

ZN WSH Zarządzanie 2015 (4), s. 169-176

Oryginalny artykuł naukowy
Original Article

Data wpływu/Received:

Data recenzji/ Accepted: brak

Data publikacji/Published: 2.12.2015

Źródła finansowania publikacji: środki własne Autora

DOI: 10.5604/18998658.1186406

Authors' Contribution:

- (A) Study Design (projekt badania)
- (B) Data Collection (zbieranie danych)
- (C) Statistical Analysis (analiza statystyczna)
- (D) Data Interpretation (interpretacja danych)
- (E) Manuscript Preparation (redagowanie opracowania)
- (F) Literature Search (badania literaturowe)

Professor Viktor Zinchenko ^{A D}

Institute of Higher Education of the National Academy of Pedagogical Sciences of Ukraine;

Ukrainian Institute of Arts and Sciences;

National Pedagogical Dragomanov University,

Ukraine, Kyiv

**GLOBAL INSTITUTIONAL TRANSFORMATION STRATEGIES
OF SELF-MANAGEMENT SYSTEMS**

**GLOBALNE STRATEGIE TRANSFORMACJI
INSTYTUCJONALNEJ SYSTEMÓW SAMOZARZĄDZANIA**

Abstract: The article analyzes the dynamics of self-organization processes in control systems. It investigates the specificity of post-industrial development strategies and transformation of government institutions in the context of globalization in modern industrialized systems.

Keywords: management, postindustrial communication, society, self-government, self-organization

Steszczenie: W artykule dokonano analizy dynamiki procesów samoorganizacji w systemach kontroli. Zbadano specyfikę postindustrialnych strategii rozwoju oraz transformacji instytucji rządowych w kontekście globalizacji we współczesnych uprzemysłowionych systemach.

Słowa kluczowe: zarządzanie, postindustrialny, komunikacja, społeczeństwo, samorząd, samoorganizacja

Not only qualitative satisfaction of existing needs but also advance their forms of forecasting, analysis of possible consequences and constant search for new methods of interaction – is a major strategic task and daily functioning of any society, enterprises, institutions and organizations. Implementation of these tasks provides quality management practices, which are based on international experience and applied work in the field of theoretical generalizations of effective management, governance and management of human and material resources, applying on the micro and macro levels all without exception efficiently functioning segments of the economic and social life¹.

Randomness and inefficiency of transformation authoritarian-bureaucratic systems of macro and micro levels of the post-Soviet space, their instability, causing the need to find methods of improvement of public and government relations, economy, finding ways to transition to a new type of management mechanism, which meets the conditions of the global economy, to ensure a balance, overcoming the negative processes (inflation, monopoly, unemployment, quality of unsaturation of the consumer market, the budget deficit and so on.)². In this regard, before the science of economics and management practice problems fundamentally new type. These problems are: development of a conceptual model and mechanisms that provide a harmonious blend of cooperation and collaboration in public relations, rational planning and market regulation, production and consumption in market relations, filling supply of consumer goods and services, the elimination of disparities between the mass of commodities and the amount of banknotes, which are in circulation, accelerating return on capital investment, focus on advanced technologies. In this special place is the problem of ensuring a stable increase in the quality and reliability of new products and services at lower prices for new products and focus on weighty reduction of production and management employees to achieve competitive advantage, pinning already conquered and new markets.

Solving these problems requires a thorough theoretical analysis of tactical aspects of the economy and the search in the foreign and domestic practice tools for its intensification. The result of such a strategy should be to create a new generation of management systems that will work in a so-called *Conveyor innovations*. In essence, the task is put to

¹ A. Gorz, *Kritik der ökonomischen Vernunft. Sinnfragen am Ende der Arbeitsgesellschaft*, Rotbuch Verlag, Hamburg 2004, p. 41.

² В.В. Зинченко, *Посмодернизация экономики и трансформации менеджмента в транзитивном развитии*, Вестник Воронежского государственного университета. Серия: Экономика и управление 2011, №2, Воронеж: Изд-во ВГУ, 251 с. – С. 9-13. – С. 11.

combine their institutional and economic systems of a new type of flexibility and adaptability of small-scale production of products and services with low costs and high productivity characteristic of mass production.

Western management theory for the integration of developed societies in the modern «*neo-capitalist*» (or in other terminology, «*neo-industrial*»)³, phase of development is the subject of serious studies that show how modern developed nations manage to institutionalize and monitor social relationships⁴ [3-15, 17-18]. This is primarily – analysis of global economic, political, ideological and social transformations, the functioning of ideology, control systems, education and training, mass communication methods to limit the scope of the social struggle formalized system, the development of institutions and society control over the market.

Recent changes in the nature of advanced industrial society has led to a highly specialized analysis that the market mechanism can no longer provide a real understanding of the structure of the social system: the state has become an integral part of the economy, and in a sense the whole of society was transformed into an economic unit, and vice versa, seeing scale phenomenon state political interventionism in economic system. Different elements of society permeated economic and political rationality. In place of the classical market economy came not just monopolistic and oligopolistic market, but managed a complex structure and interdependent processes.

In a situation of transition to *neo-capitalism* («*postcapitalism*», «*new industrial*», «*post-industrial*» society) the desire to stabilize the system detects a failure only economic instruments, there is a need for direct influence on the minds of the masses, in creating odeometer market of goods of cultural production as an integrating, unifying social force. Scientific and technical process, the transformation of science into a direct productive force, the revolution in communication media facilitate the implementation of this task. It was a new historical management step in creating real conditions for material and for spiritual integration of social systems.

All this calls for new approaches to the management of human and industrial resources, as traditional methods of control – with their focus on mass production of the gross

³ J. Habermas, *Legitimationsprobleme im Spätkapitalismus*, Suhrkamp Verlag, Frankfurt am Main 2002, p. 195.

⁴ A. Exner, *Die Grenzen des Kapitalismus: wie wir am Wachstum scheitern*, Ueberreuter, Wien 2008, p. 223; A. Fuchs, *Solidarität der Sozialpolitik*, Taschenbuch-Verlag, Bonn 2003, p. 227; J. Habermas, *Legitimationsprobleme...*, p. 195; J. Habermas, *Vergangenheit als Zukunft. Das alte Deutschland in neuen Europa*, Pendo Verlag, Zürich 1993, p. 158; A. Gorz, *Kritik der ökonomischen Vernunft...* p. 388; P.W. Kockshott, A. Kotrell, *Alternativen aus dem Rechner. Für sozialistische Planung und direkte Demokratie*. -:PapyRossa Verlag, Kūln 2006, p. 267; P. Krugman, *The Return of Depression Economics and the Crisis*, W.W. Norton, New York 2009, p. 224; R. Kurz, *Kollaps der Modernisierung: vom Zusammenbruch des Kasernensozialismus zur Krise der Weltökonomie*, Eichborn, Frankfurt am Main 2009, p. 288; O. Lafontaine, *Keine Angst vor der Globalisierung: Wohlstand und Arbeit für alle*, J.H.W. Dietz Verlag, Berlin/Bonn 2009, p. 352; E. Mandel, *Arbeiterkontrolle, Arbeiterrate, Arbeiterselbstverwaltung. Eine Anthologie*, Europäische Verlagsanstalt, Frankfurt/M 2001, p. 466; Th. Meyer, *Grundwerte und Wissenschaft im demokratischen Sozialismus*, J.H.W. Dietz Verlag, Berlin/Bonn 2008, p. 246; H. Marcuse, *Kritik der reinen Toleranz*, Suhrkamp Verlag, Frankfurt a.M 1993, p. 127; J. Naisbitt, *Global Paradox*, Avon Books 2006, p. 392; J.E. Stiglitz, *Freefall: America, Free Markets, and the Sinking of the World Economy*, W.W. Norton & Company, New York 2010, p. 443; A. Touraine, *Un nouveau paradigme. Pour comprendre le monde d'aujourd'hui*, Livre de Poche, Paris 2006, p. 410.

figures, which do not provide an effective interaction between participants across and do not pay enough attention to the final consumer – are not justified. So now there is an unprecedented demolition of existing stereotypes of management thinking.

In control theory to the evolution of «**human resource management**». Previous «Taylorist rational» management model, which provide stringent methods of administrative command control and vertical hierarchical structure are effective at **a single** site of production or in cases of extreme society needs to concentrate joint efforts. Of course, modern management model does not reject completely rationalism. It remains a methodological basis for the formation of organizational structures, planning, conducting pre-project studies, economic calculations and so on. Command and control elements are hard overwhelming in certain extreme conditions that require, for example, rapid focus on any work site or in dealing with production tasks (eg, mass production of standard products). However, in essence they stand in the way of establishing partnerships, experimentation, keeping initiative that eventually leads to a decrease in efficiency in both production and social mobility. Manifestation of the situation of domination in management functions as the **administrative management model**.

Administer economic-housewifely economic and social activities and the economic and industrial relations of this type are presented to the dominant structure as a standard of well-being and accomplishment. Relationship of antagonism, built on the model of exploitation, especially in the sphere of economy, lead to the emergence and preservation phenomenon of alienation, confronting human understanding and are a major catalyst for social control is конфликтов. Administrative preservation of antagonistic relations, socio-political conflicts due to intensification of the contradictions between the cooperating parties (workers, the power structure, management). And where you want to experiment, to seek, in conditions of high economic risk, establish a working relationship between the various partners, administrative tools become ineffective – need a new, more flexible and varied, or so-called **organic management**.

Therefore, in the concepts of governance is essential to the formation of a new strategy, which is the beginning of scrapping traditional stereotypes management thinking. We believe that the created type of industrial society destroys its primary interpersonal communication informal form, it becomes a bureaucratic isolating human, ignoring the world of human emotions. Creates a gap between technology and economic development of society and its moral and ethical level. A negative consequence of this is the development of «**social ignorance**» of society, which suppresses the needs and aspirations of the individual. This leads to outbursts of aggression and neuroticism. The enterprise that leads to its destruction (strikes, «routine» training, manufacturing apathy, etc.) in society are the manifestation of this revolution, interclass collision, war, devaluation socio-ethical values.

Be aware that the «**corporatized**» economic and social model can not provide the overcoming of alienation between the participants of public and industrial relations⁵. «**Corpo-**

⁵ P.W. Kockshott, A. Kotrell, *Alternativen aus dem Rechner. Für sozialistische Planung und direkte Demokratie*, PapyRossa Verlag, Köln 2006, p. 267.

ratized» model for granting party relationships possibility of obtaining public or particle production profits. However, allowing **possession**, they do not provide the opportunity to participate in the management and control system. In this case, the employee at work or in society as a citizen of the best turns to «owner-shareholder», which is subject to prescriptive authority managers. Construction of the «**consumer society**» and the establishment of formal legal equality does not contribute to the alienation of power and provides no real chance of gaining access to the control system. Irregular «**participation**» in the form of styling solutions episodic participation or implementation decisions taken by management tip, in the absence of management skills, leaves a person passive participant social and industrial processes, formed the dominant ideology. The consequence of this is the development of a person purely contemplative and executive positions.

Antagonistic and operational relationships between people and above all, in the field of direct communication is a major factor in alienating, because they are not man manifests as a unique individual, and as a specific reference fetishized prevailing economic and political ideology.

«**Human Resource Management**» improve the situation. Because the people in it, in particular the employee is no longer subject to the Executive, and it is required an active position, stimulates creativity, formed personal responsibility for the results of our work and activities. And he acts for the sake of common goals (company, society). Development of private initiative in this case stimulated motivational support system (career advancement, financial stimulation). «**Theory Y**» D. Mak-Gregor indicates that the system of administrative sanctions and motivation is not effective enough. Be aware that under certain conditions a person is not only able to account, but also tends to her. Man is able to control themselves and act in solidarity socio-case striving for goals, the achievement of which will help meet their individual interests.

The next step is the model of «**deliberative communicative management**», which is being developed by different theoretical and practical directions and, in particular, *neomarxism, subsidiary school, libertarian communitarianism, participative management systems*, etc., widely used in building effective forms of self-government and self-organization⁶.

The purpose of «deliberative communicative management» on the social, political and economic-industrial levels is to achieve a conflict-free situation through concerted action, which aim to address common interests and participation of workers (production) and citizens (society) in the management structure. The purpose of the analysis is to identify the key features and tools to build a society in which there is independent of the will of the pe-

⁶ See more: В.В. Зінченко, *Деліберативні моделі процесів управління в умовах суспільних та економічних трансформацій*, „Актуальні проблеми економіки. Науковий економічний журнал”, ВНЗ «Національна академія управління» 2011. – №. 5(119). – 396 с. – С.4-12; В.В. Зинченко, *Посмодернизация экономики и трансформации менеджмента в транзитивном развитии*, „Вестник Воронежского государственного университета”. Серия: Экономика и управление – Воронежский государственный университет, №2 2011, Воронеж: Изд-во ВГУ 2011, 251 с. – С. 9-13; V.V. Sintschenko, *Die ideologischen kriegler der globalisierung: feindschaft ideologische front des neoliberalismus gegen gesellschaftliche alternativen.*- Dny vědy 2013, Dil 24, Praha. Publishing House «Education and Science», p. 46-51.

ople and social relations of production, that is, which abolished the relationship of coercion and domination of some people over others. Control over the processes of production and social functioning should go to direct participants in social production (as in the sectors of material production and in the production of ideas and management decisions). Previous production and management **objects** (*people*) have become **subjects** of production, social organization and management to implement their collective and common and public needs and abilities⁷. A system of incentives and shared a common interest due to the general participation in the government, which as a result of acquiring the features of self-government. In this case, rules and decisions may be based on the total legitimized communication, which is the regulatory principle. Established structure should provide the same conditions for equitable choices and eliminating coercion and domination.

The aim is to reach a consensus on democratic decision-making. At the level of society and enterprise standards and solutions are formed as a result of a compromise and agreement (consensus) among all stakeholders that have equal rights to equal access to managerial power. At the same time eliminated the excess pressure from one of the parties is not given to anyone privileged power-management position. Consensus is achieved through the procedure of forming a general communicative solutions that based on the equal benefit of everyone, are all informed approval.

This model is called *deliberative democracy* (derived from the Latin term *deliberatio* – «discussion» in the sense of – «matching»). Each individual has an opportunity to participate in developing a strategy of functioning enterprises, government, society, which leads to an account of the interests of individuals and social groups and deepen their understanding. Public, governmental, economic and industrial relations education formed through mutual recognition, discussion and compromise, which means the voluntary renunciation of selfish individualistic or group interests, if they are on the way to mutual agreement and expand economic openness, economic, administrative, social and political communication.

Deliberative democracy communicative management notes that can not be considered truly legitimate a decision that is based on the pre-approved formula worked out and the actions and decisions. The aim of deliberative governance model is a constantly decreasing hired-exploitative relations, expansion of government (both public and enterprise level). In this case, the subject of social and labor relations is also the subject (not object) control systems, distribution and control.

Society and production in the long term should be **self-administered**. In place of the «*man-thing-people*» must come «*man-man*», where relationships are directly interpersonally-public, reasonable. But such relationships require and certain people – fully developed, the ability to navigate in all social relations. **Municipality** takes place within social systems due to the inclusion of the population in the management and ownership, empowerment and freedom, social security, the humanization of social life. New society and economy, so – it deliberately and a self-regulated system⁸. Democracy in all forms

⁷ E. Mandel, *Arbeiterkontrolle, Arbeiterrate...*, p. 72.

⁸ P.W. Kockshott, A. Kotrell, *Alternativen aus dem Rechner...*, p. 52.

of deliberative communicative management primarily – is communication, which in the process of extensive discussion will rationally generates its participants.

Inherited a certain diversity of quality and diversity of economic structures are slowly but steadily becoming obsolete at a higher level of scientific and technological forces of production, which will allow individuals to associates to be really free management, socially and politically, economically and spiritually. This will be possible when is the predominant part of the public and the production system will be covered directly to public scrutiny.

In modern conditions of social technology, computerized development when different types of work and their products are not irreconcilably opposed to each other as a generalization of the interests of different social communities, and professional features through automation, unified, then the measure of labor itself gradually becomes his time, which may be considered in distribution according to work. In some countries neoindustrial system of self-governing civil society lifestyle gradually implemented. This occurs where the cooperation of labor and distribution, the socialization of property, industrial and political self-government is a daily, combined with the scientific and technological revolution, globalization of the market, with productive public control over him, the integration of cultural and ethical values common to all mankind's spiritual development⁹.

In this model, the idea expressed in the historical trend toward freedom from political and economic determinism, whereby man becomes a co-owner of the general conditions of their personal development, whether they performed socio-economic functions and roles. Reduction due Science and Technology, necessary labor conditions deliberative society increases the time for the full development of the individual, which is itself in turn as the highest production strength inversely affects production labor force.

Bibliography

Зінченко В.В., *Деліберативні моделі процесів управління в умовах суспільних та економічних трансформацій*, „Актуальні проблеми економіки. Науковий економічний журнал”, ВНЗ «Національна академія управління» 2011. – №. 5(119).

Зинченко В.В., *Посмодернизация экономики и трансформации менеджмента в транзитивном развитии*, „Вестник Воронежского государственного университета”. Серия: Экономика и управление. – №2 2011. – Воронеж:Изд-во ВГУ 2011.

Exner A., *Die Grenzen des Kapitalismus: wie wir am Wachstum scheitern*, Ueberreuter, Wien 2008.

Fuchs A., *Solidarität der Sozialpolitik*, Taschenbuch-Verlag, Bonn 2003.

Habermas J., *Legitimationsprobleme im Spätkapitalismus*, Suhrkamp Verlag, Frankfurt am Main 2002.

Habermas J., *Vergangenheit als Zukunft. Das alte Deutschland in neuen Europa*, Pendo Verlag, Zürich 1993.

Gorz A., *Kritik der ökonomischen Vernunft. Sinnfragen am Ende der Arbeitsgesellschaft*, Rotbuch Verlag, Hamburg 2004.

Kockshott P.W., Kotrell A., *Alternativen aus dem Rechner. Für sozialistische Planung und direkte Demokratie*, PapyRossa Verlag, Köln 2006.

⁹ A. Fuchs, *Solidarität der Sozialpolitik*, Taschenbuch-Verlag, Bonn 2003, p. 65.

- Krugman P., *The Return of Depression Economics and the Crisis*, W.W. Norton, New York 2009.
- Kurz R., *Kollaps der Modernisierung: vom Zusammenbruch des Kasernensozialismus zur Krise der Weltökonomie*, Eichborn, Frankfurt am Main 2009.
- Lafontaine O., *Keine Angst vor der Globalisierung: Wohlstand und Arbeit für alle*, J.H.W. Dietz Verlag, Berlin/Bonn 2009.
- Mandel E., *Arbeiterkontrolle, Arbeiterrate, Arbeiterselbstverwaltung. Eine Anthologie*, Europäische Verlagsanstalt, Frankfurt/M. 2001.
- Meyer Th., *Grundwerte und Wissenschaft im demokratischen Sozialismus*, J.H.W. Dietz Verlag, Berlin/Bonn 2008.
- Marcuse H., *Kritik der reinen Toleranz*, Suhrkamp Verlag, Frankfurt a.M 1993.
- Naisbitt J., *Global Paradox*, Avon Books 2006.
- Sintschenko V.V., *Die ideologischen kriege der globalisierung: feindschaft ideologische front des neoliberalismus gegen gesellschaftliche alternativen*, Dny vědy, Dil 24, , Publishing House «Education and Science» Praha 2013 .
- Stiglitz J.E., *Freefall: America, Free Markets, and the Sinking of the World Economy*, W.W. Norton & Company, New York 2010.
- Touraine A., *Un nouveau paradigme. Pour comprendre le monde d'aujourd'hui*, Livre de Poche, Paris 2006.

Author's resume:

Viktor Zinchenko – professor, Head of the Department of Management of the Ukrainian Institute of Arts and Sciences; principal research scientist of the Institute of Higher Education of the National Academy of Pedagogical Sciences of Ukraine; professor of the department of management and innovative technologies of social and cultural activities of the National Pedagogical Dragomanov University.

Kontakt/Contact:

Viktor Zinchenko

e-mail: zinchenko@kiev.com.ua