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## **Psychological Stability and Coping Strategies of a Fashion Business Manager as Determinants of Effective Overcoming Difficult Management Situations**

**Abstract:** *Introduction.* The relevance of studying the problem of the formation of a person's psychological stability and his choice of coping strategies for overcoming difficult life and professional situations in a state of uncertainty and social challenges is due to the “social demand” on the part of modern managers-practitioners. *Purpose and methods.* The purpose of this article is the theoretical analysis of the psychological stability phenomenon as a personal property, and the justification of its interdependence with the coping strategies chosen by the individual in everyday and professional environment. The methodological basis of this research is a genetic-psychological approach to the study of the possessive behaviour phenomenon. *Research results.* The theoretical and methodological analysis of the problem of forming the psychological stability of a fashion business manager is carried out. Coping strategies are described as tools for realizing the psychological stability in managing fashion business. Psychological stability is considered as an open system, the level of development of which is manifested in professional activity and is a synthesis of individual qualities. *Conclusions.* The scientific novelty consists in deepening the understanding of the psychological stability importance for the effectiveness of managerial decision-making by managers in fashion business field. The practical significance of research results lies in the possibility of choosing optimal coping strategies in professional life through students training, who master educational programmes with a powerful practical component.

**Keywords:** psychological stability, coping strategies, coping behaviour, coping resources, fashion business manager, communicative and managerial activity.

## **1. Introduction**

**The problem formulation.** A variety of negative influences on the professional activities of specialists in any field, in particular, fashion business managers, are caused by socio-political shifts in Ukraine, as well as the global context (war, pandemic), local and global socio-economic crises. Increasing the requirements for the manager as an active subject of professional activity, growing the intensity of information load and personal responsibility for the carried out managerial activity, decreasing of social security – this is a rather incomplete list of factors which become a source of complex communication-management situations emergence, indispensable attributes of the fashion-industry dynamic development. As a result of changes in socio-political life in Ukraine (military operations, business clotting, or its suspension in response to measures of preventing the spread of pandemic), in the last three years, there has been a significant decline in purchasing power of the population, offline shops closures/suspensions, supply chain disruptions, etc. This requires service businesses to rebuild their brand assortment with a creative component in order to make rational (necessary) items to meet the needs of the military or civilian population. Therefore, in conditions of political, economic, and social instability, it is effective to study the current state and future development prospects of fashion business enterprises: assessment of business forms strengths and weaknesses, analysis of existing potential, development of marketing policy, the logic of strategic and tactical decisions of managers. Such a complex of actions depends primarily on the manager's personality and the level of his psychological competence development.

According to contemporary researchers, one of the main individual-psychological characteristics that determines the professionalism of a manager in any industry under stressful exposure to life and professional situations is psychological stability. It plays a leading role in ensuring that managers can achieve high results in professional realisation. It is not only about the ability to adapt to complex emotional situations but mainly about the choice of optimal coping strategies by professional managers, where the latter is considered as an ability to withstand the stressful nature of various kinds of socio-economic challenges to effectively solve production tasks.

The exercise of managerial activity in complex stressful situations can have a negative impact on managers' professional self-realisation and the effectiveness of the organisation as a whole. This necessitates a study of psychological features of their various decision-making and a mechanism for making choices: managers' use of coping strategies, which are components of stress-fighting behaviour, and the organisational psychological factors that influence their choices; coping behaviour as a process of developing variable interactive and

communicative relationship skills in the general context of interactive behavioural psychology, to find the psychological mechanisms involved in the emergence and development of behavioral patterns, that provide the individual with a comfortable stay in social situations of different orientation and communicative activity.

In the process of purposeful communicative and managerial activity, a manager acquires specific properties and qualities of self-actualisation, self-organisation, self-regulation, and self-control, which determine his personal stability in overcoming difficulties. Issues of psychological stability of a manager's personality are of great practical importance because stability protects the personality from disintegration and personality disorders, and creates the basis for inner harmony, full mental health, and high work capacity.

**State study of the problem.** In fashion business, with its increased pace of transformation and development, expectations for every specialist, more dynamic changes, requirements for long-term preservation of working capacity, an important characteristic of the manager becomes his ability to respond adequately to critical situations in which he finds himself in the state of professional activity, that is, psychological stability. Every year more and more scientists are turning to the problem of studying the psychological stability phenomenon due to the choice of certain coping strategies as a factor influencing the success of a manager in such a complex and stressful environment. The scientific interest is mainly focused on the search of stability, it correlates with different personality traits, analysis of the features of stability formation in the complex conditions of professional activity and stress-protective and adaptive potential of the phenomenon under study (Kotova, 2000; Krainyuk, 2007; Kostyuchenko & Bryl, 2022); the analysis of the problem of coping strategies: the essence, types, role in stress-protective behaviour and personality life activity; individual factors influencing the choice of coping strategies; modelling system of underlying human behaviour (Billings & Moos, 1984; Lazarus & Folkman, 1984; Antsiferova 1994; Nartova-Bochaver, 1997; Frydenberg & Lewis, 2000; Bodrov, 2006a; Bodrov, 2006b; Vodopyanova, 2009; Sivogrankova, 2007; Podliashanyk, 2008; Titarenko, 2009; Rodina, 2011; Yarosh, 2015; Voitsekhovska & Zakalik, 2016, et al.), psychological features of active/passive coping strategies and styles (Maddi, 1996; Sirota, 1994; Kryukova, 2010; Viliunas, 2006, et al.). The last decade has been marked by a number of psychological studies, the purpose of which was to directly investigate the stress-protective and adaptive potential of emotional stability.

**Unresolved issues.** However, the problem of studying the influence of psychological stability in interdependence with the chosen coping strategies of a fashion business manager on the efficiency of overcoming difficult managerial situations has not been highlighted before. In addition, it should be

noted that this area of research in organisational psychology is just beginning to emerge. It can help to optimise the manager's performance in solving managerial problems.

## **2. Purpose and methods**

**The purpose and research tasks.** The purpose of this article is the theoretical analysis of psychological stability phenomenon as a personality trait and substantiation of its interdependence on the coping strategies chosen by the fashion business manager as an effective resource for overcoming difficult managerial situations.

Achieving this purpose involves solving the following tasks:

- to reveal the essence of the problem of forming the psychological stability of a fashion business manager in connection with the performance of several professional managerial and communication roles, functions, and tasks;
- to prove that psychological stability is a component of professional stability;
- to substantiate the role of psychological stability development in the effective functioning of managers as an incentive, a factor, and an indicator of professional realisation and growth.

**Methodology and methods.** The methodological basis of the study is a systematic genetic-psychological approach to the study of the behaviour phenomenon. The following principles are used as the basis for considering the phenomenon of coping strategies as a complex behavioural phenomenon by observing the following principles: a) *systematicity* (coping behaviour has such features of the system as integrity, hierarchical structure, structuring, multiplicity of description, the ability to possess all features of the system); b) *ontology* (coping behaviour has features of response to the situation, dependence on personality traits, implementation through subjective functions); c) *sociability* (coping behaviour emerges and exists in the societal environment as an interactive phenomenon, which requires communicative support under certain conditions); d) *behavioural* (coping behaviour exists in interactive relationship based on personal behaviours, such as established behavioural patterns); e) *functionality* (coping behaviour occurs as a modelling of the situation, approbation of the goal by the action, modification of the pattern of action, if necessary); f) *psychological* (coping behaviour is based on data of self-knowledge and self-evaluation in the processes of self-regulation); g) *procedurality* (coping behaviour relies on implicit knowledge of the context and occurs as verbal-pragmatic behaviour with certain signs of self-presentation); h) *development* (coping behaviour progresses through mastering norms and rules, coordinating

one's communicative actions with those of others, and establishing an emotional connection with them).

The following methods are used in order to achieve the research goals and tasks: general theoretical – an analytical-synthetic review of psychological literature on the research problems; systematisation, classification, comparison, generalisation, interpretation of existing scientific-psychological theoretical and empirical approaches to the outlined problems; method of analogue modelling which is used to reproduce the most significant predicates in the structure and functions of coping behaviour; the formation experiment, the specifics of which consists in the purposeful and systematic development of psychological regulators of coping-behaviour in the students under study, based on its subject-personal-activity model.

**Information base.** The research information base consists of scientific works of blighty and foreign scientists in psychology and management. The empirical substantiation of the main conceptual positions of psychological stability is based on the results of the author's observations, and implemented psychological techniques in the organisation of educational process, in the groups of which educational programmes for managers of fashion business of Kyiv National University of Culture and Arts and Kyiv University of Culture are prepared.

### **3. Results and discussion**

#### **3.1. Theoretical and methodological analysis of the problem of forming the psychological stability of a fashion business manager**

There are more than ten roles in the manager's communicative and managerial activities at different management stages, which can be classified into the following groups: interpersonal, informational, and decision-making roles. They are interrelated, and interact as well. A fashion business manager performs several functions, including the main duties of a business administrator. According to the criterion of importance, they can be presented in the following order and described like this: administrative (organizational management and coordination); regulatory (planning and reporting); control (assessment and accounting); information (communication and documentation); marketing; household; personnel management (needs analysis, search, selection and hiring, the definition of competence limits, training and consulting, motivation, activity control, and management). Depending on the scale of the business, these functions may also be shared and/or delegated between different managers in the enterprise.

The wide range of managerial tasks in the manager's professional activity requires considerable psychological stability (to uncertainty, stress, risks, conflicts), and has the nature of an open system with its own structural and functional components. It is viewed (Nikiforov, 2003) as a complex personality quality, the level of development of which manifests itself in professional activity, reliability of the worker. It is a synthesis of individual qualities, balance, and abilities, which combine resilience, stability, and resistance. The manager's stress resistance in uncertain and changing conditions of fashion business (the transition of consumption trends to online, thrifty and anti-consumption, environmental friendliness, minimization of fashion, etc.) is represented by the skills and abilities to adapt to long-term workloads, to maintain an even calm mood, respond to difficulties communicatively promptly – management activities (remote management and communication, manifestations of emotional intelligence: culture of the psychological contract, feedback and gratitude, etc.), as well as stability and reliability of functioning, sufficient flexibility.

The conceptual field of psychological resilience encompasses a fairly wide range of human psychological resources: post-traumatic growth (Tedeschi & Calhoun, 1995; Joseph & Linley, 2006), personality transformational potential (Magomed-Eminov, 1998), resilience (Maddi & Khoshaba, 1994); healthy coping (Nikiforov, 2003), proactive mastery (Greenglass et al., 1999; Starchenkova, 2009). A psychological resource is defined as something meaningful and important to a person, something that helps him to adapt to the conditions of problematic life situations; a phenomenon that ensures an increase in the level of functioning of a person as an individual and an activity subject, the completeness of his realisation in various spheres. Accordingly, work capacity acts as an opportunity to ensure the maximum functional capacity of the organism to perform a particular work, to be productive, to perform activities efficiently, using the psycho-physiological potential. In conditions of recovery from a problematic situation, stress, it is psychological resilience that ensures the process of returning to the initial state (restoration of work capacity), which can further promote growth (ensuring the positive dynamics of the restored work capacity) (Kostyuchenko & Bryl, 2022).

The comprehensive concept of “Hardiness” reveals demandingness, resilience or vitality, courage, bravery, etc. (Kobasa, 1979; Maddi & Khoshaba, 1994), an integrative quality of personality, which is an indicator of a person's mental health, and includes *obligation* (tendency to fully devote oneself to one's work), *inclusiveness* (the most important definition of oneself and the surrounding world, as well as the nature of their interaction, motivates the individual to realise a healthy lifestyle, and also gives the opportunity to feel significant and valuable enough to fully immerse oneself in solving tasks, regardless of stressful factors and changes), *control* (the tendency to think and

act as if there is a real possibility to influence the course of events; the quality that motivates to search for resources, evaluating even tragic events, their significance is underestimated, thereby reducing the psycho-traumatic effect), and the *ability to accept challenge* (perception of dangerous complex tasks, which mark the next turns of the changing life, which prompts a person to continuous growth; the ability to experience any events as an incentive for one's own abilities development).

It should be noted that the concept of stress resistance, the psychological stability of the individual, logically fits into another term “professional stability”, which is defined as a correspondence of motives and interests of the manager's personality to the real content of his communicative and managerial activity. If this correspondence is observed, the manager successfully copes with his professional activity and becomes less tired. Based on this (Platonov, 1996), it becomes possible to talk about mental or psychological activity of a person, which determines his steadiness.

A fashion business manager, like any other manager, has to understand that it is rational to choose the line of acceptance and management, concerning change, rather than resistance. Change encompasses managerial, technological, content (in terms of product/service), and social components. For example, managerial changes require restructuring the organisational structure, managing personnel and intra-organisational relations, changing and introducing a new motivation system and management technology; technological – consist of the use of resource-saving technologies, changes in production technologies, their modernisation; substantive (regarding the product/service) consist in changing the line/assortment/list of products/services, using other/new materials, promoting the product to a new market/markets; social – require changes in the principles of ensuring communication, interaction, affect the emergence of new functional relationships. In such conditions, the psychological stability of the fashion business manager becomes an individual's socio-psychological characteristic, which helps to endure the extraordinary situation without any harm, to overcome its consequences with the help of certain methods, improve the personality, increase the level of its adaptation and social maturity; as well as the quality of personality, the separate aspects of which are stability, balance, resistance, that help to resist professional difficulties, adverse pressure of economic, political, social, corporate, personal circumstances, maintaining health and working capacity in solving communication and management problems.

The level of psychological resilience of an individual is manifested in his work activity, in the reliability of the worker, and the professional. On the other hand, successful professional activity is the basis for a full experience of self-realisation, affecting life satisfaction in general, mood, and psychological resilience (Krainyuk, 2007).

So, the theoretical and methodological analysis of the problem of psychological stability formation of a fashion business manager has shown that it plays a leading role in the professional portrait of a manager, and is a socio-psychological characteristic to be developed in a certain way.

### **3.2. Coping strategies as a tool for implementing the manager's psychological stability in fashion business management**

Psychological literature operates with several terms (coping, coping action, coping strategies, coping styles, coping behaviour, as well as the same analogues using the terms “mastering” or “coping”), which define the individual adaptation response of a person in a subjectively difficult life situation.

The basic positions of the concept of coping processes were developed by R. Lazarus in “Psychological Stress and Coping Process” (1966). Coping is considered a central part of stress, namely as a stabilising factor, which can help the individual to maintain psychosocial adaptation during the influence of stress; as an effort to solve problems, exercising the individual, if the consequences are of great importance for his wellbeing (in situations of danger and/or success), because these requirements activate adaptive capacities (Lazarus, 1966; Lazarus & Folkman, 1984). Thus, “coping”, or “coping with stress”, is seen as the activity of the individual to maintain or keep a balance between demands of the environment and resources that satisfy these demands.

Finally, managerial coping as a style is a complex behaviour determined by personal and environmental characteristics of the professional environment and their interrelationship. The understanding of coping as a style quality is, to some extent, opposed to an approach that focuses on the characteristics of the holistic situation. It is emphasised that the situation includes both external objective factors and subjective conditions (interpretation, experience of the situation). In this perspective, it is necessary to define coping as a changeable, dynamic process because it is the professional situation that largely determines the logic of the manager's behavior, and the degree of responsibility for the result of his action, greatly devaluing the role of the individual.

We agree with the definition of coping (Kornienko, 2018, p. 179), that it is a form of behaviour which reflects a person's readiness to deal with personal living space; behaviour that aims not only to adapt to circumstances but to control and modify oneself and them as well, which involves the already established ability to apply specific means to cope with stress.

The integration of the views of many coping researchers made it possible to distinguish basic approaches: *dispositional* (Carver et al., 1989; Suls & Martin, 2005), where attention is focused on stable individual characteristics and personality characteristics as predictors of coping with stress; *situational*

or *dynamic* (Lazarus & Folkman, 1984), which considers more mobile and changing situational factors that determine the choice of coping strategies; *integrative* (Skinner et al., 2003), in which coping is one of the aspects of human abilities, that, together with resources, serves the purpose of transforming not only the situation and elimination of the threat, but also as a way of self-organisation of the individual in his own life space; *subject-activity* (Abulkhanova-Slavskay, 1991; Antsiferova, 1994; Brushlinskiy, 2003; Serhienko, 2011; Znakov, 2012), from the point of view of which human self-regulation is based on his own possibilities for self-organisation of his activity in the form of an individual composition of mental resources, which are chosen accordingly to the life situation. Different degrees of realisation of own life plans are associated with different degrees of activity, integrativity, and self-determination of the individual as a subject of activity and life. The idea that coping enables conscious mastery of a difficult situation while actively engaging with the professional environment is reflected in this approach. The formation of an effective style of mastering behaviour occurs in the presence of an active life-creating position of the individual, including the activity of various kinds (purposeful, transformative, etc.), directed both at oneself as the subject of this activity and at the environment as well.

In coping (dominant behaviour), which consists of actions aimed at overcoming stressful circumstances, *problem-oriented* and *emotionally-oriented* strategies, problem avoidance strategies, transformative strategies, adaptation techniques, and auxiliary self-preservation techniques are distinguished (Nartova-Bochaver, 1997).

Coping behaviour usually appeals to basic coping strategies, personal and environmental coping resources, which include personal and professional self-esteem and locus of control (Muzdybaev, 1998). It is claimed that the level of human resourcefulness is related to the locus of control, and the type of behaviour in a stressful situation (Dubchak, 2016). Psychological resources, which an individual resorts to when necessary, come down to his cognitive, psychomotor, emotional, volitional, and other properties, which are manifested in the form of self-control, self-esteem, a sense of self-worth, motivation, etc. Professional resources include knowledge, experience, and individual style of activity. Physical resources include the level of physical and mental health and functional reserves of a person. It should be noted that the role of material resources is very significant (Muzdybaev, 1998).

The definition of coping behaviour (Ma Fu, 2021) can be accepted as a self-organising (self-regulated) behaviour of an individual in the interactive processes of social life, which is based on his understanding of the situation content through the use of digitised, communicative, open features of the interpersonal space.

Signs of high-functioning coping behaviour are: a) prevalence of active problem-solving patterns and search for social support; b) development of cognitive-evaluation mechanisms; c) motivation to success; d) active coping with stress by eliminating its source; e) developed coping resources (positive self-concept, developed perception of social support, internal locus of control over the environment, empathy, affiliation, relatively low sensitivity to rejection, presence of effective social support from the environment) (Sirota, 1994).

It follows that coping behavior, as the behaviour most receptive to experiencing one's subjectivity in interactive situations, includes main features that attribute to mastering norms and rules, agreeing one's behaviour with others, and assimilation as the basis for establishing an emotional connection. Based on this, it can be concluded that coping behaviour is based on subjective experiential framework, containing the influence of interactions variety, therefore, is a complexly structured hierarchical entity. Coping behaviour reflects the characteristics this: a) the individual system of social norms and rules – the regulator of interactive relationships; b) the process of coordinating communicative actions; c) the establishment of communicative communication.

The choice of communicative action is accompanied by the corresponding decision-making, which is understood as a process of rational or irrational choice of alternatives, carried out the following desired result (Orlov, 2004). These choices include both typical behavioural patterns and patterns dictated by the specific situation. Depending on the leading behavioural pattern (personal or role-based), the current behaviour is adjusted accordingly by adding situation-specific qualities. It is necessary to stress the importance of the situation subjective interpretation in deciding on the modality of direct and communicative responses. In objective opinion, it is the process of situational adjustment that is the main mechanism not only for coping phenomena, but also for the development of behavioural patterns and, consequently, personality as a whole.

Coping behaviour is based on: 1) processes of awareness (identification, reflection, empathy, affiliation) of situations, and the standard of proper in objective reality (social, socio-psychological, interpersonal environment) (consciousness), and of oneself in them according to one's own proper in subjective reality (self-awareness; self-knowledge, self-assessment, self-regulation); 2) systematically formed actions in previous communications (object-manipulative, role-playing, learning activity, communication, learning-professional activity), and formed by reflecting on meaningful conditions, effective performing actions according to success criteria; 3) objectification of the image of “I” in the context of the situation with an emphasis on experiencing the objective reality of the system “I – Other/Others” (adaptation to the situation) or the reality of the subjective system “I-actual – I-ideal” (correction of self-per-

ception, psychological defenses); 4) the perception of a person by a person in the sphere of personal-social relations using cognitive, emotional and actually behavioural signs, and with an appeal to the ratio of dominance and non-dominance in mutual relations, which later turns into the corresponding social patterns (Ma Fu, 2021, p. 73).

### **3.3. Psychological means of modeling the manager's coping behaviour**

Well-known standard psychological methods are important for identifying and measuring coping strategies, in particular:

1) the “*Ways of Coping Questionnaire*” WCQ test (Folkman & Lazarus, 1988), aimed at determining such coping strategies as confrontational coping, distancing, self-control, seeking social support, accepting responsibility, escape-avoidance, problem-solving planning, and positive reassessment. The main criteria are problem-solving, finding and using social support, and emotion regulation. There are two basic strategies: power-problem-focused and emotionally-focused ones;

2) the *Coping Inventory for Stressful Situations* (CISS) (Endler & Parker, 1990) method of multidimensional measurement of coping, aimed at determining the following main styles of coping behaviour: a style oriented towards solving the task (problem-oriented style), emotionally-oriented style and avoidance-oriented style (abbreviated as OST, EOS, and AOS);

3) *research modeling of coping behaviour* (Folkman & Lazarus, 1988) in adaptation (Kryukova & Kuftyak, 2007) to determine the degree of expression of the following coping strategies: confrontation (not always adaptive defense of one's own interests, resistance to difficulties, energy and entrepreneurship); distancing (subjective reduction of the significance of the problem by means of rationalisation, detachment, devaluation techniques); self-control (striving for self-control in order to minimise the influence of emotions on behaviour); search for social support (appeal to external resources for solving the problem in the form of advice, sympathy, specific effective help); acceptance of responsibility (recognition of oneself as the cause of the problem, dissatisfaction with oneself); escape-avoidance (infantile behaviour when faced with difficulties); problem solving planning (analysis of possible options for behaviour to achieve the desired goal, taking into account objective conditions); positive reappraisal (positive rethinking of a problematic situation in the context of personal growth);

4) the “*Indicator of Coping Strategies*” technique (Amirkhan, 1990) adapted (Sirota & Yaltonskiy, 1993) to diagnose the basic coping strategies of an individual: *problem-solving strategy* – an attempt to use all available personal

resources to find possible ways to effectively solve a problem; *the strategy of finding social support* – turning to the environment for help and support; *avoidance strategy* – trying to avoid solving the problem;

5) *screening test* (Heim, 1988) “*Method of coping mechanisms diagnosis*” of response to various stressful situations, namely situation-specific coping options, divided into three main spheres of mental activity (cognitive, emotional, and behavioural), types of coping mechanisms: cognitive (ignoring, reconciliation, dissimulation, maintaining self-control, problem analysis, relativity, religiosity, confusion, adding meaning, instruction on self-worth); emotional (protest, emotional discharge, suppression of emotions, optimism, passive cooperation, humility, self-blame, aggressiveness); behavioral (distraction, altruism, active avoidance, constructive activity, withdrawal, cooperation, seeking support);

6) *the method of “Proactive mastery behavior”* (Greenglass et al., 1999). The authors consider coping behaviour as the integration of affective, cognitive, and social factors into a set of coping strategies that enable a person not only to cope with stressful situations but also contribute to progress towards goals important to the individual. The lives of “proactive” individuals are guided by individual rather than external factors and they are responsible for the events that happen to them; they tend to evaluate events positively, accumulate personal resources, avoid wasting them, and, in case of stress, can mobilise them quickly, which requires highly developed social skills. It consists of 55 statements and contains 6 schools: proactive coping is a process of goal setting, setting difficult goals for the individual, as well as a process of self-regulation to achieve these goals, which includes a cognitive and behavioural component; the essence of proactive coping consists in efforts to form common resources that help in achieving an important goal and contribute to personal growth; reflexive coping is an idea and reasoning about possible behavioural alternatives by comparing their possible effectiveness; includes assessment of possible stressors, analysis of problems and available resources, generation of an action plan, prediction of the likely outcome of the activity and selection of methods of its implementation; strategic planning – the process of drawing up a clearly thought-out, goal-oriented action plan, in which the most ambitious goals are divided into sub-goals, the management of whose achievement becomes more accessible; preventive coping – anticipating potential stressors and preparing actions to neutralize negative consequences before a possible stressful event occurs; such uncertainty stimulates a person to use a wide range of coping behaviors: accumulating money, insuring one's own life and property, maintaining a healthy lifestyle; the search for instrumental support is receiving information, “advice” and feedback from the immediate social environment of people during the period of coping with stress; the search for emotional support is an orientation to the regulation of emotional distress by

sharing feelings with others, seeking sympathy and communicating with people from the person's immediate social environment;

7) *the method "Overcoming difficult life situations"* is an adapted version (Vodopyanova, 2009). SVF-120 methods by V. Janke and G. Erdman are used to diagnose typical ways of overcoming stressful situations (coping strategies). It consists of 120 statements, which are defined by 20 scales with 6 statements each: reducing the value of a stressful situation, self-praise, self-justification, distraction, substitution, self-affirmation, psycho-muscular relaxation, control over the situation, self-control/self-control, positive self-motivation, search for social support, anticipatory coping, escape from a stressful situation, social withdrawal, "stuck record", helplessness, self-pity, self-blame, aggression, and medication (Janke & Erdman).

Thus, coping behaviour can be simulated with the help of psycho diagnostic methods, which reproduce the signs of: a) the personality of the participant in interactions, whose belonging to a certain psycho type indicates the peculiarities of his subjective reality, against the background of which coping actions are carried out; b) the individual's attitude towards himself as a whole and in some specific aspects as a participant in an interactive situation; c) compliance of coping actions with an emotional-dynamic pattern, which is indicated in the data on accentuations (behavioral tendencies), which are considered as a behavioural specification of this pattern; d) an individual's confidence as an indicator of his readiness to resolve dialectical contradictions in a communicative (interactive) situation in order to obtain the desired result; e) psychological defenses as a way of leveling psychological discomfort during encounters with negative emotions in interactions; e) features of mental organisation, which are determined using tests of social intelligence.

We recognise that the synthetic criterion of coping behaviour is confidence as a complex characteristic of the individual, demonstrating attributes such as self-efficacy, self-sufficiency, emotional maturity, and a confident behavioural repertoire. Coping behaviour is mainly aimed at an effective choice of behaviour line based on adequate self-esteem and sense of self-respect, self-confidence, social courage, and initiative in communication.

Concepts of coping resources, styles, strategies, etc., were developed as an integration of different views on the phenomenon of mastery behaviour. It is established (Kornienko, 2018) that domineering behaviour is implemented with the help of selected coping strategies based on personal coping resources. Coping strategies are considered both as a means of managing stress and as actual responses of an individual to a threat. A set of used strategies, close in meaning, form the styles of mastery behaviour. It is highlighted (Kornienko, 2018, pp. 176-208) that coping resources are relatively stable characteristics of the individual (self-concept, locus of control, empathy, reflection, expe-

rience, special skills, skills for solving situations, etc.) and the environment (social connections (social network) that contribute to the use of coping strategies, financial support, opportunities for application and access to professional help, availability of social support, etc.). Therefore, the problem of implementing coping strategies occupies a specific place in the concept of obsessive behaviour, and, in particular, it is worth considering the techniques that a person resorts to when overcoming this or that stressful situation.

There is a significant number of classifications of coping strategies, in particular: *eight situation-specific coping strategies* (Lazarus & Folkman, 1984): problem-solving planning, positive reappraisal, responsibility acceptance, search for social support, confrontation, self-control, distancing, and avoidance. The authors attributed two of them to problem-oriented coping: 1) confrontation – increased human activity, often impulsive, aggressive, inconsistent, and chaotic behavior to try to somehow influence the situation; 2) planning strategy – drawing up an action plan to eliminate the problem through active interaction with the external situation, with information and people, conscious attempts to solve the problem, analysis of the situation, appeal to past experience.

The other six coping strategies belong to emotionally-oriented coping: 1) distancing strategy – maintaining (imitating) habitual behaviour based on stereotypes and automatisms, switching attention to other, more or less relevant activities; 2) avoidance strategy – complete withdrawal from the source of stress, use of such methods of stress relief as alcohol, sleep, etc., when there is a direct discharge of the emotional state without the desire to understand the situation, passivity, lack of any activity to change the situation, refusal of active actions; 3) a strategy of self-control over the expression of emotions – an increasing control over actions, statements, showing restraint in spontaneous manifestations; 4) the strategy of finding social support – active interaction, communication with other people, psychologists-consultants, religion in order to find various (psychological, material, informational) help from others; 5) the strategy of accepting responsibility or guilt – uncertain and inconsistent actions, “falling” into the state of helplessness, transitioning to a safe, dependent position with apologies, attempts to induce leniency; 6) strategy of positive reassessment – attempts to analyse the situation, search for the meaning of what happened with a focus on positive aspects; rethinking oneself, one's relationships and life values; finding “use / benefit” in the existing situation, turning to God in order to reduce anxiety and restore optimism (strength of spirit) and emotional balance (Kornienko, 2018, p. 192).

There are similar divisions of coping behavior strategies, in which strategies are aimed at: 1) assessment, that is, establishing the meaning of the situation for oneself, understanding the processes taking place and their possible consequences; a problem expressed in decision-making and choosing specific

actions to overcome difficulties, including applying for social support; emotions, which involve managing emotions and feelings, maintaining emotional balance (Moss & Schaefer, 1986); 2) transformation, information seeking, avoidance, social isolation, social support, self-confidence, negotiation, submission, resistance, etc. (Skinner et al., 2003); 3) solving the problem, includes the following behavioural strategies: focusing on solving the problem – systematic analysis of the problem taking into account other points of view; hard work, achievement – conscientious self-direction to study, work to change the situation; focusing on something positive – an optimistic view of life and reminding yourself that there are people in a worse situation, maintaining a cheerful spirit; active recreation – physical education and sports (Frydenberg & Lewis, 1991).

Summarising what has been highlighted, it can be noted that, basically, researchers distinguish three basic coping styles: 1) problem-oriented style, 2) emotionally-oriented style, 3) avoidance style (manifested in the form of moving away from the problem).

Despite different approaches to the classification of coping, most scientists have agreed on the selection of three basic strategies: problem-solving, social support, and avoidance of a stressful situation.

So, by coping strategies, we understand more than the means of managing a stressful factor, which are used by an individual in response to a perceived threat. This concept combines emotional, cognitive, and behavioral strategies that an individual uses to overcome all the diversity of challenges of his own socio-cultural space.

It is clear that the coping strategy of “solving the problem” is the most important component of the fashion manager's adaptive mastering of the available socio-cultural space. Thanks to this strategy, the manager chooses and considers alternative options for solving communication and management problems, and manages everyday complex situations. He strives to use all available personal resources to find possible ways to effectively solve the problem. Actively overcoming them is, actually, a cognitively determined process of behaviour, as a result of which the general social competence of the individual is formed.

According to modern researchers' opinions (Kryukova, 2010; Rodina, 2011; Yarosh, 2015; Shebanova & Didenko, 2018; Didukh, 2018; Tsukur, 2020, Yakusheva, 2021), managers should pay attention to the following components of the constructive coping process: 1) orientation on the problem, the connection of cognitive and motivational components for general familiarisation with the situation; 2) definition and formulation of the problem, its description in specific terms and identification of specific goals; 3) generation of alternatives, development of numerous possible solutions to the problem; 3) choosing

the best solution to the problem; 4) implementation of the decision with further verification and confirmation of its effectiveness. Therefore, the ability to identify, and formulate a communication-management problem and find alternative solutions is an indicator of successful mastery within the framework of an active constructive coping “problem-solving” strategy.

The strategy of seeking social support makes it possible to cope successfully with a stressful situation with the help of relevant cognitive, emotional, and behavioural reactions. In its most general form, social support can be defined as the help provided to an individual by the environment in difficult situations of the professional space. Previously unsuccessful attempts to obtain social support depress the desire to seek it. Social support can prevent the event from being assessed as stressful. It can also lead to a reassessment, an improvement in the adaptive or suppression of the manager's maladaptive reactions. There are essentially three components to the process of obtaining social support: social networks; subjective perceptions of social support; coping strategies for seeking social support. Social networks include different relationships between professionals in their chosen professional field. They are a source of support that mitigates the effect of a stressful situation on the professional. In a stressful situation, there is a tendency to seek social support actively, and it increases the likelihood of receiving. Positive interpersonal relationships between colleagues, employees, project team members and business partners intensify social support, whereas conflicts hinder it. As a result of prolonged negative experiences of seeking social support in a professional environment, the motivation to seek it decreases, so the manager is forced to use a passive coping strategy – “avoidance”.

In communicative and managerial activities based on the existing classification (Moss & Schaefer, 1986), the manager should solve the following tasks in stages to manage the professional situation: 1) to determine the essence of the situation and its meaning for himself, assessing various aspects of the event, predicting its consequences; 2) to realise one's own reaction to the demands of the situation and the ability to resist it (for example, the problem of adjusting to a decrease in profits: the search for an alternative/temporary product/service for production/satisfaction, the need to provide additional income; redistribution of team roles; the ability to cope with overload); 3) to maintain systematic and positive relations with members of the team, project group, partners, employees, and with those who are able to contribute to solving problems; 4) to promote the preservation of a healthy emotional balance, management of negative feelings caused by adverse events (fear, feeling of vulnerability, hopelessness, anger); 5) to preserve and maintain one's own and brand image, self-image, social identity, self-confidence; 6) to implement effective coping strategies based on one's own coping resources: physical

(endurance, ability to recover thanks to various health practices, art therapy); social (individual social network, social support systems – volunteering, charity, donating, rallying around common universal and national values, creative activity); psychological (conviction, social activity, stable and adequate self-esteem, sociability, intelligence, morality, humor, reflexivity, etc.); material (money, property).

Based on the recommendations of the American Psychological Association (APA) for endurance, stability, and strengthening the adaptive capabilities of the psyche, you should: create effective connections with all participants in communication and management activities; look beyond the current situation, because future circumstances may be more favorable; pay attention to any objects, details that improve one's own conditions; get the most out of the current situation; set realistic and achievable goals; open up to circumstances through one's own curiosity and interest; pay attention to one's own needs, feelings, resources, opportunities, positive self-perception, self-worth, self-realization, optimistic outlook; perceive events, focusing on perspective and context.

#### **4. Conclusions**

The theoretical analysis and systematisation of psychological, socio-psychological, organisational-psychological, pedagogical research, as well as scientific and applied research on management issues, have resulted in the following:

1. Psychological stability or psychological resilience is a mental resource that helps to overcome life problems, make plans and put them into practice, establish and maintain relationships, and adapt to adverse changes.

2. Coping is a form of behaviour reflecting a person's readiness to deal with personal living space, and aimed at adapting to certain circumstances, controlling and modifying oneself and them, which implies an established ability of an individual (coping behaviour) to apply specific means to overcome stresses of different origin: life challenges, reversals, events that can change (possibly radically) the personal living space.

3. The main function of coping is adaptation, in which an important element of mastering behaviour as an opportunity not only to overcome but the ability to get out of stress is defined.

4. The hallmark of coping is conscious dynamism. It is used by the individual to actively change an anxious or threatening situation. Unlike psychological defences, this behaviour is a manifestation of the individual's awareness of the existing situation and the possibilities of overcoming it, so it can be attributed to the subject's descriptor as a factor of human activity.

5. The formation of an effective style of coping behaviour is conditioned by the presence of subjective experience, an active person's life creative posi-

tion, including transformative, creative and other activity, aimed at himself as the subject of this activity and environment. Coping strategies are a complexly structured hierarchical formation, a synthesis of emotional, cognitive, and behavioural strategies. It is found that the level of psychological stability of a specialist, on the one hand, is manifested in the reliability of professional activity, on the other hand, successful professional activity for many is the basis for a full experience of self-realisation and life satisfaction in general, which in turn increases the level of psychological stability.

6. The choice of coping strategies in a psycho-traumatic situation is one of the determining indicators based on which the level of mental and physical health of the individual can be predicted.

7. Coping resources of the environment include social support (emotional, informational, instrumental, functional), that acts as a buffer between stress, its consequences and material resources that allow the use of informational, medical, and other forms of professional assistance. Personal coping resources include the level of intelligence, empathy, affinity, self-concept, locus of control, and other constructs of an individual. The content-functional content of a person's coping behaviour contains a wide and diverse symbiosis of styles, tactics, and strategies ensuring his productive and successful behaviour.

**The scientific novelty** consists in deepening the understanding of the importance of psychological stability for the effectiveness of managerial decision-making by fashion business managers; development of the system of psychological tools, adaptive and constructive strategies of mastery behaviour.

**The significance of the study** lies in the fact that: theoretical and empirical results of the psychology of coping-behaviour can be included in the content of lectures and practical classes in “Management Psychology” and other educational special courses on the management of personality development; in the possibility of teaching students mastering educational programmes with a strong practical component to choose optimal coping-strategies in professional self-realisation.

**Prospects for further research.** Conducted in the study, the analysis of the categorical base shows that the problem of psychological resilience (stress resistance) requires further clarification, which can allow offering effective mechanisms for the formation of psychological stability to professional stress of managers of socio-cultural activities, in particular, fashion business.

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