

KEY FEATURES AND ESSENCE OF SELF-MANAGEMENT APPLICATION: THEORETICAL ASPECT

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DOI: 10.13165/PSPO-22-29-26

Abstract. *The majority of the existing self-management literature is devoted to medical definitions of self-management. In fact, self-management has a much broader concept than we might think. Everyone on the planet must determine what their life's main purpose is, as well as what their most important goals and objectives have always been. It is the most important aspect of self-management because it is the behavior that must be accepted in order for desired changes to occur in one's life and workplace. It could be mentioned, that it is very important for personal career development. This should become a habit, which can be accomplished through extensive self-improvement, resilience development, and the ability to think rationally. There are numerous management styles, but we must start with ourselves, with an understanding and knowledge of self-management. Today's emphasis on teamwork, new opportunities, and self-governing working groups, and also self-management, provides people with the advantage of being able to take care of themselves at work and in general. Personnel self-government and self-development are becoming important factors in the survival of the economy in market conditions, strengthening the position of management in various countries. In different nations, self-government and personnel development are becoming important factors in the economy's survival in market conditions, strengthening management positions. The purpose of the article is to investigate various research studies in order to demonstrate the importance of self-management. The paper investigates the characteristics and essence of various approaches to self-management, emphasizing their importance in the workplace and in daily life in order to assist potential employees in achieving their goals. It enables you to assess ethics, social responsibility, and emotions in relation to self-management development. The research relied on theoretical data gathered from international scientists as well as online resources. Several scientific research methods were used in the study, such as literature analysis and synthesis, the monographic method, and content analysis.*

Keywords: *Self-management, development, emotions, own growth, success.*

Introduction

Self-management as a new direction in modern management arose in response to changes in the management situation in the world (Yershova, 2019):

- the growth of the scale and dynamism of changes in entrepreneurship and business require to learn new approaches and management skills, combat the possibility;
- increasing uncertainty, pressure and tension in various forms of life of organizations and related stresses require to be able to manage yourself;
- the transformation of the creative potential of the employee into the most valuable capital of the organization requires the preservation and development of this potential, in particular by the employees themselves;

- exhaustion of many traditional schools and management methods puts in front of the need to master modern management techniques to reassess their potential and work on its development.

In fact, self-management has much broader concept than we might think. Everyone in the world needs to figure out what their life's main purpose is and what their most important goals and objectives have always been.

This should become a habit, which can be attained through extensive self-improvement, the development of resilience, and the ability to think rationally. It could be mentioned the importance of self-management for personal career development too. There are many different types of management, but we must begin with ourselves, with an understanding and knowledge of self-management.

Self-management is a difficult science to master, and a young leader must begin with self-education to acquire knowledge and put it into practice. To improve your skills in this area, however, you must be aware of each of their actions, analyze them, and objectively assess their own capabilities. Only by learning to manage oneself will a person be able to achieve success and maximize their potential.

Many people want to make work more efficient, high-quality, and low-cost and power-consuming. Self-management, in all of its components, aids in achieving the best results, reducing workload, and feeling much better and more successful in all aspects.

Self-management, on the other hand, implies that people control their own behavior by establishing personal standards, assessing their work against those standards, and self-managing consequences based on their self-esteem (Sajeevanie, 2020, p. 4123).

The emergence of self-management as such is dictated by the country's objectively developed management environment, accelerated pace of life, and increasing pressure from the external management environment; we can also note the impact of constantly updated management technologies, techniques, and psychological science discoveries.

The problem is that a lack of understanding of the process of self-management and its skills can negatively affect people's lives, their career and also stop their desire to improve and succeed in personal and professional activities.

The aim of the paper is to investigate various research studies in order to demonstrate the importance of employees' self-management. The research relied on theoretical data gathered from international scientists as well as online resources.

The **tasks** of this paper:

- to analyze and clarify the theoretical part of understanding and importance of self-management for success in personal life and professional career;
- to investigate the extent essence and evolution of self-management in organizations;
- to explore necessary conditions for the implementation of employees' self-management;
- to appraise the role of emotions in the development of self-management;
- to analyze the key skills of effective self-management.

The **research's** novelty stems from points of increasing competition. The various scales of change in entrepreneurship, businesses that require the development of new skills, and the coexistence of different types of management combat the possibility of self-retardation. So self-management is required for labor-market survival. You must be able to manage yourself in order to succeed.

Several scientific research **methods** were used in the study, including literature analysis and synthesis, the monographic method, and content analysis.

Self-management theories' origins and evolution

The beginning of scientific understanding of the problem of self-management in the domestic and sociological literature can be attributed to the mid-90's. In one of the first publications on this topic, Karpichov (1994) made an attempt to "introduce into the problem" of self-management, put forward for discussion some outlines of the model of self-management. Somewhat earlier, the concept of "self-management" was introduced into scientific circulation by Seivert (2005), head of the Institute for the Rational Use of Time in Germany. Interest in this problem is not accidental. It is due to the logic of the development of managerial knowledge.

A very important fact is that the need to motivate the creative potential of each employee and the inability to satisfy it within the framework of traditional management. The efforts of the organizations themselves gave rise to the process of socialization and psychologization of management, on the wave of which the direction of self-management emerged, opening up prospects for research and practical implementation individual business career.

The basis for the development of research on self-management at the level of the production team is that many scientists, like Bondarenko, Woodcock, Seivert, Kolpakov, Linman, Lukashovich, Francis, Khrolenko, Shapoval, Yashkina and etc., have studied various aspects of this phenomenon (Babchynska & Midliar, 2016).

Labor efficiency largely depends on appropriate efforts to improve their activities and self-management. It allows employees to improve their ability to work more efficiently and rationally.

There are three stages in the development of self-management (Figure 1):

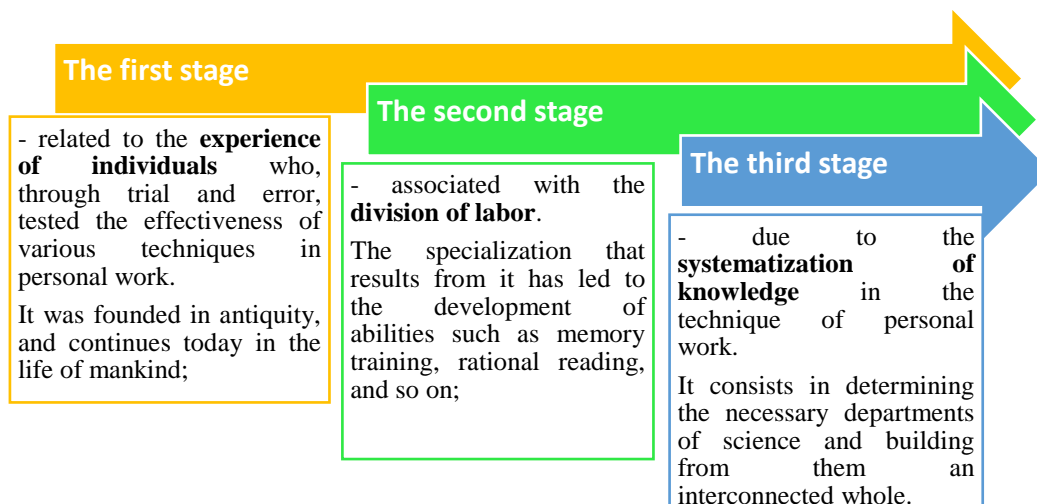


Figure 1. Three stages in the development of self-management

Source: Babchynska & Midliar, 2016

The first stage is related to the experience of individuals who, through trial and error, tested the effectiveness of various techniques in personal work. It was founded in antiquity, and continues today in the life of mankind.

The emergence of the second stage is associated with the division of labor. The specialization that results from it has led to the development of abilities such as memory training, rational reading, and so on. Today, the division of labor in self-management continues

to deepen. Developments such as the ability to have a business telephone conversation, control their emotions, the art of listening to the interlocutor, etc.;

The third stage is due to the systematization of knowledge in the technique of personal work. It consists in determining the necessary departments of science and building from them an interconnected whole (Figure 1).

Today, the division of employees in self-management is becoming more pronounced. It is important to develop the ability to control their emotions during a business telephone conversation, the art of listening to the interlocutor, and so on (Babchynska & Midliar, 2016).

When we consider and study self-management theories, we come across two main explanations: operant and cognitive.

In the early 1990s, Hughes and Loyd (1993) mentioned Skinner as the first theorist to offer an operant view of the self-management paradigm. Skinner, Rachlin, and others who use operant principles to research self-government usually concentrate on the controlling and concomitant controlled reactions of individuals (Hughes & Loyd, 1993; Sajeevanie, 2020).

The cognitive explanation of self-management, on the other hand, assumes two steps: first is the assessment and decision to control one's behavior, and second is the actual self-control reaction (Hughes & Loyd, 1993).

These researchers explained that self-management is a process that starts with monitoring and evaluating one's behavior and progresses to bettering one's performance.

As Hughes and Loyd (1993) explain, both perspectives arose from a behavioral perspective rather than from a psychoanalytic or other non-empirical tradition. Furthermore, they emphasized that self-government is not a personality trait and that people can be given more opportunities to exercise it (Hughes & Loyd, 1993).

The essence of self-management is financial and economic independence, full responsibility for activities, high self-organization, self-discipline, coherence, and legal protection; it is also critical to participate in monitoring decisions, conflict resolution, contradictions, the desire for innovation, and group risk (Ghali, Miri & Hamzah, 2018, p.47).

Thus, management, as a management system and organizational subsystem, is a collection of management processes integrated into a single mechanism. Any system, including management, considers, calculates, and forecasts various systems, situational tasks, and processes before responding appropriately (Ghali, Miri & Hamzah, 2018, p.48).

Management-related changes raise the bar for managers' professionalism, training, and retraining. As a result, maintaining constant growth and development becomes a requirement for every manager, which self-management facilitates.

Necessary conditions for the implementation of self-management

Laloux (2014) covers necessary conditions for the change and insists that employees must be ready to take responsibility in order to exercise their right to self-management. They should always understand the organization's requirement in order to see it in their own work and be emotionally connected to it. People have to have confidence and trust in leaders to make the right decision to implement self-management (Laloux, 2014).

Organizational change is frequently perceived as a threat. Those in positions of power, in particular, are likely to oppose the changes because they will have to relinquish their former positions and find new roles within the organization. One of the most difficult aspects of transitioning to self-management is determining how to deal with an organization's various hierarchical layers. Many organizations have implemented self-management practices in order to overcome resistance (Laloux, 2014).

Laloux (2014) identifies various ways of teaching self-management (Figure 2):

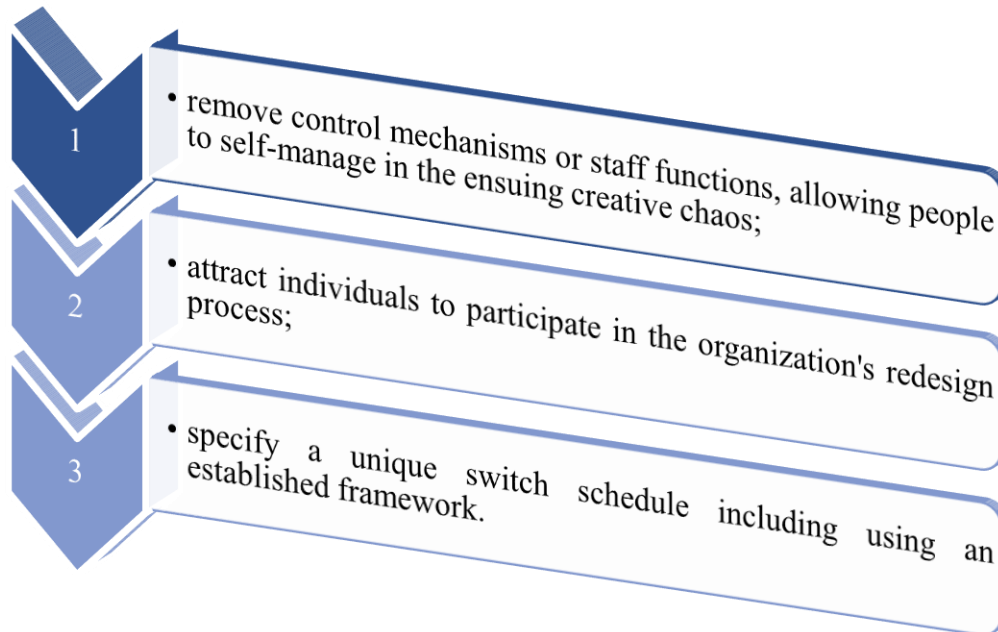


Figure 2. Ways of teaching self-management

Source: Laloux, 2014

✓ One option is to simply remove control mechanisms or staff functions, allowing people to self-manage in the ensuing creative chaos. People who have a strong psychological attachment to their work are more likely to succeed in this situation because they do not want to disappoint anyone.

✓ The second option is just to attract individuals to participate in the organization's redesign process. In the above way, you can incorporate people's knowledge and experience with the organization. External instigators, such as coaches, can also assist with the change process. People need clarity about their future prospects before the process begins because their previous jobs will be eliminated and replaced by new roles.

✓ The third way should be to specify a unique switch schedule including using an established framework that includes a direct new structure and practices that can be implemented. Besides, a great deal of knowledge and expertise is shared on internet platforms and at events centered on self-management and teal organizations (Laloux, 2014).

Self-organization includes not only conscious but also instinctive and possibly other principles, necessitating a more detailed definition of its essence, content, and modes of implementation. Self-organization is immediately visible in the type of leadership and coaching philosophy that the employee employs in practice. And this has a significant impact on both the outcome of his activities and the organization's overall functioning (Lee & Edmondson, 2017).

The mechanism of self-organization is genetically unique to each individual. Such a mechanism is the foundation for ensuring a person's existence, action construction and implementation, formation of a worldview, and interaction implementation.

To ensure our own survival, as well as to set and achieve specific goals, each of us first organizes independently, and only then (as a result of this self-organization) purposefully mobilizes and uses our own capabilities to build interactions with others. In this sense, self-organization describes a person as a constructively formed, adequately thinking, self-sustaining,

and purposefully developing subject, prepared for effective interaction with others (Efron, 2014).

Self-organization is especially important for the development and implementation of the organization's most diverse personnel interaction. Realizing himself, his role in the organization, and the role of the organization as a whole, he associatively represents the behavior of others in a specific situation and develops a plan of future actions on this basis (Sajeevanie, 2020).

Self-development is linked to the general technical and social skills required for modern life or at any level of work, especially in today's world. Cunningham (2004) also believes that self-development is more important now than it was ten or twenty years ago.

Self-development is a natural part of the career management process. The changing personality of the staff is capable of broadening their own experience and is constantly focused on discovering and understanding their intellectual capabilities, finding meaning, and determining their place in the world (Cunningham, 2004).

The process of self-development frequently necessitates changing one's thinking and behavior toward one's work and oneself in order to improve one's ability to be flexible and tolerant of the unknown, to demonstrate an ability to take risks, and to develop in the field in which one works.

Individual failures were once understood by management and society, and repeated errors were tolerated. Time has become a critical factor in today's workplace. As a result, in order to be successful at work, you must develop and learn something new on your own, and self-development equates to greater individual power (Cunningham, 2004).

Individuals' ability to identify their own learning needs, define their learning goals, identify the sources from which they need to learn, select and apply appropriate learning strategies, and evaluate learning outcomes without the assistance of others is referred to as self-learning in its broadest sense. Self-study, as defined by Merriam et al. (2007), is a process in which individuals take primary responsibility for planning, sustaining, and evaluating their learning experience.

Learning focuses on the knowledge and skills that are required by all people, regardless of age. According to the literature, twenty-first-century skills are being considered and are becoming increasingly important in the information society. Self-learning is a critical component of these skills.

Many authors argue that self-management and lifelong learning are inextricably linked. Greveson and Spencer (2005) argue that self-management is required for lifelong learning, whereas Candy (1990) emphasizes the link.

Self-learning, according to this viewpoint, is both the meaning and the outcome of lifelong learning. Lifelong learning and self-learning are intertwined concepts that build on one another.

Nothing is more difficult or important than honest, objective self-evaluation. It is difficult to exert impartial control over their behavior and the consequences of their actions. Because psychophysiological potential is heavily influenced by innate genetic predispositions, higher nervous activity type, and emotional-volitional sphere, it is even more difficult to objectively assess one's place in society, one's abilities. However, in order to experience spiritual and moral development, systematic and rigorous introspection is required (Balbaster, 2005).

Self-assessment is an important component of formative assessment because it involves thinking about the quality of one's own work rather than relying solely on someone for evaluative judgments. Self-assessment is a formative assessment process in which they reflect

on the quality of their work and evaluate how well it reflects clearly defined goals or criteria (Balbaster, 2005).

In order to learn to manage yourself effectively, you need to make an effort and spend a lot of effort and time. Keenan (2015) a certified psychologist, proposes the components of effective self-management (Figure 3):

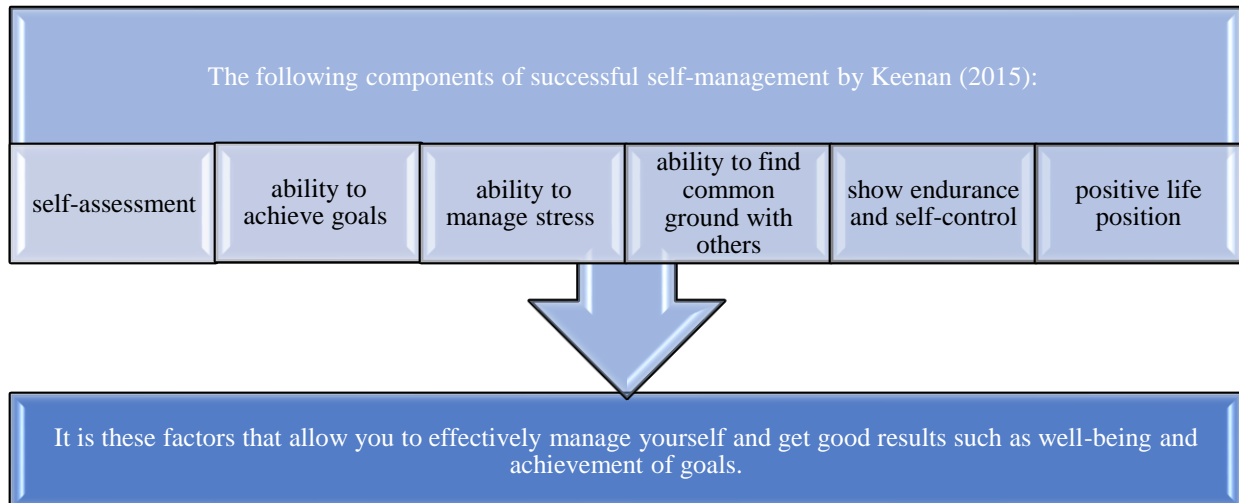


Figure 3. Components of successful self-management

Source: Keenan, 2015

From this point of view, you can show the key skills of effective self-management (Keenan, 2015):

- the ability to manage oneself - the ability to make full use of one's time, energy, skill, the ability to cope with stress.
- reasonable personal values, clear, adequate to modern reality.
- clear personal goals: clarity in matters of business and personal life, realistic goals in life.
- emphasis on continuous personal growth
- problem-solving skills: having effective decision-making strategies and the ability to solve contemporary problems.
- creativity and the ability to innovate: ingenuity, the ability to generate enough ideas to solve a problem.
- high ability to influence others: to provide support and participation, to influence their decisions.
- knowledge of modern management approaches
- ability to lead, ability to train and develop subordinates
- the ability to form and develop effective working groups.

It is extremely difficult to achieve the goals set, either with great effort or not at all. We are motivated by some needs that are not ours, but are imposed on us by our relatives, friends, teachers, acquaintances, and others. We move in a stream, unaware that we are a full-fledged unit of the Universe and the world. And then we find ourselves engulfed in a slew of problems, difficulties. The individual has everything he or she needs to live, develop, improve, and assist themselves in dealing with their problems. Everyone is designed to be self-sufficient (Keenan, 2015).

Emotions and their role in the development of self-management

The distinctiveness of effective self-government is also found in the need to consider socio-psychological needs and personality traits in the course of labor activity. Often, approaches based on traditional economic incentives not only fail, but also have a negative impact on the outcome. Thus, the role of psychological methods of self-government is increasing, based on the study of the parameters of the psychological portrait of a person and decision-making taking into account these parameters, including emotions (Nesbit, 2014).

Emotions such as excitement are useful for a manager because they stimulate activity, empathy (sympathy) is useful because it makes communication humane, and interest and curiosity are useful because they allow you to master new areas and move forward.

The following behaviors can be used as an antidote to stress and self-control (Nesbit, 2014):

- Investigate and accept yourself as you are;
- Develop close and trustworthy relationships with others;
- Seek out a challenge: success improves your ability to use your energy.
- Accept your failures calmly and learn from them;
- Be both realistic and optimistic about your chances.

Emotions and feelings play a large and diverse role in human life today. They act as a regulator and stimulator of human behavior and activity, as well as providing diagnostic and prognostic information. Emotions stimulate human labor, aid in communication, and foster positive relationships, but they also create conflict situations (Antoniadou & Crowder, 2021).

Emotions play a very important role in people's lives. The emotional sphere of a person is a wide range of their experiences and feelings. It performs a number of functions, such as stimulating, regulating, and eliminating the lack of information, the main one being evaluation. A person who experiences a certain emotional state - joy, sadness, anger undergoes certain changes not only in their internal organs but also in their appearance.

Emotions make people aware of their needs and the things they are targeting. Another common feature of emotions that you need to pay attention to is their help in meeting needs and achieving certain goals. Because any emotion is positive or negative, a person can judge the achievement of a goal (Holovska, 2020).

Thus, it can be concluded that emotions are most directly related to the regulation of human activity. But they have an impact on self-management. The purpose of this is not to show your emotions on the outside, so you need to know them and learn how to control them to be more confident and develop self-management (Holovska, 2020; Antoniadou, 2021).

Emotions are what we experience as feelings that motivate, organize, and direct perception, thinking, and action.

In brief, emotions are feelings which come up during the education process as a result of cognitive processing of events and experiences. Emotions influence behavior because they draw attention to events and experiences, and they are accompanied by knowledge that mediates the nature of emotional reactions and behavior (Plutchik, 2001).

As we all know, when managers try to improve their develop self-management, a variety of emotions are likely to arise. These emotional reactions have the potential to either support or confuse and distract self-development efforts. As a result, how leaders manage their emotions is likely to have a significant impact on the effectiveness of their self-learning efforts (Plutchik, 2001).

Consideration of the role of emotions in self-learning situations is likely to help advance theoretical understanding of the process of self-development, which is still in its early stages.

Although emotions are clearly present in the process of self-development, particularly during self-reflective assessments, emotions are unlikely to have a direct impact on learning behavior. Emotions, on the other hand, are important because they influence current knowledge, which has direct implications for motivating and enacting self-regulation behaviors. Thus, during the self-development process, managers must actively manage both cognitive and affective aspects that arise during the self-development and self-management training (Simpson & Marshall, 2010).

According to Koole and Salovey and Grewal, the extensive literature on emotion regulation provides opportunities for theoretical development of the literature on self-development, as well as a practical understanding of strategies that can be included in self-management learning processes (Koole, 2009; Salovey & Grewal, 2005).

Peculiarities of self-management in different cultures

The most important tasks of self-management is to ensure proper organizational culture and social harmony on the part of not only the leader, but also with the participation of each employee of the organization. According to some studies, the completion of this task is only a dream of the owners and the managers who represent them, and behind the paternalistic game on the psychology of hired workers there is only one method of labor intensification - direct pressure or liberalism, which the owner has used since time immemorial in the struggle for own interests (Makkonen, 2016).

The relationship between wage workers and employers, on the one hand, and workers and managers, on the other hand, is frequently strained. By resolving any conflict issue, each side attempts to cause as much harm to the other as possible. In addition, if the latter are not owners, a special relationship develops between them. The conviction that current profit - at any cost, numbers are more important than people - dominates the minds of the heads of foreign corporations.

The achievement of internal corporate governance perfection and the spontaneity, uncertainty, and unpredictability of the external environment of the socioeconomic environment of industrially developed countries are in objective contradiction, as evidenced once again by the example of so-called exemplary corporations. Until now, management tools in the United States have pushed owners and managers to rationalism and underestimation of innovation in manufacturing systems (Manz, 1992).

Self-management necessitates not only the achievement of the material well-being of the company and its employees, as well as the manager himself, on the part of the organization's leaders, but also the facilitation of the process of adaptation of employees to their activities, working conditions, and organizational rules of conduct. However, it was discovered that the majority of businessmen and managers were unable to break free from tyranny, over-analysis, and narrow rationalism. In recent years, American managers have emphasized analytical impartiality and methodological elegance at the expense of experiential intuition. A professional manager frequently sees himself as a judge who says yes or no to new ideas. A senior executive believes that his job is to make judgments, to veto a new idea, as it is supposedly always impractical, to formulate a negative argument rather than put forward a constructive one (Manz, 1992).

Managers in Japan and West Germany are beginning to outperform their American counterparts in terms of professionalism, flexibility, enterprise, and determination. Americans lag behind because business schools are overburdened with unnecessary knowledge; professional managers lack a clear perspective; managers do not identify with what their firm

does; they do not show sufficient interest in their employees; and top managers and their staff are locked into analytical issues and undervalue the impact of the external environment.

When a person gets a job, it is important to understand whether he sees a defense in the group or goes into it as a team of like-minded people. The leader should analyze this so that he does not have a conflict with the group. The ability to clearly delegate responsibilities between employees is one of the most important functions of a manager. In foreign organizations, there is a clear structuredness, formalization of tasks, an assessment of each individual employee, and the ability to quickly identify an individual who does something bad or well, because the foundation of work is an individual task and individual responsibility. As a result, group work is more effective.

Effective self-management is impossible without the assumption of certain obligations and responsibilities by individual employees. And this is work primarily in the interests of the system, and not their own. Americans have a predominant desire to take responsibility (Manz, 1992). It is very important to create an environment in the system in which an irresponsible person would feel uncomfortable. The entrepreneur, the one who created the company (and it is impossible to create it, if you do not take responsibility), knows how to do it, he has practical experience. And his duty is to help his subordinates learn to create. Most of the training takes place at work. A normal leader spends up to 40% of his time working with people, training subordinates. After all, responsibility is possible only when a person is trained, competent and not afraid to make decisions (Sacks, 2017).

Employee self-motivation - their ability to do without external positive reinforcement for an extended period of time in many difficult and responsible situations - is one of the most striking indicators of management and organizational success. The main incentive for such people is often self-realization, which corresponds to their "motivator map," which is a set of personal priorities for each person. On the one hand, it is convenient for the leader because he does not need to make significant efforts for additional motivation; on the other hand, an employee frequently becomes poorly managed, especially with a partial or complete loss of interest in work, and he easily leaves the company in a situation where self-realization becomes impossible.

In the practice of Western companies, there are some management techniques that contribute to the development of self-motivation skills in an employee in such a way that they will play a positive role in his life (Sacks, 2017).

Modern authors, who publish various manuals and textbooks on self-management, advise to take care of yourself, provided that if a person is really interested in it, otherwise it's just a waste of time. It is recommended to indulge in nice things, such as a bath, nice music, as well as advice on sports. Experts advise to arrange two-day vacations (sanatorium, sea cruise, skiing, etc.). But at present, these tips and suggestions are not widely used, among the reasons for this in many countries is the lack of financial resources to "work for demolition", which is not included in the practice of self-management. In addition, often even a short rest, travel cause a negative reaction from subordinates, colleagues. Due to the inability of many managers to alternate work and rest, they remain the forces of physical activity, active recreation, which, of course, has a negative impact on human health.

It is not always possible for a person to react correctly to the problems that have arisen and find a rational way out of a difficult situation. In most Western countries, instead of solving this with the help of self-management, workers can shift the blame on others and, of course, circumstances are always to blame. But it is necessary to get rid of this self-deception (Sacks, 2017).

Self-management in most countries, perhaps only in China and some American states, requires development, motivation, in defining clear life and work goals that play a role in quality work. You need to learn self-motivation, you need to learn goal-setting at work. Perhaps because a large number of people do not want to find a job that would be their favorite, often do not have the opportunity to find it, self-realization is not one of the main values. A rarity for the employee is job satisfaction, both morally and materially (Makkonen, 2016). In the west, a person, getting from the work environment to the home, leaves all work problems at the door of his organization.

Self-management involves the adaptation of change too. For example, in Japan, a person annually learns various innovations, improves their skills and knowledge with a break from work for 1-3 months. And training is at the expense of the organization, that is, here we are dealing with investment in man as a resource of production. In most countries, and especially in Ukraine, there are not many job advertisements where free training of a new employee is provided. Therefore, a person should motivate himself to constantly study new technologies, methods and so on (Jung, Takeuchi, 2017).

Implementation of self-management of employees in organizations

To maximize the effectiveness of various approaches to planning, their logical relationships must be demonstrated. A strategic goal can be visualized as a converging funnel aimed at a specific goal (Figure 4).

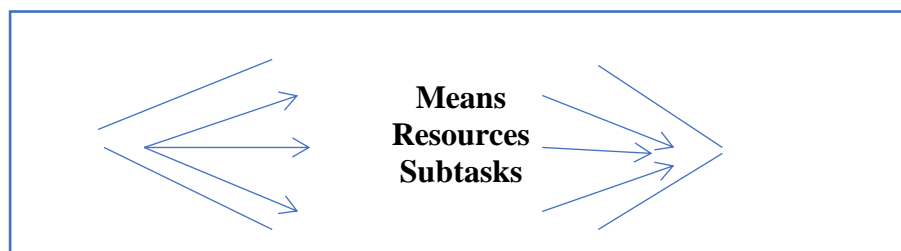


Figure 4. Program for Strategic Goal Achievement
Source: Author compiled

The arrows represent the means, resources, and subtasks that lead to this goal.

The arrows represent the internal and external possibilities that define the permissible movement directions from the starting point.

This program is useful in problem situations, such as when there is a general direction of movement but no clear idea of the desired result.

A personal strategic plan created using the attention structuring method is an example of such a program. The further away from the center of attention the pointers to deeds contained in the system become, the less "projected" they become, and the more ideas, over-goals, and so on appear. Structures that do not specify a specific outcome, but rather a set of possible directions of movement and self-development, none of which is destined to become a reality (Chaykina, 2016).

The presence of these factors enables us to correlate the opportunities provided by the external environment with our own desires and capabilities, and choose the best path for future movement; specifically, to formulate specific goals for the near future.

Figure 5 depicts the operational level of the program, which is close to the initial planning stage and is filled with distinct projects (interrelated in the calendar resource schedule).

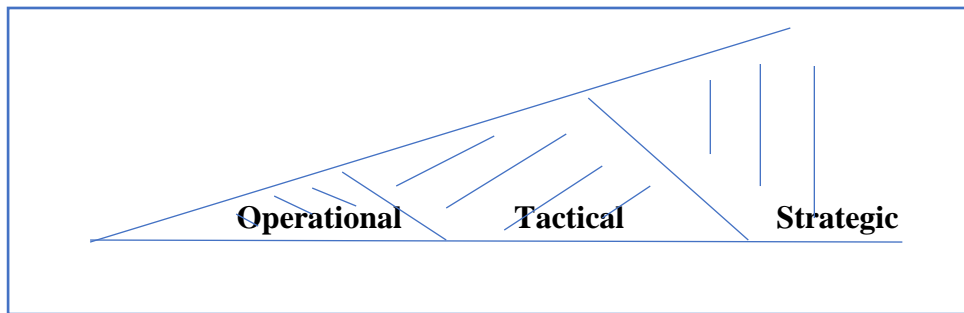


Figure 5. Self-management Approaches

Source: Author compiled

More distant projects in the zone of "strategic preconsciousness" are frequently not yet formalized; these are most likely just ideas. It is only defined by rather abstract super-goals and key areas, as well as, possibly, a strategic goal (Chaykina, 2016).

Thus, strategies for the development of personal management in their approaches to improving organizational efficiency should be long-term in nature:

- providing managers with information on what is expected of them
- providing an opportunity to compare the goals against which managers' performance will be evaluated, and to identify areas of inconsistency in which competence must be improved;
- identify managers with potential, encourage them to develop and implement personal development plans, and create conditions for providing the necessary development, training, and experience to prepare managers for more complex individual and organizational tasks;
- establishing conditions for maintaining leadership succession and developing a system to regulate and control this process (Chaykina, 2016).

Conclusions

Self-management is the main instrument for achieving the unity of goals and the attitude of staff to them on a social, economic and moral basis. It is the relationships of people that shape their levels of behavior, activity and mood.

Employees have now be able to complete an increasing number of tasks in a short period of time in order for the company to succeed. One of the concepts of self-management is the application of a set of tried and true methods and skills in everyday life to maximize time efficiency.

Follow a few simple guidelines: set specific goals, plan ahead of time, use the proper decision-making process, implement and organize, and maintain control.

When a result is received, it is compared to the goal; if the result matches the goal, the labor process is on track; if it does not, adjustments must be made during the labor process, or the goals must be reviewed.

Self-management requires the ability to extract, store, develop, and rationally use one's own resources for being more successful and self-sufficient. Self-managed organizations are more efficient and creative, as well as fairer and have greater degrees of autonomy. The research supports the conclusion that self-management is superior to more traditional types of management.

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