

РОЗДІЛ IV

Управління та адміністрування

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FORMATION OF THE INTEGRATED SYSTEM OF SOCIAL-ADAPTIVE MANAGEMENT OF THE ORGANIZATION

The article considers the main problems of forming an integrated system of social-adaptive management of the organization. It is determined that integrated social-adaptive management is management, the concept of which is aimed at reconciling the needs, capabilities and interests of employees, consumers, organizations and society. The article also highlights the main elements of the system, which allowed to understand its construction and in parallel explored its structural and functional connections and relationships based on the mechanism of reconciling the needs and interests of customers, business and society as a whole. In addition, we propose the principles and model of external and internal infrastructure of the integrated system of social-adaptive management of the organization based on international and domestic standards of interaction between organization and society, taking into account global, national, regional and corporate features of external and internal environment and mutual development in the future.

Key words: system, management, organization, integration, adaptation, integrated system, socially-adapted management.

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ФОРМИРОВАНИЕ ИНТЕГРИРОВАННОЙ СИСТЕМЫ СОЦИАЛЬНО-АДАПТИВНОГО МЕНЕДЖМЕНТА ОРГАНИЗАЦИИ

В статье рассмотрены основные проблемы формирования интегрированной системы социально-адаптивного менеджмента организации. Определено, что интегрирован социально-адаптивный менеджмент - это менеджмент, концепция которого, направленная на согласование потребностей, возможностей и интересов работников, потребителей, организации и общества. В статье также выделены основные элементы системы, которые позволили разобраться в ее построении и параллельно исследовано ее структурно-функциональные связи и отношения на основе механизма согласования потребностей и интересов покупателей, бизнеса и общества в целом. Кроме того в статье нами предложены принципы и модель внешней и внутренней инфраструктуры интегрированной системы социально-адаптивного менеджмента организации на основе международных и отечественных стандартов взаимодействия организации и общества с учетом глобальных, национальных, региональных и корпоративных особенностей внешней и внутренней среды и системности их взаимодействия, взаимовлияния и взаимного развития в будущем.

Ключевые слова: система, менеджмент, организация, интеграция, адаптация, интегрированная система, социально-адаптированный менеджмент.

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ФОРМУВАННЯ ІНТЕГРОВАНОЇ СИСТЕМИ СОЦІАЛЬНО-АДАПТИВНОГО МЕНЕДЖМЕНТУ ОРГАНІЗАЦІЇ

В статті розглянуто основні проблемні питання формування інтегрованої системи соціально-адаптивного менеджменту організації. Визначено, що інтегрований соціально-адаптивний менеджмент – це менеджмент, концепція якого, спрямована на узгодження потреб, можливостей та інтересів працівників, споживачів, організацій та суспільства. У статті виділено основні елементи системи, що дозволити розібратися у її побудові та досліджено її структурно-функціональні зв'язки й стосунки на основі механізму узгодження потреб та інтересів покупців, бізнесу та суспільства в цілому. Саме тому, визначена сукупність елементів менеджменту організації формує інтегровану соціально-адаптовану систему менеджменту у тому випадку, якщо відповідає визначеним принципам, що запропоновані та доповнені нами, для побудови інтегрованої системи соціально-адаптивного менеджменту організації. Крім того, на основі проведених досліджень нами пропонується модель зовнішньої та внутрішньої інфраструктури інтегрованої системи соціально-адаптивного менеджменту організації. Оскільки саме, узгоджуючи інтереси суспільства, організації, персоналу та споживача, інтегрована система соціально-адаптивного менеджменту організації забезпечує його істотні конкурентні переваги та сприяє реалізації принципів синергетики у спільній взаємодії. Також у статті сформовано рекомендовані процедури методичного забезпечення формування системи соціально-адаптивного менеджменту організації, що базується на використанні чотирьох стандартів міжнародної звітності: стандарт «GRI», стандарт «Account Ability AA 1000», стандарт «ISO 14 000» та стандарт відповідальності «SA 8000». Запропоновано використання даних рівнів методологічного забезпечення перерахованих міжнародних стандартів та вітчизняних аналогів, які варто розглядати в якості першого (верхнього) рівня методичного забезпечення розробки інтегрованої системи соціально-адаптивного менеджменту організації. У статті визнано, що найбільшими проблемами їх використання є формулювання в новому – соціальному контексті питань використання певного складу фінансових показників, а також встановлення власних показників у стандартах «GRI», розроблених для організацій, які у своїй діяльності враховують принципи соціальної відповідальності із урахуванням комплексу адаптації. Другий рівень – система національних законодавчих актів, передусім законодавство про підприємницьку діяльність, про працю, міжгалузеві та галузеві національні стратегії, цільові програми. Третій рівень - акти бізнес-корпорацій та організацій. Четвертий рівень - корпоративні стратегії, плани, стандарти, соціальні кодекси, програми. Таким чином, розробка інтегрованої соціально-адаптивної системи менеджменту організації повинна базуватися на основних чотирьох рівнях системи методичного забезпечення, що передбачає організацію та планування її із урахуванням глобальних, національних, регіональних та корпоративних особливостей зовнішнього та внутрішнього середовища їх детального вивчення та адаптацію менеджменту організації до потреб персоналу, споживачів, суспільства із урахуванням системності їх взаємодії, взаємовпливу й взаємного розвитку у майбутньому.

Ключові слова: система, менеджмент, організація, інтеграція, адаптація, інтегрована система, соціально-адаптований менеджмент.

Formulation of the problem. In recent years, Ukrainian business is beginning to come to understand its social responsibility to society and each of its members. This responsibility can be practically realized through the formation of an integrated system of social-adaptive management, because only on the basis of the use of social-adapted management the economy can develop dynamically and successfully. That is why the negative changes that have occurred in recent years in the economy of Ukraine have revealed a number of new pressing problems of theoretical and methodological development of organizations for solutions of which using the effectively functioning integrated social-adaptive system management.

It should be noted that organizations will objectively want to invest real money in social programs only when they are confident that the state will promote business development and ensure their long-term presence in the market. It is then that it makes economic sense to invest in large socially-oriented projects and actually adapt them to the needs of society.

Note that the main problem that requires research is will realized in the formation of a system of coordination between the goals of the organization, consumer and society, which will be implemented within an integrated social-adaptive management system of the organization.

The analysis of researches and publications. The analysis showed that in the development of a new economic theory, adequate to modern conditions of market economy in Ukraine, there is a significant need to clarify the conceptual framework and study the theoretical-methodological foundations for the formation integrated system of the social-adaptive management of the organization. In the historical aspect, the idea of the welfare state for centuries was formed in the works of such prominent thinkers of the past as: I. Ansoff, F. Bacon, T. Hobbes, B. Spinoza, A. Smith, Joule. Mill, J-J. Lambin, K. Marx, M. Weber .

Problems of social-adaptive management, namely social responsibility of business, were paid considerable attention by such scientists as: M. Butko, S. Garkavenko, J. Gordon, A. Hoffman, R. Greenberg, F. Kotler, K. Keller, H. Osovskaya, F. Khmil and others [1, 4, 5, 10].

A number of issues related to the formation of a socially adaptive management system of organizations are revealed in the works of such scientists as: I. Arenkova, K. Budrina, S. Bozhuk, E. Golubkova, O. Kuzmina, T. Pichugina, N. Podolchak, R. Fatkhutdinov [3, 7-9].

At the same time, there are no scientific papers devoted directly to the formation of an integrated socially adaptive management system of the organization. The researches presented in the special literature do not contain a systematic approach to the study and development of the theory and methodology of formation of the integrated social-adaptive management system of the organization, which determines the significant relevance of its development.

The purpose of the work. The main purpose of our study is to develop theoretical and methodological provisions for the formation of an integrated social-adaptive management system of the organization, which provides sustainable economic development of the organization in a rapidly changing environment and development of scientific and practical recommendations for its implementation.

Presentation of the main research material. The introduction of a scientifically sound integrated social-adaptive management system will ensure the necessary sustainability of economic development and reliability of the organization in the target market. That is why the realization of economic interests allows the bearers of interests to achieve specific economic results. Some interests can be realized through the form of increasing real incomes, making profits, others - through the implementation of socio-economic objectives [6].

In our opinion, the main requirements to be studied in the formation of an integrated social-adaptive management system of the organization include:

- creation of a strategic management system;
- development of long-term and mutually beneficial relations with all stakeholders in the process of production of goods and provision of services, including representatives of government agencies, staff, suppliers and consumers;
- increasing the level of business transparency;
- observance of the rights of employees of the enterprise;
- development of a system of motivation that is not only the main management of the organization, but all staff, their business culture, skill level;
- introduction of quality management;
- development and use of developed corporate information systems;
- introduction of social and environmental reporting systems.

Note that the organization can function effectively and develop only when the properties of its individual elements do not contradict the conditions of its existence and development. This is the main condition for the formation of an integrated social-adaptive management system of the organization.

It should be borne in mind that the focus of the concept of integrated social and adaptive management is respect for the human worker, his place of existence and the opportunities of future generations. In our opinion, the concept of integrated social-adaptive management should be based on the institutional foundations of economic sociology, human ecology, economics, psychology, actively using both terminology and tools of these areas.

According to the authors' definitions, it can be concluded that there are two key differences between the concepts of integrated social-adapted management and classical management:

1) management should be aimed at strategic management, not just to manage the current state of the organization;

2) the organization must pay attention to the side effects of its economic and production activities to ensure the long-term well-being of society as a whole, not just individual consumers.

Obviously, the social concept of modern management goes far beyond the traditional concept of management, which involves management through appropriate management strategies [8].

There are two problems with the effective concept of modern management of the organization:

- for first, commitment to the concept of modern management does not always guarantee ethical behavior;
- for secondly, even if organizations do implement social-adaptive management, some of its provisions may violate the rights of others.

The first set of issues relates to the ethical aspect of corporate responsibility to employees and consumers, the other group of issues goes beyond the relationship with consumers and relates to the broader aspect of management responsibility to society as a whole.

In our opinion, integrated social-adaptive management is a management whose concept is aimed at reconciling the needs, capabilities and interests of employees, consumers, organizations and society, studying and shaping the needs of employees and customers taking into account the interests of society and meeting them more effectively than competitors, ie adaptation to the social environment based on meeting the social interests of employees within the organization and at the same time the needs of consumers, as a comprehensive management system should bring the maximum possible benefit to all participants in the economic process.

By directing financial resources to social programs, operating in a way that meets the expectations of society, working in the interests of society, organizations reduce their current profits, but in the long run it creates a favorable social environment and adapts organizations to stable and long-term operation.

When analyzing the stages of management development, it becomes obvious that first organizations based their behavior on the market mainly on elements of maximizing current profits, then they became aware of the strategic importance of meeting social needs, adapting to society, but this is not enough and today they covers a wide range of strategic, practical and programmatic measures based on the principle of sustainable development and integrated processes of business and decision-making in the organization [5].

These changes force businesses to restructure their views on the concept of strategic development and to form an integrated social-adaptive management system of the organization, as a systematic approach allows to take into account the interests of business and the interests of society.

The basic conditions of the integrated social-adaptive management system of the organization include the following:

- freedom of development of the organization;
- maximum effective management;
- meeting the basic needs of staff;
- economic efficiency of operations;
- availability and implementation of socially adaptive innovations;
- protection of the interests of staff, organization, society at all levels;
- adaptation of the social management system to the needs of the state and society.

Adherence to the above conditions in the work of the organization allows you to better adapt to environmental conditions.

Thus, an integrated social-adapted management system is a holistic, structural formation that includes many interconnected objects as elements that have certain properties and connections with each other. Elements in the system act as a kind of limit to the possible division of the system into elementary components.

The formation of individual elements of the system allows you to understand the construction of its own and determine its structural and functional connections and relationships based on the mechanism of reconciling the needs and interests of customers, business and society as a whole. Determining the number of such elements in the process of studying the integrated social-adaptive management system of the organization has a subjective and creative nature [4].

The defined set of management elements of the organization forms an integrated socially-adapted management system if it meets certain principles of building an integrated socially-adapted management system of the organization (see fig. 1).

In our opinion, the methodological basis for building an integrated social- adapted management system of the organization can be the following, selected by us, universal scientific principles as:

- the principle of authenticity means that in the management of the organization to be used in the calculations of the initial data, must be characterized by a significant level of accuracy and information processing;
- the principle of optimality is characterized by alternative management decisions, among which it is necessary to choose the most adapted option with positive social consequences;
- the principle of targeting implies the need to apply in the necessary calculations of such methods (approaches) that would ensure the achievement of the main goal of social-adaptive management;
- the principle of adequacy characterizes not only the need to organize the process of collecting reliable retrospective and current statistical information on an ongoing basis, but also to identify sustainable trends in individual markets, industries and industries and adapt to the organization's management system in changing market environment;
- the principle of systematization necessitates the construction of a management system of social-adaptive management in close unity and interdependence of all its elements.
- the principle of significant multi-criteria determines the feasibility of using a multi-criteria approach when choosing the best management solution in an integrated system of social-adaptive management of the organization;
- the principle of updating the results of calculations is implemented through the introduction of appropriate adjustments to the system of management decisions, taking into account their social impact and adaptation to environmental conditions;
- the principle of correctness of the initial data. This principle necessitates the use and appropriate adjustment of initial data in the management process based on the accumulation of retrospective statistics.

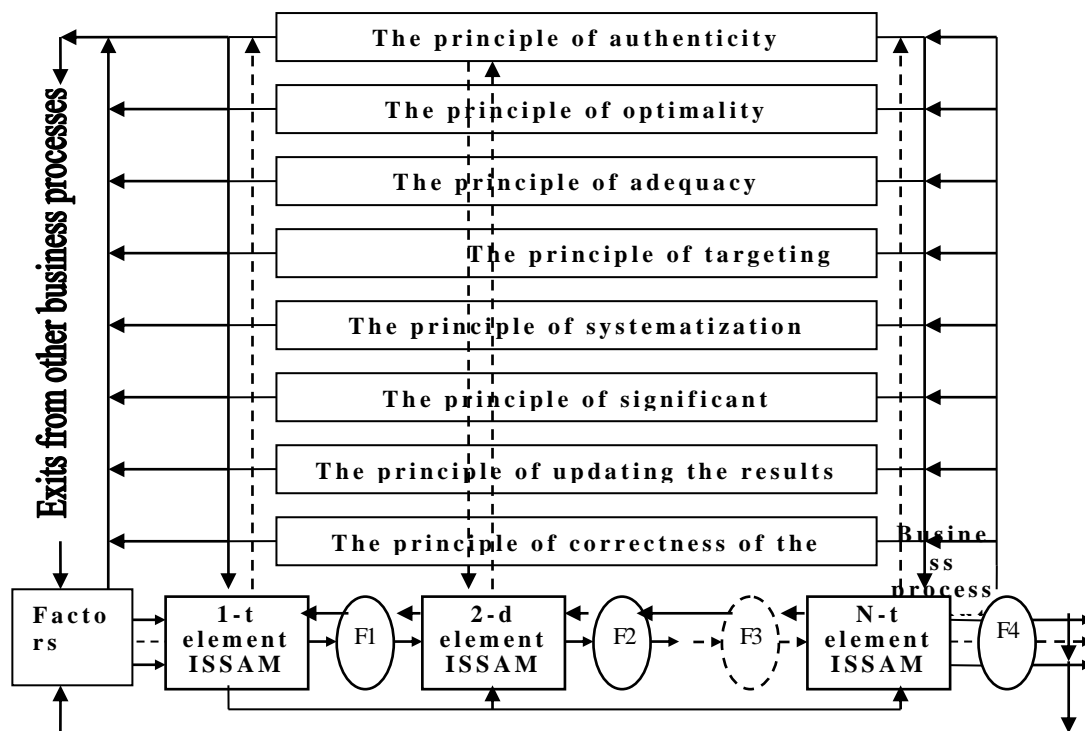


Fig.1. The ratio of principles and basic elements of an integrated system of social-adaptive management of the organization*

*Source: modified and compiled by the author based on the analysis of [2, 4, 5]

We propose to supplement the above scientific principles with the following additional principles, namely:

- the principle of recognizability. Isolation and accounting of recognizable features in the course of functional development of perspective processes, which provides integral management of complex objects on the basis of social adaptation;
- the principle of activity. In essence, it is a generalization and development of basic ideas about the mechanisms of interaction of external and internal management environment of the organization;
- the principle of didactic interaction. According to this principle, the study of a person's needs is possible only in the system of human-environment relations. Since a person does not exist outside the social environment, the object of analysis should be their relationship, namely social and adaptive in the management system of the organization.
- the principle of reactivity. Any process in the system is determined by an external stimulus. This principle is closely related to the idea of determinism of the management complex;
- the principle of resonance. The presence of incentives relevant to the needs or values of the person in the system of adaptation to the management system of the organization.

In addition, based on our research, we propose a model of external and internal infrastructure of the integrated social-adaptive management system of the enterprise (Fig. 2).

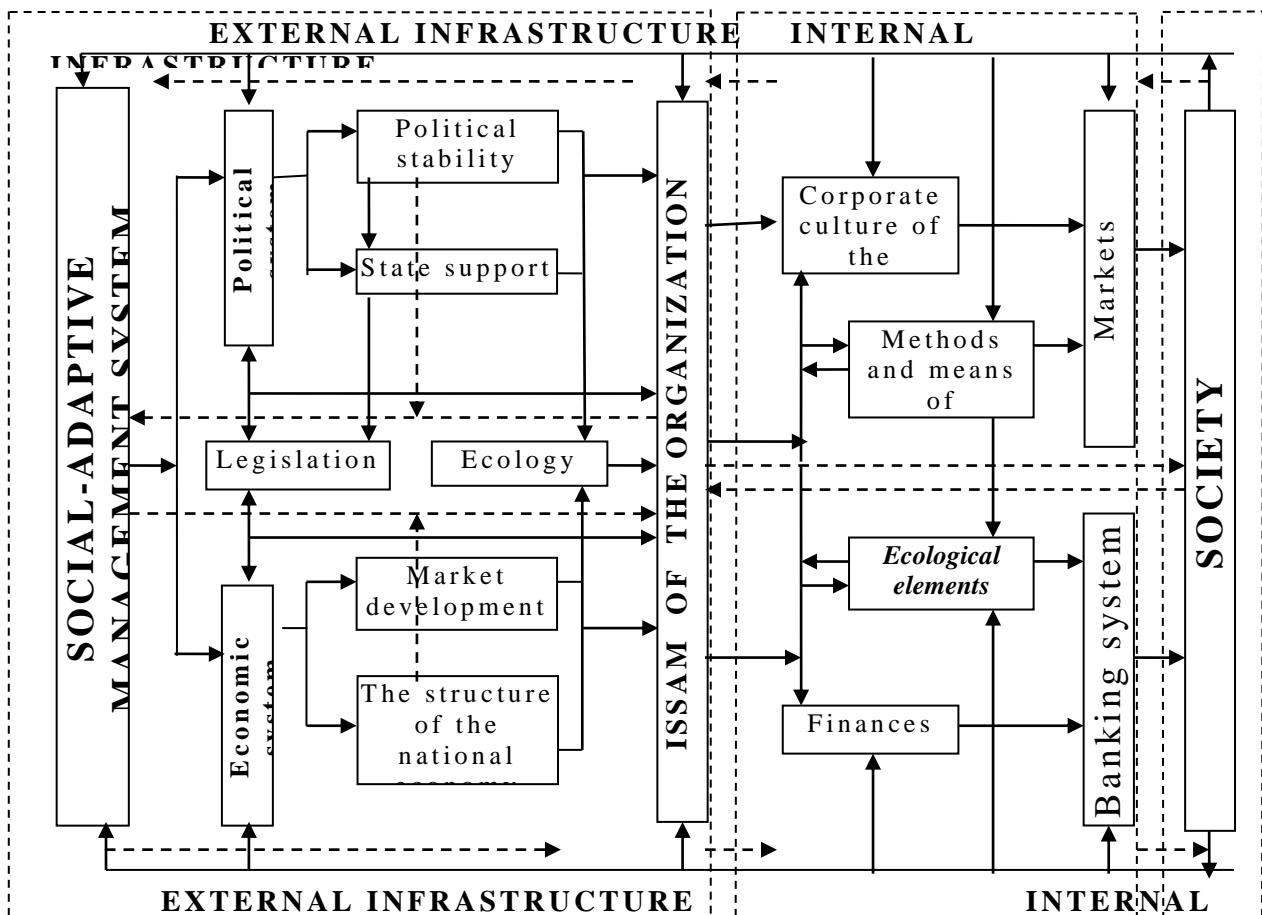


Fig. 2. External and internal infrastructure of integrated system of social-adaptive management of the organization*

*Source: modified and compiled by the author based on the analysis of [1, 4, 7-10]

Knowledge of the composition of the elements that make up the infrastructure of this system and the formulation of principles will develop a scientifically sound integrated social-adaptive management system of the organization.

It is by coordinating the interests of society, enterprise, consumer, the system of social and adaptive management of the organization provides its significant competitive advantages and promotes the implementation of the principles of synergy.

The recommended procedure for methodological support for the formation of socially adaptive management system is based on the use of four international reporting standards: the standard «GRI» (describes the economic, social and environmental progress of the company), the standard «Account Ability AA 1000», the standard «ISO 14 000» and the standard of responsibility «SA 8000» [7].

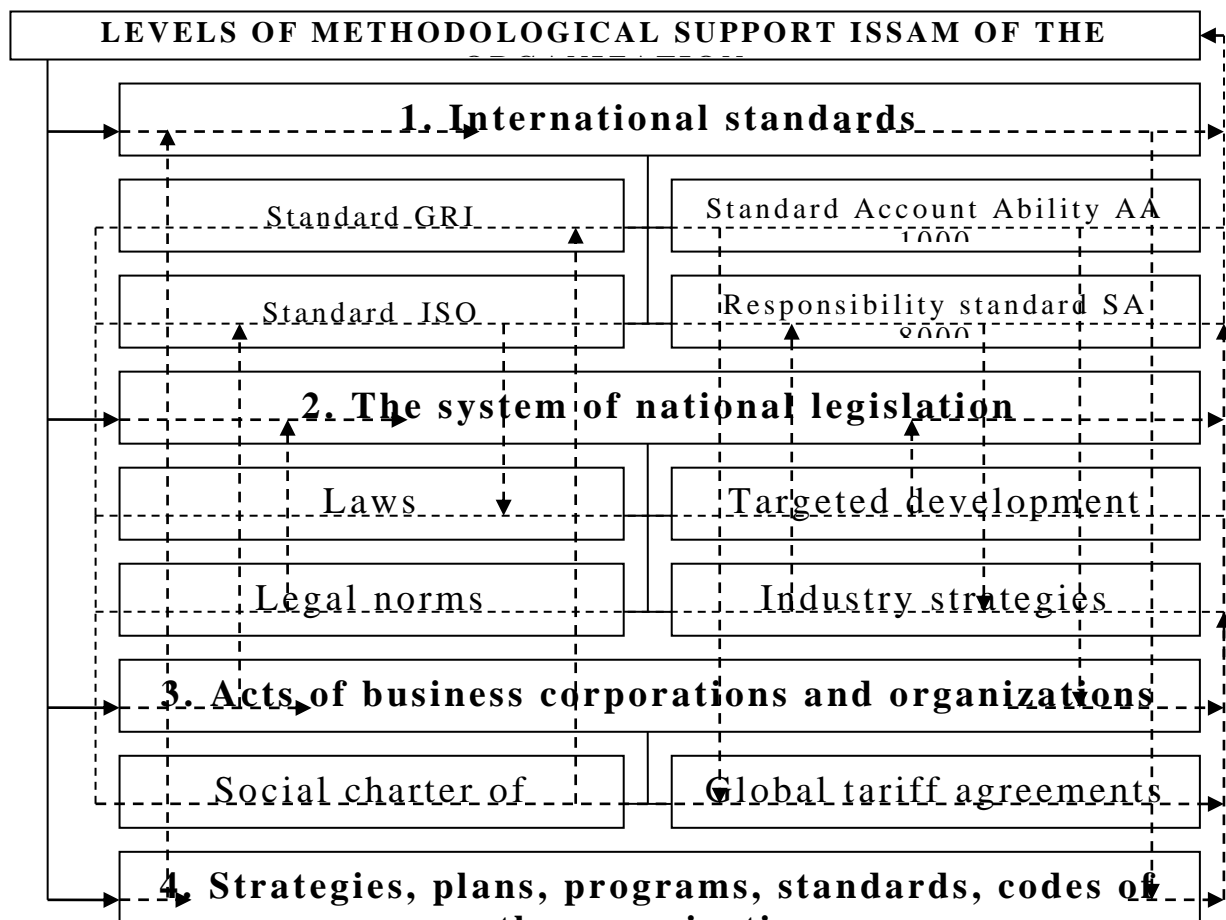


Fig. 3 Levels of methodological support of the integrated system of social-adaptive management of the organization

*Source: modified and compiled by the author based on the analysis of [3-4, 9-11]

The main requirements and subject of social reporting include [3-4]:

- openness, completeness and accuracy of information. The report should include all information on the activity with a sufficient level of detail;
- involvement of stakeholders. Stakeholder participation in choosing social topics to report helps the organization focus on the most pressing issues;
- verifiability of information. All information used to compile the report must be presented in such a way that it can be verified in an independent audit;
- significance and clarity of information. The information must be presented in a clear, concise form and in a logical manner;
- objectivity of information. The organization should avoid bias when selecting information for inclusion in the report;

- comparability and consistent improvement. The report should be comparable with similar reports of other organizations, as well as reflect the changes that have occurred in the field of activity of the organization since the issuance of the previous report;

- timeliness of reports. Reports should be issued at the required intervals.

These international standards should be considered as the first (upper) level of methodological support for the development of an integrated socially adaptive management system of organizations.

The biggest problems in this case are the formulation in a new - social context of the use of a certain set of financial indicators, as well as the establishment of their own indicators in the standards "GRI", developed for companies that take into account the principles of social responsibility.

The second level – system of national legislative acts, first of all the legislation on business activity, on work, inter-branch and branch national strategies, target programs. Third level – acts of business corporations and organizations. Fourth level – corporate strategies, plans, standards, social codes, programs. They are developed and approved by organizations.

Conclusions from the research. Thus, the development of an integrated social-adaptive management system of the organization should be based on the four levels of the system of methodological support, which provides for planning taking into account global, national, regional and corporate characteristics of the external and internal environment of their detailed study and adaptation the management of the organization to the needs of workers, consumers and society.

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