

T. KALYTA<sup>1</sup>, T. ZARIAZHKO<sup>2</sup>

## **KULTUROLOGICZNE ASPEKTY ZARZĄDZANIA PRZEDSIĘBIORSTWEM**

**Streszczenie:** W artykule omówiona zagadnienie zarządzania przedsiębiorstwem management oraz jego wieloaspektowe odniesienia m.in. w odniesieniu do produkcji oraz zagadnień społecznych. W ogólności, systemy zarządzania zogniskowane są na zarządzaniu jakością. Cechą specjalną podejścia tzw. 'Total Quality Management system' czyli kompleksowego zarządzania jakością jest to, że jego wdrożenie wymaga zmian w filozofii zarządzania przedsiębiorstwem. Jest ogólnie znanym faktem, że kluczową rolę w ludzkim życiu zawsze pełniła kultura – która pomaga ludziom zmieniać się, tworzyć związki i relacje międzyludzkie, budować hierarchie oraz zrozumieć psychologiczne aspekty osobowości. W dzisiejszych czasach trzeba to brać pod uwagę, aby osiągać sukcesy.

**Słowa kluczowe:** system zarządzania, Total Quality Management – zarządzanie jakością, kulturowe aspekty zarządzania, nauka o kulturze w biznesie

## **CULTUROLOGICAL ASPECTS OF ENTERPRISE MANAGEMENT**

**Summary:** The article presents the issue of business management is widely addressed, especially in the production sphere. Management systems are focused on its quality management. The peculiarity of the Total Quality Management system is that its implementation requires a change in the philosophy of business management. The key role in the life of people has always played a culture that helped people change, form relationships, build hierarchies and understand the psychology of personality.

**Keywords:** management system, Total Quality Management, cultural aspect of management, science of culture in business

### **Introduction**

When creating a business management system, the main goal should be the organizational unification of all managerial functions, implementation of which ensures quality assurance and improvement for all processes. Within the framework of this type of structures, all activities related to research and development of new products, lead-time and increase in labor productivity, production efficiency and quality of products (services) are coordinated. Such consistency contributes to the

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<sup>1</sup> National Pedagogical Dragomanov University, Ukraine, e-mail: t.v.kalita@gmail.com

<sup>2</sup> National Pedagogical Dragomanov University, Ukraine, e-mail: zaryazhko94@gmail.com

creation of organizational conditions for combining the efforts of all personnel aimed at improving the economic and production performance of the entire company.

As a rule, quantity indicator of management is the effectiveness of the management system - an indicator characterizing the ratio of costs for the implementation of management functions and the results of an organization's activities. In line with this, a quantitative indicator of management quality can be management efficiency. In contrast to these indicators, indicators for assessing the quality of business management should be obtained by comparing the results achieved by the organization in their cost equivalent with the amount of management efforts and impacts. And management efforts and impacts can be assessed in quantitative and monetary terms both through the amount of management costs and through the valuation of management impact on indicators of state of the enterprise.

In contrast to the standardization-based approaches to business management, modern management systems are very flexible and soft, they actually lack all the necessary elements or requirements. Total Quality Management is often viewed as a general management philosophy that defines only basic ideas and concepts, leaving enterprises free to choose one or another way of implementation. Therefore, the list of concepts (Process Integrated Quality System, Lean production, Work Flow Management System, Manufacturing Resource Planning, 6 sigma, Enterprise Resource Planning, Balanced Scorecard etc.) is not exhaustive, is subject to change, and does not provide for concept-industry compliance.

The research presents the effectiveness of management is one of the indicators for assessing the quality of enterprise management, and building the structure of the business management quality system should ensure the quality of all processes (production, technological, managerial, financial, etc.) in an enterprise, thereby achieving the goal set for the enterprise.

It is necessary to mark that if to the management on enterprises spared control system sufficient attention. Question of culturological aspects it is not enough investigational. A critical analysis of scientific papers on the matter found insufficient coverage of issues of the cultural aspects of business management. The components and methodological foundations of the laws of cultural phenomena, standards, stereotypes, behavioral social groups, both separately and from the standpoint of the psychology of culture, require further studying.

For the sake of this, we consider the basic elements of management systems and impose cultural features, ethical norms and certain moral obligations on them with regard to society and the enterprise as a whole.

In a broad sense, the science of culture functions at the intersection of philosophy, history, anthropology, linguistics, ethnography, archeology, art history, religious studies, sociology and psychology. The science of culture studies the system of cultural institutions in order to transmit information of culture. In practical terms, the science of culture is a system of knowledge about the essence, laws of existence and development, human meaning and ways of perception of culture. Therefore, an important task is the knowledge of the essence of culture and the identification of the laws and mechanisms of functioning of specific forms and aspects of culture.[2]

The relationship of influence of cultural science and economics in the context of management has recently been actively investigated by scientists, economists and philosophers.

J.K. Galbraith (economist) stated that the motivation of large corporations depends on the influence of the Technostructure or bureaucratic apparatus, and such corporations are guided by the desire for protection and growth, rather than seeking to maximize profits. In *Economics and the Public Purpose* he introduced a category of self-exploitation - this is how he defined actions of an employer or one who works in its firm as an entrepreneur. In his latest book, *The Economics of Innocent Fraud*, he expressed doubt that shareholders and directors actually play a prominent role in managing a modern company [3].

E. Toffler (philosopher, futurologist) investigated the development of technologies and their impact on the sustainability, a post-industrial society, in which there is a huge variety of subcultures and lifestyles. In his book *The Third Wave*, E. Toffler noted that civilization is a complex of interrelated technological, economic, organizational, social, cultural, political principles and institutions that are interconnected into a single mechanism.[4].

At the same time, the existing business management system is a complex of organizational and economic business standards that constitute the regulatory and technical basis of most management systems [5]. Any management system regulates processes through mechanisms. The management system of the enterprise is launched by an economic mechanism by ensuring effective results of the production and financial activity of the enterprise. The economic mechanism includes a set of organizational structures and specific forms and methods of management, as well as legal norms with the help of which the processes of an enterprise's activity are implemented [6]. Thus, the economic mechanism can be viewed as a combination of individual mechanisms.

The purpose of the management system is to develop and implement management actions or decisions in order to form the necessary behavior of the managed system (or management object) under different environmental conditions to achieve the stated goals.

Target models are concentrated around targets. The main idea is that the effectiveness of an economic organization determines its ability to achieve predetermined goals.

The main approaches to management in economics are divided into traditional and modern [7] (see Table 1).

*Table 1. Management Approaches*

Type	Subtype
Traditional	<ol style="list-style-type: none"> <li>1. synthesis of practical experience</li> <li>2. empirical, based on specific situations</li> <li>3. human behavior (A. Maslow, MacGregor)</li> </ol>
Modern, efficiently directed	<ol style="list-style-type: none"> <li>1. process</li> <li>2. system</li> <li>3. situational</li> </ol>

Traditional approaches in modern management are the basis for further theoretical analysis, however, it is modern, efficiently directed approaches that make it possible

to determine the methodological techniques by which methods of active influence on the management object are developed.

If we talk about cultural aspects, then it is traditional approaches that include the already established patterns of cultural phenomena, standards, stereotypes. To do this, we consider Table 2, the components of the fundamental science of culture [8].

*Table 2. Components of the fundamental science of culture*

	Components	Essence	Specifics
1	Science of social culture	culture in society	macrogroups, nations, ethnic groups, each of which is distinguished by its cultural characteristics, value-based preferences, tastes, style and way of life, as well as a variety of microgroups that form different subcultures.
2	psychology of culture	basis – a person as culture-bearer	1) person as the bearer (interpreter) of culture 2) group interaction and social reproduction of personality 3) set of stable socio-cultural stereotypes 4) analysis of human creative activity (innovations in culture)
3	cultural semantics	sign and communicative function	1) object typology 2) systems of information exchange, social self-identification, 3) defined certain forms (analysis)
4	history of science of culture	perception of culture	- various interpretations of the concept of culture - culture as the norm in making decisions

Aspects of culture science raises a number of issues for the consideration:

- facts of culture that form the general system of cultural phenomena;
- dynamics of cultural systems;
- relationship between elements of culture;
- methods of production and development of cultural phenomena;
- norms, values, types of culture;
- cultural codes.

The management system, considering separately each of the components of the fundamental science of culture, imposes a culture created at the enterprise in accordance with the division into groups (microgroups), taking into account the psychology of group interaction and social reproduction of personality.

The presented article focus on cultural aspects in the management system of an enterprise form the theory and processes of communication and interaction of people in society through the mechanisms of socialization, inculturation and sociocultural self-identification of an individual.

Modern, efficiently directed approaches are, in fact, corporate management methodologies, that is, besides being management systems, they also contain culture/philosophy.

Considering the business management system in present-day conditions, especially in production, a separate question arises about the formulation of aspects of cultural science of influence on management processes. By distributing the components of fundamental cultural science, the levels of cultural impact were identified. Formation of subcultures within productions can occur both at the level of structural units and at the level of certain interests. Accounting for the relationships that are the subject of the study of social cultural science, allows influencing management decisions to improve system management efficiency.

It is important to take into account psychology of culture in accordance with all four levels. Stereotypes, patterns are acceptable for most situations when making decisions, but creative activity of a person in non-standard situations should be weighed. Consideration of the possibilities of the levels of psychology of culture leads to stable solutions, keeping the balance of interaction and social reproduction within management.

Socially significant information is interpreted through cultural phenomena in the form of texts. The communicative form of culture in enterprises represents a document flow, correspondence and other types of written interaction. Use of several languages or formal approaches to the organizational process is considered cultural semantics. The semantic order in culture, the dynamics of social communications, the typology of semantic objects are necessary for defining and studying within the general system of business management.

Aspects of cultural science are necessary for study at various levels of business management. Consideration, which will help improve the interaction of employees, raise management efficiency, review the general management philosophy based on culture in order to improve the ratio of the costs for management functions and business performance.

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