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THE INITIATION OF ORGANIZATIONAL CHANGES AS A TOOL OF EFFECTIVE ENTERPRISE MANAGEMENT

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Introduction and purpose of the research.

The modern development of the market environment in Ukraine is determined by the qualitatively new system of economic ties and mechanisms of competitive relations. One of the urgent missions facing economic entities is the development of a mechanism of adaptation to these conditions, which is possible only due to the rational and timely conduct of organizational changes and management subsystems. The efficiency of its functioning depends on how thoroughly the implemented changes are planned and qualitatively implemented in the organizational components of the enterprise. Consequently, these changes are a strategically important task for management and the current direction of the research.

Hypothesis of scientific research. It is assumed that the disparities of traditional approaches to the analyses of already organizations in a deterministic environment leads to the creation of organizational structures in the situation of disparity of the transitional environment, where the initiator's intention is a key stage in the life cycle of the enterprise. The negotiation of this discrepancy is possible through the theoretical conceptualization and empirical verification of the content of organization's concept as a basis of the research, designing and changing organizational structures in a transitional non-organizational environment.

The purpose of this study is the systematization and development of methods of management of organizational changes in enterprises, the assessment of their effectiveness, and, on the basis of that, the formation of the main areas of application in practice.

Research methods: common methods of scientific knowledge, such as methods of unity of analyses and synthesis, methods of

generalization and forecasting, economic analyses, methods of statistics and cluster analyses, the correlation of theoretical and practical aspects of the study.

Results. The theoretical model of the organization's plan as a figurative-conceptual model of the future complex individual-collective activity is developed. This model was empirically researched by the specially developed technique and its semantic structure was determined. A central subsystem for as a socio-economic system is proposed – the transformation of initial resources into a product, which is a mean of exchange for a new cycle of attracting resources in a different quantity and quality. The proposed typology of organizations on the basis of the correspondence between resource model and the complexity of the product makes it possible to generalize a great number of organizations without losing specific differences between them.

A number of concepts are proposed, which reveal the causality of the economic activity of the initiating person: economic outlook and culture, people's economic consciousness and activity. These concepts by correlation determine the characteristics of the organizational idea.

Conclusions. The parametric concept of the non-organizational environment is proposed, since the parameters of the environment should be taken into account during the development of goals and the formation of the organization's plan. It is soundly proposed to include dynamism, uncertainty of states, the energy of influences and the range of variability of significant states to the main parameters of the environment.

Keywords: organizational structure, the intention of the initiating person, non-organizational environment, architectonics.

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ІНІЦІАЦІЯ ОРГАНІЗАЦІЙНИХ ЗМІН ЯК ІНСТРУМЕНТ ЕФЕКТИВНОГО УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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Вступ и мета дослідження: Сучасний розвиток ринкового середовища в Україні обумовлено народженням якісно новою системою господарських зв'язків і механізмів конкурентних відносин. Однією з актуальних завдань, що стоять перед господарюючими суб'єктами, є розробка механізму адаптації до цих умов, що можливо тільки за рахунок раціонального і своєчасного проведення організаційних змін і підсистем управління. Від того, наскільки ретельно сплановані і якісно реалізовані зміни організаційних складових підприємства, залежить ефективність його функціонування в цілому. Отже, ці зміни є стратегічно важливим завданням для керівництва і актуальним напрямком дослідження.

Гіпотеза наукового дослідження. Передбачається, що невідповідності традиційних підходів до аналізу вже існуючих організацій в детермінованому середовищі до створення нових організаційних структур, де задум ініціатора є ключовим етапом у життєвому циклі підприємства. Подолання цієї невідповідності можливо шляхом теоретичної концептуалізації і емпіричної перевірки змісту задуму організацій як основи для дослідження, проектування і зміни організаційних структур в умовах перехідного позаорганізаційного середовища.

Метою даного дослідження є систематизація і розробка методів управління організаційними змінами на підприємствах, оцінка їх ефективності, і, на підставі цього, формування основних напрямів застосування на практиці.

Методи дослідження: загальні методи наукового пізнання, такі як методи єдності аналізу і синтезу, методи узагальнення та прогнозування, економічний аналіз, методи

статистики і кластерного аналізу, взаємозв'язку теоретичних і практичних аспектів дослідження.

Результати: розроблено теоретичну модель задуму організації як образно-понятійної концептуальної моделі майбутньої складної індивідуально-колективної діяльності. Ця модель досліджена емпірично за спеціально розробленою методикою і визначена її семантична структура. Запропоновано центральна підсистема для організації як соціально-економічної системи – перетворення початкових ресурсів в продукт, який являє собою засіб обміну для нового циклу залучення ресурсів в іншій кількості та якості. Запропонована типологія організацій на основі відповідності між ресурсної моделлю і складністю продукту дозволяє узагальнити безліч організацій, не втрачаючи специфічних відмінностей між ними. Запропоновано ряд концепцій, які розкривають причинність економічної активності людини-ініціатора: економічні світогляд і культура, економічні свідомість людей і діяльність. Ці концепти у взаємозв'язку обумовлюють характеристики задуму організації.

Висновки: запропонована параметрична концепція позаорганізаційного середовища, так як параметри середовища повинні враховуватися при розробці цілей і формуванні задуму організації. Обґрунтовано пропонується до основних параметрів середовища, в першу чергу, віднести динамічність, невизначеність станів, енергійність впливів і діапазон мінливості значимих станів.

Ключові слова: організаційна структура; задум людини-ініціатора; позаорганізаційне середовище; архітектоніка.

Formulation of the problem. In the conditions of dynamic changes in the market environment, the successful development of organizations is possible not only on the basis of adaptation to them, but with the active conduct of organizational and managerial reforms. Regardless, one of the most actual problems is the management of changes in organizations as socio-economic systems. The modern development of society in our country determines the active formation of new socio-economic systems (organizations) which have different forms of ownership, areas of activity and the principles of interaction among them. New social groups, internal norms of their existence and external ways of their social and economic expediency are formed. In the economic consciousness of social environment new categories, symbols and their meanings are formed, as well as new ties and architectonics. The strategies of different organizations radically differ in the quality of design, long term, purpose the amount of effort that should be “fairly” spent to obtain the result. This measure, actually subjective, is objectively reflected in the real resource model of the organization, which determines the “individuality” of the strategy. Therefore, in modern conditions, it is relevant to understand the organization as a system formed in a result of the initiator’s interaction with the external environment. This phenomenology is of considerable scientific interest in the theoretical and experimental fields due to the high importance, insufficient knowledge and socio-cultural specifics of these problems.

Analysis of the recent research and unsolved part of the problem. Analysis of domestic and foreign scientific publications showed that at the moment organization as an object of research has been actively studied by various sciences. Among them – philosophy, political economy, jurisprudence, sociology, economics, cybernetics, as well as “scientific management” and various specializations. All these sciences (through the interpenetration and generalization of relevant areas of practice) have brought their own methodology, research methods, key concepts, key concepts, definitions and ways of interpreting data into theories of organizations. Moreover, organizations (compositions and structures) have different nature (social, mental, technological) and represent themselves as a complex multi-parameter phenomenon, the main characteristics of which change with time. All this gave rise to a polysemy of values for the organization category. Most often, in the scientific literature organizations were viewed from mechanistic and bureaucratic positions (F. Taylor [1], J. Saimon [2]; structural-functional (Jerry W. Markham [3]); as a “social institution” (P. Drucker [4]); in terms of theory of open systems (J. Gelbert [5]). Nut at this moment of time there doesn’t exist such integrative theory of practice that would include all stages of life cycle of organization – from conception and project to technology change. Particularly, the anthropocentric typology of organizations has been developed, where the

main system-forming factor of the organizational project is the intention of the initiating person.

The non-organizational environment was generally considered as a part of natural systems (Clayton M. Christensen [6]), which doesn't correspond to the high uncertainty of the transition environment (M. Bloomberg [7]). And so, in a transitional environment, the ability to overcome uncertainty (coping) is a key competence for the initiator's person (J.D. Duck [8]). Values are an important component of transition environment, but it is often considered, that they do not directly affect the design of organizations, but through relationships and goals (J. Harrington [9]). However, for the creation of organizations in an environment with high uncertainty, values play role as a leading factor and set a system of criteria for decision making, in fact determining the content of the plan, design and technology of changing the organization. Таким образом, переходная среда обуславливает потенциальность замысла. Therefore, it is necessary to overcome the main contradictions between sociocultural (E.H. Schein [10]), general (J.R. Schormerhorn, J.G. Hunt, R.N. Osborn [11]), individual and working values (R.M. Belbin [12]). But, at the present time, there is no systemic concept of a transitional environment that could be used for the research of plan of organizations in foreign and native scientific literature. Nowadays, the semantics of the category entrepreneur is in the stage of formation of sustainable value (O.I. Pushkar, O.I. Pletlyov [13]), so it is difficult to use it in scientific research. So, for the salvation of this problem, we propose to operationalize the category of person-initiator, creating new or upgrading the existing organizational structure.

Thus, theoretical and methodological support for the contents of the organization's concept as a basis for the research, design and change of organizations in conditions of a transitional non-organizational environment are developed insufficiently. Therefore, the scientific solution of this problem for the transitional conditions of the economy has an important theoretical and practical significance. The inconsistency of the views of scientists about the role of organizational changes in strengthening competitive advantages of enterprises has determined the relevance of the study.

The aim of the research is to develop theoretical and methodological foundations of initiation of organizational changes as a tool for effective enterprise management.

Results of research. With a variety of theories, the problem of constructing an experimental study is caused by the difficulties in choosing theoretical, methodological and methodical support, mathematical methods of data processing, limiting the scope of possible results and their interpretations. Therefore, it makes sense for the investigation to choose the ratio of significant, "influential" – actual variables.

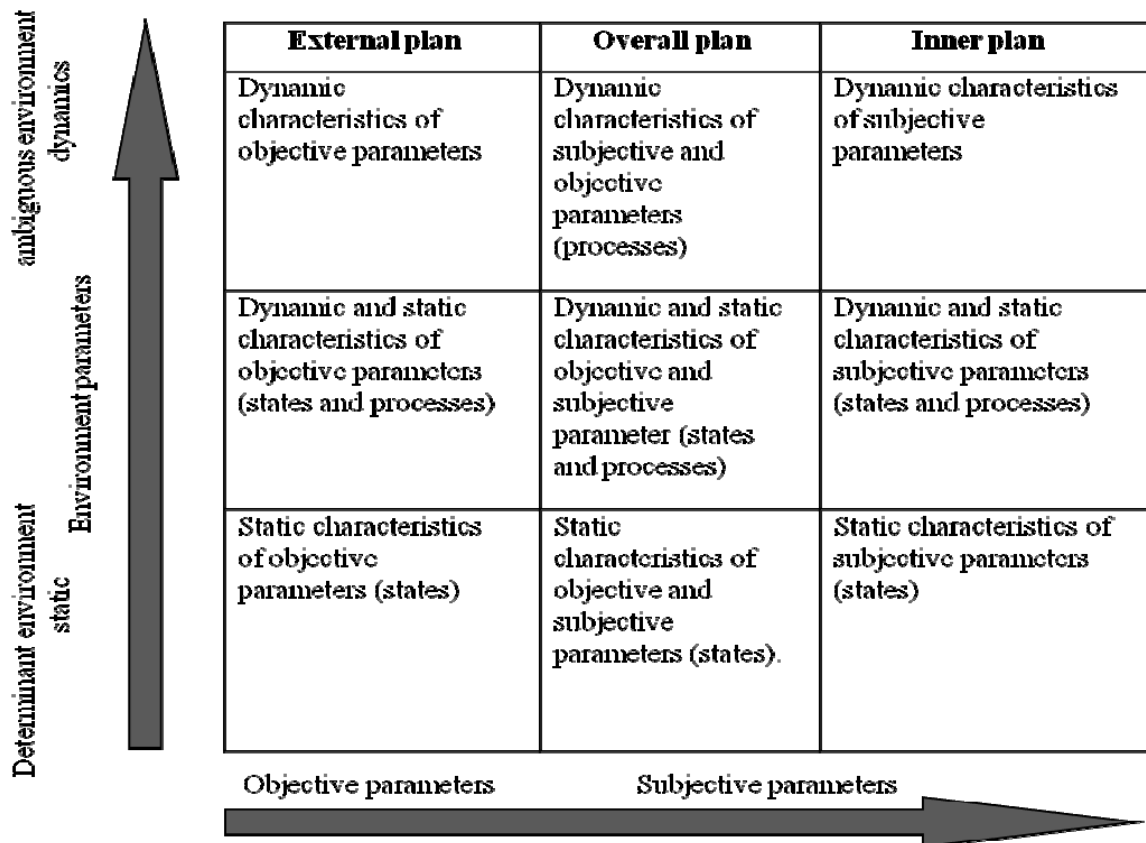


Figure 1. Diagram of the ratio of representative organizational parameters depending on the uncertainty of non-organizational environment

In our opinion, the hierarchical structure of the economic outlook (Figure 2), first of all, includes:

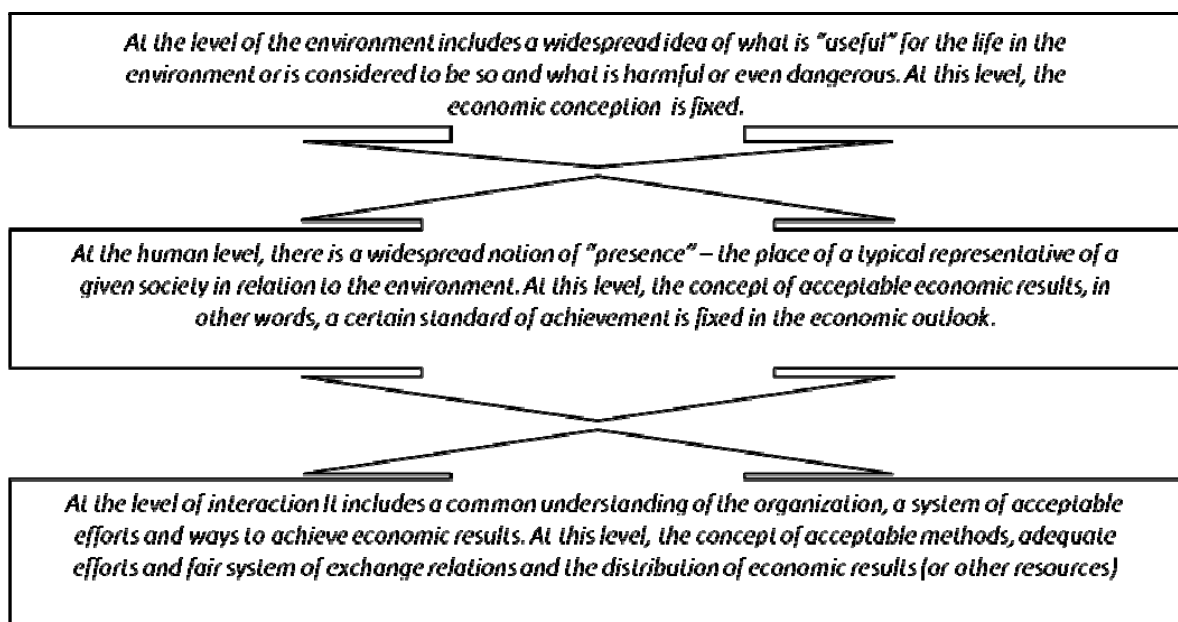


Figure 2. The structure of the economic worldview

In our opinion, it is possible to eliminate contradictions in the correlation of values “abstract-concrete”, “general-private”, material-spiritual”, “social-cultural-individual”, “workers-vital”, on the basis of a developed typology of values that represents a variety of individual values in the form of three main groups: values that are concentrated on the subject, on the external object and on the process – the interaction and interpenetration of the self-values of the environment from a new, more complex, emergent group of values – the subject-object interaction (Figure 3).

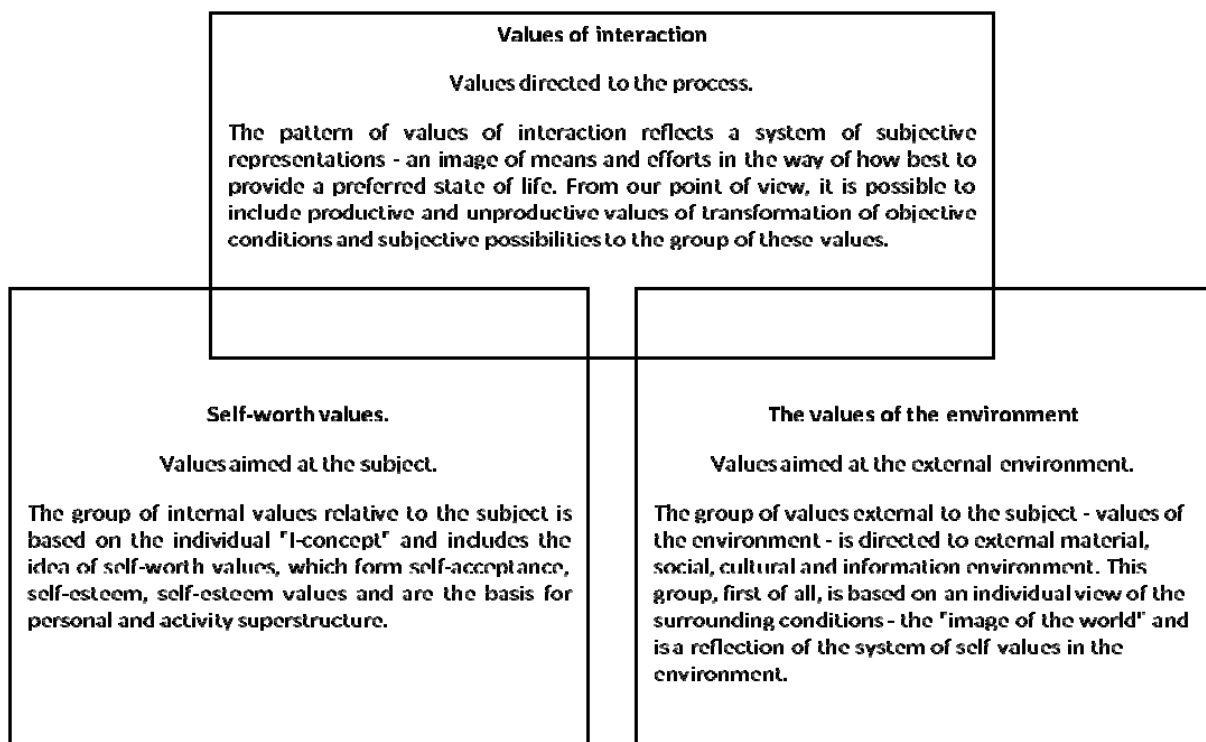


Figure 3. Values typology

For the initiation and implementation of changes in the organizational structure, the principle of 3S was used: “Management of modern social and economic systems – Synergetic System of Scientia (Knowledge)”, according to which a synergetic system of knowledge is realized, that’s to say, effective interaction of synergy of knowledge of individual elements of organizational structure (from person to business unit). A nonlinear management approach assumes that the management system should be organized in such way as to be able to respond instantly to changes – the assets buying, the withdrawal of new products or the withdrawal from the market are carried out as though accidentally, and are not in state of frozen strategic plans. The construction of the 3S principle implies the creation of a flexible organizational system based on: the universality of the application of structural units-modules; the ability to self-organization and self-learning; orientation on interaction; use of information

networks. Thus, modern management from the perspective of nonlinear dynamics provides: orientation to crisis chaotic conditions as a source of new opportunities for development; constant introduction of organizational and technical innovations; creation of a common cultural and organizational space; increment of social capital and management of social networks; implementation of the 3S system; self-organization.

A competitive empirical study of the influence of values on the decision criteria of managers of the industrial and commercial enterprises has determined that the variety of norms that define the decision-making strategies of managers under uncertain conditions can be reduced to five main factors: «avoiding uncertainty», «orientation-disorientation, activity, dominance», «impulsiveness-reflexivity», «cooperation-individualism». The most important of them is «avoiding uncertainty». As a result of a comparison of the differences in the decision-making strategy between a group of managers of «production» enterprises (former state) and «commercial» enterprises (newly formed), we found statistically significant differences in a number of scales, primarily due to the degree of personification of property, and the specific specialization. Here occurs an effect that we called «the effect of non-personalized property» (Figure 4).

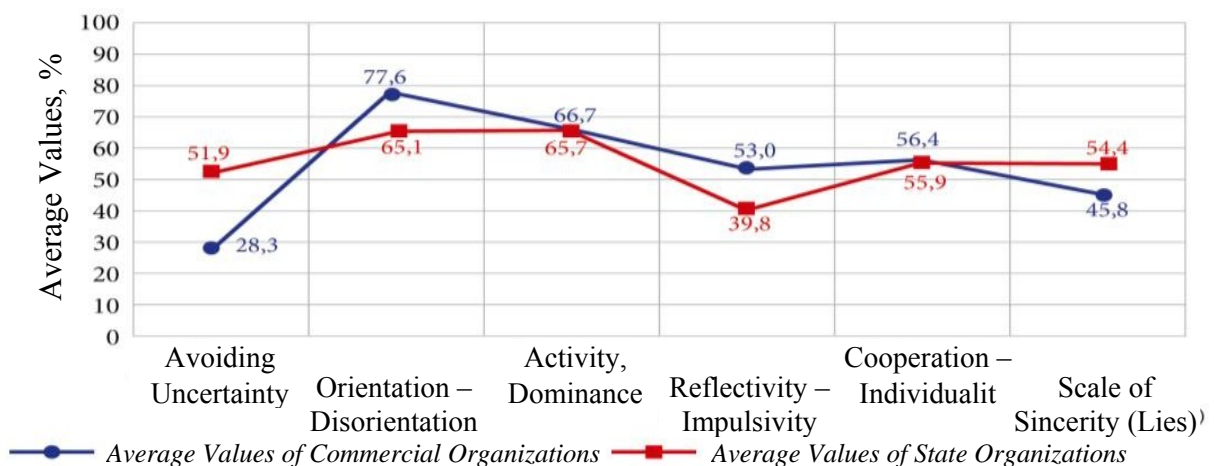


Figure 4. Decision-making strategies (commercial and industrial organizations)

As a result, a methodological toolkit was developed and tested to analyze the strategy of making management decisions in uncertainty.

An empirical research of the organization’s concept (initiators and top managers) is a substantive analysis and synthesis of the organization’s design; structure of intentions in its basis; differences in the concept of organization between the groups of initiators and applicants for managerial positions (top managers). The research consisted of three stages (2012–2017). As a result of

generalization procedure, we received a full thematic thesaurus of 13 aspects. Aspects have different weight in the structure of the idea and differ in their semantic saturation.

The most significant are the values of reservation (security and benevolence) and are in conflict with the values of change. The prevailing importance of security and benevolence means that in order to ensure high material (safe living, living standards, financial well-being etc.) and social status (acceptance by the reference group, prestige) the organization is primarily an instrument for the implementation of conservation values). At the same time, the high significance of the values of achievement and power shows that organization is a means for achieving success, domination over others.

In order to check the causative conditionality of the content and intentions of the design by the specific differences of the initiator group, and not by anything else, we have conducted a comparative study of the morphology of the idea for the initiators group (75) and applicants for the vacancy of top-managers (107 people).

The initiators in the idea are 2.6 times more thematic than the applicants (13 and 5 respectively). Therefore, the cognitive complexity for the initiators concept provides them with a more differentiated assessment of the situation and the variational criteria for decision-making and more effective orientation in the external and internal environment, greater openness to the social environment, and better adaptation to changing environmental conditions. All these facts confirm the essential differences in the morphology of the organization's concept, which exist between the group of initiators and applicants for the appointment of top manager (Figure 5).

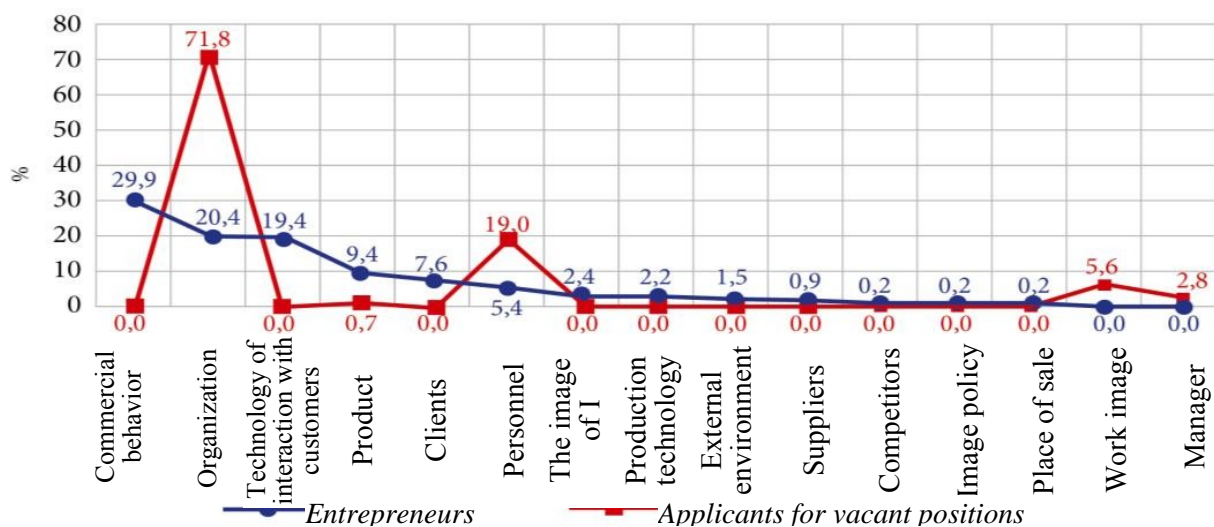


Figure 5. Comparative analysis of the thematic aspects of the organizations concept for the group of initiators and applicants

The effectiveness of the developed methodology was confirmed by the assessment of the competitiveness of 7 light industry enterprises before its introduction and after, including the group of companies “Textile-Contact”, the corporation “Textile-Ukraine”, AT “Cherkassky shovkovy kombinat”, AT “Ukraine”, AT “Rivnelon”, AT “VOZKO”, AT “Cherkaske trykotazhne pidpryemstvo “Lubava”

The sample was 72%, the matrix of the initial data included $69 \times 18 = 1242$ indicators for 2017 and is represented in Table 1.

Table 1

The results of approbation of the methodology for assessing the feasibility of initiating organizational changes in light industry enterprises in the context of sub-industries as of 01.01.2017, %

Sub-department	The factors of competitiveness							Assessment of competitiveness		
	Competitiveness of goods	Marketing efficiency	Quality of management	Financial condition of enterprises	Level of production organization	MTO efficiency	Innovation activity	Competitiveness of staff	Before the implementation of methodics	After the implementation of methodics
Shoe	32,5	4,6	2,13	1,32	2,61	2,92	0,35	2,86	39,82	49,29
Sewing	33,0	5,4	2,48	1,94	2,44	3,23	0,03	2,66	41,13	51,18
Knitted	32,0	4,75	2,08	2,20	2,55	2,64	0,45	2,43	32,52	49,10
Textiles, leather and	32,0	5,5	1,08	-0,81	2,35	2,22	1,21	2,37	25,98	45,92
Average in the industry	32,38	5,06	1,94	1,16	2,49	2,75	0,51	2,58	34,86	48,87

As evidenced by the data in Table 1 the developed methodological tools for achieving the objectives of the work, namely the method of in-depth interviews, the method of reconstructing the meaning, the method of analyzing managerial decision-making strategies in a situation of uncertainty, the method of preliminary analysis and discussion of problems, analysis of organizational relations, passed a successful empirical test and practical approbation.

Conclusions and proposals. An approach has been developed to design organizations as exteriorisation of thoughts and feelings, value orientations and intentions, i.e. the process of materializing the design of an object or process into a description (concept) by which this object can be created in reality. Thus, at the initial stage of the organization’s life cycle, the project itself is the design and various states of its formalization, namely the concept, conception, project.

Based on the provisions of the system approach, the main principles of research of organizations are formulated: the principle of relevance and implementability of research results of organizations; the principle of the required correspondence between the hierarchical levels of the theoretical description and the real organization; the principle of relevance of the choice of the subjective and objective components of the organization; the principle of reproducibility and transfer of research results to various forms of existence of organizations.

A new conception of values is developed and proposed, which differs significantly from the others in a three-component composition: own values, environmental values and the values of interactions which tie them up. All these values are realized in the design and activity of organizations in the form of a normative structure of actions and activities. This is empirically confirmed by examining strategies for making managerial decisions in a situation of uncertainty. An effect called «the effect of non-personalized property» is revealed, which explains the differences in decision-making by the manager and the others. Methods of group work, such as V.Shuts's methods (elements «W» and «J»), social-psychological training of «Partner's communication», balintovskiy seminar for initiators in the greatest degree correspond to the purposes of increase of professional and psychological competence through clarification of the system of social expectations, analysis of the structure of interpersonal relations in problem situations and application of the principles and skills of partner communication.

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