal quality of the professional activity of future managers and as a holistic competence aimed at preservation of health of subordinates. This makes the multifacetedness and non-standard nature of the process of professional training of students-future managers in health-oriented management obvious, which indicates the neediness for an integrated approach.

#### **4. Conclusions**

Critically assessing nowadays realities, we have to state that socio-political and economic changes, the process of systemic transformations in Ukraine have given rise to a deep crisis in many aspects of human life.

Nowadays Ukraine is going through a difficult period of socio-political and economic development, a stage of various threats and challenges, a war with Russia. All of these deepen the crisis in the country, spread poverty, and increase the social stratification of society, which have led to sharp dissatisfaction of the population with their standard of living. A significant number of people don't see the way to go out of the unfavorable situation regarding the deterioration of their own health and the ability to improve it at the expense of their own resources; they have forming a state of forced helplessness. Such radical changes in Ukrainian society (the speed, uncertainty and inconsistency of socio-economic processes) led to the fact that the theory of human resources development, focused on the problems of demography, employment, health care, and education, became the basis of the concept of human development. Deepening the understanding of the nature of human activity and philosophical regularities is gradually forming a new subject area of professional pedagogy, determined by a real tendency to shift priorities – from the economic wealth to social, humanistic wealth. The leading component of this wealth is a person as an individual, and its health as the highest value.

In this regard, the unification of the professional environment comes to the fore via the creation of prerequisites for the formation of spiritual and moral values of employees through the using of health-oriented management mechanisms during work conditions as a powerful

factor of conscious harmonization of individual development. The "inclusion" of employees in the work process, which is aimed at preservation of their health, is an important and necessary phenomenon for the successful financial growth of any company, which is already a proven fact. The issue of organizing and encouraging employees to take health-preserving measures in the work process remains a problem. It is obvious that the success of such initiatives directly depends on the professionalism of managers, because the uniqueness of specialists of this profession is that they are needed in all spheres of activity, in institutions of any form of ownership. In our opinion, exactly their ability to provide the health-oriented management will determine the business success of the organization in the future. The above was confirmed by the results of our research and experimental work. Thus, there is an increasing in the number of employers, who at the time of hiring managers pay attention to the level of their readiness to provide health-preserving measures in work conditions (from 34.6% to 60.2% during the year). At the same time, 54.4% of managers (top-managers and managers), which is more than a half, don't consider themselves competent in the health-preserving issues. 27.7% of top-managers and 39.3% of managers indicated that there are difficulties in organizing safe working conditions and preservation of health of working people, and this is 67 % of top and middle managers. The survey of students confirmed that 79.5 % of respondents believe that additional knowledge, skills, and abilities are necessary for implementing health-oriented management in the organization in the future. 79.5% of respondents believe that additional knowledge, skills and abilities are necessary for implementing health-oriented management in the future, but most of them (53.5%) consider themselves not ready to implement health-oriented management.

Such facts indicate the neediness to change not only the structure, content, forms, and methods of the system of professional training of future managers for the formation of their competence in health-oriented management issues, but also to search the new, non-standard motivational factors.

The educational system of training of future managers in Ukraine, which includes the mechanisms of formation their readiness for health-oriented management, in our point of view should include several aspects: the using of scientific approaches and theories of motivation; studying the effects of not only economic laws on the effectiveness of the management decision, but also the health reserves of employees; providing future managers with quality information about the effects of work processes on the health of employees; using the functional and cost analysis, forecasting, modelling and economic substantiation of each health-oriented management decision in the educational process; structuring and building the problem of health-preserving in the content of educational programs; providing different variety of blocks of the optional disciplines with a health-oriented vector; training in the legal aspects of the labor code in terms of the right of employees for the health-preserving working conditions; formation the responsibility of students-future managers for the quality of health-oriented management.

Using of substantive theories of motivation for the training system in health-oriented management for the future management is a necessary condition for their successful future professional activity. The real difficulties of health-oriented management arise from the constant change of motivational factors. The labor resources and potential of employees of any organization are in constant motion. If the external environment is constantly changing and doesn't depend on us, then the conditions of the production and working environment are created by us through the awareness of the needs and motivational factors of employees. And if managers don't respond in time to people's need to preserve a health, the consequences may be unfavourable for the organization, which will negatively affect all economic indicators.

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