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MANAGERIAL CULTURE AND ORGANIZATIONAL CONFLICTS

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ANNOTATION

In its broadest sense, leadership culture refers to the environment in which an organization exists. The diversity of existing definitions of culture is partly explained by the fact that different levels of its expression are not usually distinguished. These levels include both very concrete external phenomena accessible to the senses and deep unconscious basic ideas that constitute the essence of culture. Between these two poles are the different collective values, norms, and behavioral rules by which bearers of a particular culture express that culture both to themselves and to others.

Key words

Leadership. Managerial, subconscious, intra-organizational relationships.

INTRODUCTION

Managerial culture is defined in the broadest sense as the environment in which an organization exists. The multiplicity of existing definitions of culture is partly explained by the fact that the various levels of its manifestation are usually not distinguished. These levels cover both quite tangible external manifestations accessible to the senses, and deep subconscious basic ideas, which are the essence of culture. Between these two poles there are various kinds of collective values, norms and rules of behavior used by the bearers of a given culture to represent it both to themselves and to others.

The development of entrepreneurial activity is influenced by a number of factors that significantly determine the efficiency of companies and their competitiveness in the global market. One of the little-studied aspects of this problem is the social aspects of the influence of conflicts that arise and develop within the work teams of companies, an increasing number of which are becoming multinational in their composition of employees. These conflicts develop in two directions: between ordinary members of the team and between the workforce and management. At both levels, conflicts are determined by cultural, religious and national factors, the level of culture and education.

DISCUSSION AND RESULTS

The most important reason for the emergence and development of interethnic conflicts in organizations is an identity crisis. The identity crisis associated with assimilation processes and

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radical shifts in connection with changes in state national policy and in the ethnopolitical situation makes it relevant to analyze the ideology, strategy and tactics of various forms of ethnic mobilization, closely related to national movements. Among these problems, the main ones have become the study of the phenomenon of ethnic mobilization, which is an indicator of the development of national cultures and languages, the processes of formation of a new identity.

Studying the causes of conflicts, we can come to the conclusion about the high importance of management culture factors, which include leadership style, the established image of the enterprise, the psychological climate in the team (in communuty - in American terminology), relations between management and subordinates, as well as between colleagues, taking into account the presence of in teams of representatives of different nationalities and religions. These factors affect labor productivity and, ultimately, the competitiveness of products, the volume of profits, etc. Consequently, the manager must foresee not only the economic, but also the social consequences of his decisions for intra-organizational relationships and for the reputation of the enterprise, since it is the social results of activity that have a hidden, but no less strong effect on the results of production activities. In leading corporations, the management of technical preparation of production, production itself, supply, and quality is successfully combined with the implementation of a code of conduct for its employees, reflecting the basic goals of the international organization and its ethical values.

The development of entrepreneurial activity in the modern economy is influenced by a number of factors that significantly determine the efficiency of companies and their competitiveness in the global market. At the same time, many problems of joint labor activity of people have enormous social significance. From our point of view, one of the little-studied aspects of this problem is the social aspects of the influence of social conflicts that arise and develop within the company's workforce. Currently, labor migration processes are actively developing in the global economy, resulting in the formation of multinational work teams. These conflicts develop in two directions: between ordinary members of the team and between the workforce and management. At both levels, conflicts are determined by cultural, religious and national factors, the level of culture and education.

One of the most common situations that arises in large organizations is the demand of several trade unions working in the company and protecting the interests of different professional groups for the employer to conduct collective negotiations with each of the public organizations. The subject of these negotiations is the conclusion, amendment or addition of a collective agreement. The complexity of this kind of situation lies in the fact that other goals are sometimes hidden behind the demands of the trade union stated to the employer or its representatives. As a rule, the true goal of the leaders of a public organization is only its recognition in general or its recognition as the most representative. In the theory of conflictology, disputes that arise for declared reasons, but in fact pursue other goals, are called "substituted conflict."1

There are several ways to resolve the conflict, the main one being negotiation. In order for negotiations to become possible, the following conditions are necessary: the presence of interdependence of the parties involved in the conflict; absence of significant differences in the capabilities (strength) of the subjects of the conflict; correspondence of the stage of development of

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the conflict to the possibilities of negotiations; participation in negotiations between parties who can actually make decisions in the current situation.

. In particular, it is necessary to carry out work to clearly formulate, explain and communicate to all members of the organization the system of corporate values that the organization follows. However, not all corporate values that are perceived and even accepted by employees as such actually become their personal values. Awareness of a particular value and a positive attitude towards it is clearly not enough. Moreover, this is not always justified. A necessary condition for accepting this value is the practical involvement of the employee in the organization's activities aimed at realizing this value. Only by acting daily in accordance with corporate values, observing norms and rules of conduct, can an employee become a representative of the organization. Full identification of an employee with the organization means that he not only complies with the norms and rules of behavior, but also internally fully accepts the values of the organization.18 1.2. Differences between social, managerial and cultural systems

One of the main dilemmas that managers face when trying to change the way an organization operates is the need to introduce some element that is contrary to the existing culture, falling outside the cultural paradigm. For example, the use of quality circles, autonomous teams and other management techniques based on the principle of subordination of the individual to group interests may be so inconsistent with typical international organizations built on the principles of individualism and competition that they can only be used if they are pragmatically presented as the only way out from the current situation. Only the use of high-level pragmatic ideas allows us to set positive prospects for group work. Ethnic, large groups of refugees have emerged, especially from Third World countries, to industrialized countries, newly industrialized countries, or to other developing countries with relatively high economic growth. The situation has thus changed radically. In past centuries, European settlers explored America, Africa and Asia. Current migration flows are going in the opposite direction. Descendants of Europeans still form persistent ethnic groups in the former colonies, constituting both a majority (USA) and a minority (South Africa) of the population. Former residents of the colonies are actively populating the metropolises, often forming ethnic enclaves that are in varying degrees of isolation. This process, in our opinion, will intensify, since a new factor in the formation of multinational work collectives is emerging - the proportion of ethnic foreigners in the population of European countries, but those born in European countries from the first generation of immigrants, is growing. Thus, in Germany, in the coming years, from 40 to 50% of children will be born into immigrant families, and today every ninth child comes from a mixed marriage.20

It should be emphasized that the influx of migrants into industrialized countries occurs both legally and illegally. Half a million illegal migrants arrive in the United States alone every year, and their total number in the country is 11 million people. Moreover, illegal migrants, unlike legal ones, as a rule, represent a mass of unskilled or low-skilled workers. When they go to work in industrialized countries, they join work collectives, transforming their composition from mononational to multinational.

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The formation and development of multinational labor collectives in industrialized countries has received intensive development since the early 90s, when, as a result of industrial growth, a shortage of labor resources began to be felt in the economy. In this regard, many industrialized countries have adopted immigration programs for skilled workers and graduates from Third World countries, as well as Central and Eastern European countries. Programs for attracting foreign specialists have been adopted in Canada, Germany, France and a number of other countries. The companies themselves began to act very actively in this direction - they independently began to recruit employees in other countries and transfer them to the metropolis. On average, for each five-year period this flow doubled.

The employment of foreigners is based on a contractual basis, which clearly articulates the requirements for the "quality" of foreign labor, which is currently given priority. For example, in Canada, the assessment is made according to nine criteria, including education, profession, work experience in the specialty, age, knowledge of English and French, and personal qualities. The maximum number of points is 100; 70 points are considered passing.22 As a result, the proportion of foreigners hired under contract began to increase in many companies. By the beginning of 2006, in the overall structure of multinational workforces in the countries of the European Union, the share of European foreigners as a whole became approximately 35%. At the same time, in the countries of the European Union, Italians account for 16.4% of the total labor force, the French - 15.0%, and Germans - 11.5%.

In an effort to prevent the emergence of causes of conflict in the development of management culture, company management is trying to develop and implement a policy for designing social relations within international organizations. To this end, within the framework of personnel policy, a new concept of personnel management at enterprises is being formed, taking into account national, cultural and religious differences. In a market economy, such a policy is a significant reserve of competitiveness and a necessary factor for the effective development of an enterprise.

A management culture focused on social engineering must contain a basic shared understanding that people behave proactively, proactively problem solving and learning. If a culture is built on fatalistic ideas and passive acceptance of one's fate, then as changes in the environment accelerate, learning will become more and more difficult.

Multinational organizations carefully develop their personnel policies. It is usually built on recognition of the priority of universal human values and the special role of a viable team in achieving the goals of professional activity. From the moment of the first conversation, when considering the possibility of concluding an employment contract with a candidate, he is included in the multifaceted system of corporate education.

A serious task that human resource management services have to solve is the organization and conduct of regular certification of employees. Certification is a process of assessing the effectiveness of an employee's performance of his job duties, carried out by his immediate supervisor with the participation of the personnel management service. At the same time, it is necessary to take into account the unequal understanding of the control questions put forward by representatives of

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different religions and nationalities. These different approaches to certification can be unified only through in-house training in the basics of corporate culture, taking into account the national and religious differences of members of the workforce.

The management of companies successfully operating in the market purposefully develops programs for continuous training and advanced training of employees, considering the costs for these purposes as one of the types of investments - investments in human capital. The application of the term investment to the costs of creating a qualitatively new workforce contributed to a shift away from the perception of these costs as consumer ones. These costs were recognized as productive, since investments in people bring tangible long-term economic benefits. This includes expenses for education - including general and special, formal and informal, on-the-job training; health care costs, consisting of expenses for disease prevention, medical care, dietary nutrition, and improvement of living conditions; mobility costs by which workers migrate from places with relatively low productivity to places with relatively high productivity.

In conditions of intensified market competition, the role of personnel training for company employees is significantly increasing. It acts as an integral accelerator of change and improvement, a generator of organizational resilience and key competencies so necessary for successful competition in an ever-changing business environment. Training professionals have shifted from their traditional roles as educators, trainers, and program developers to take on a more active role as change agents, internal consultants to business partners, collaborating with senior and line managers. They operate at the highest level of the organization, helping to develop and implement new management strategies, work at the operational level, assist line managers in reorganizing work processes, and contribute to achieving organizational effectiveness and vitality.

The current stage of development of management of multinational companies has certain features. Firstly, we are talking about a special type of management, called “social management” or “social management”, in which we are dealing not with physical objects, but with social reality, relationships between people.52 Secondly, labor relations are part of the corporation's culture. After all, an enterprise is not only a set of processes, a set of products and services, it is also a human community. Like all communities, it cultivates specific forms of culture - in this case, corporate culture, which can be defined as a set of values, norms, and expectations that are sustainable for a given organization and regulate the behavior of its members. In general, the nature of labor relations at an enterprise is determined by two key elements: the institutional structure of production (methods of labor organization and management, company structure) and the socio-psychological climate at the enterprise. These elements are closely interrelated. Developed humane production structures may not be effective if people do not have good contacts. As a result, not only methods of labor organization are needed that do not detract from human dignity, but also a healthy socio-psychological climate at the enterprise, which is “the relatively stable psychological mood of its workers prevailing in the team, manifested in the diverse forms of their activities.” At the same time, the emotional intensity of informal relationships often reaches such a level that people regard them as more significant than relationships based on the implementation of official instructions. The internationalization of business entails the internationalization of management. The latter actualizes the personnel problem in multinational companies. In personnel management, the most important

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issue is the awareness by employees of their usual culture, way of life and thinking of new qualitative changes in environmental management and human relationships. Accordingly, harmonization of language and customs, improvement of communications and internationalization of consciousness become an important task of managing a multinational company. The latter presupposes changes in the way of thinking of workers sent abroad, their awareness of their international social responsibility in the process of working in a third country. On the other hand, it is necessary to internationalize the consciousness and local personnel themselves. From all this follows the need for a multinational company to train in the social design of relationships within the workforce.

The most important component of the social design strategy of companies in a market economy is the development of models for motivating employees to improve the economic performance of the company. One of the founders of the theory of "motivational hygiene", F. Herzberg, developed and specified the principles of motivating work organization, which are still considered the best in modern management. The classification of principles and factors of motivation is given in Appendix No. 2. Let us consider here some basic provisions for using the principles of motivation to improve the efficiency of a company's economic activities.

Motivation is a process that forces an employee to make a certain choice and direct his energy towards achieving a result. Motivation is understood as the ability to mobilize the reserve capabilities of an employee and encourage him to take action. And although many managers believe that they can convince and motivate their employees with words, encouraging them to achieve higher results, this is a grave mistake. In reality, quite often you can influence only by personal example, and for this you must have your own conviction that this makes sense. An employee's motivation arises as a result of his own choice: "Do I want to participate in this or not?" It is more profitable for the company if these interests intersect, and maybe even coincide in some way.

The formation of motivational conditions is expressed in a certain moral and psychological climate in the team. The criteria for the optimal moral and psychological climate in a team are obvious - sometimes even simple observation is enough to judge what the moral atmosphere is in the company. This is evidenced by the attitude towards visitors and clients, and the nature of communication between employees (relaxed and friendly or tense). A normal team is characterized by frequent active and interested discussions of various production issues, and criticism is not perceived as personal attacks. In such a team, important decisions are often made in a working manner, without requiring special formal meetings. Colleagues respect each other's opinions, and fairness is highly valued in the team. The goals of the work and the content of the tasks are clear and perceived as personal, there is no petty supervision on the part of management. Moreover, even the temporary absence of management does not affect the results of work. And finally, the most objective criterion is the absence of failures in work due to the fault of staff and low staff turnover.

The motivation model used in company management is based on the study of the needs, interests, moods, personal goals of employees, as well as the possibility of integrating motivation with the production requirements and goals of the enterprise. Personnel policy under this model is focused on the development of human resources, strengthening the moral and psychological climate, and the

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implementation of social programs. The formation of motivational conditions is largely aimed at developing in employees a sense of belonging to the company, a sense of some “we”. A sense of involvement in a common cause presupposes the formation of a common vision of the company: its mission, state, ideology, prospects. Without such a vision, a unified, interested understanding of decisions, plans, and the manifestation of responsible initiative is impossible.

An essential tool for achieving significant results is the continuous improvement of employee motivation. As you know, there are two types of attracting a person to perform a certain job - coercion and motivation. It is generally accepted that coercion is ineffective in solving management problems and achieving results. Therefore, especially recently, the motivational mechanism is actively developing. It is the determining factor in mobilizing personnel to complete tasks.

Managerial culture is defined in the broadest sense as the environment in which an organization exists. The multiplicity of existing definitions of culture is partly explained by the fact that the various levels of its manifestation are usually not distinguished. These levels cover both quite tangible external manifestations accessible to the senses, and deep subconscious basic ideas, which are the essence of culture. Between these two poles there are various kinds of collective values, norms and rules of behavior used by the bearers of a given culture to represent it both to themselves and to others.

The development of entrepreneurial activity is influenced by a number of factors that significantly determine the efficiency of companies and their competitiveness in the global market. One of the little-studied aspects of this problem is the social aspects of the influence of conflicts that arise and develop within the work teams of companies, an increasing number of which are becoming multinational in their composition of employees. These conflicts develop in two directions: between ordinary members of the team and between the workforce and management. At both levels, conflicts are determined by cultural, religious and national factors, the level of culture and education.

The most important reason for the emergence and development of interethnic conflicts in organizations is an identity crisis. The identity crisis associated with assimilation processes and radical shifts in connection with changes in state national policy and in the ethnopolitical situation makes it relevant to analyze the ideology, strategy and tactics of various forms of ethnic mobilization, closely related to national movements. Among these problems, the main ones have become the study of the phenomenon of ethnic mobilization, which is an indicator of the development of national cultures and languages, the processes of formation of a new identity.

Studying the causes of conflicts, we can come to the conclusion about the high importance of management culture factors, which include leadership style, the established image of the enterprise, the psychological climate in the team (in communuty - in American terminology), relations between management and subordinates, as well as between colleagues, taking into account the presence of in teams of representatives of different nationalities and religions. These factors affect labor productivity and, ultimately, the competitiveness of products, the volume of profits, etc. Consequently, the manager must foresee not only the economic, but also the social consequences of his decisions for intra-organizational relationships and for the reputation of the enterprise, since it is

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the social results of activity that have a hidden, but no less strong effect on the results of production activities. In leading corporations, the management of technical preparation of production, production itself, supply, and quality is successfully combined with the implementation of a code of conduct for its employees, reflecting the basic goals of the international organization and its ethical values.

The development of entrepreneurial activity in the modern economy is influenced by a number of factors that significantly determine the efficiency of companies and their competitiveness in the global market. At the same time, many problems of joint labor activity of people have enormous social significance. From our point of view, one of the little-studied aspects of this problem is the social aspects of the influence of social conflicts that arise and develop within the company's workforce. Currently, labor migration processes are actively developing in the global economy, resulting in the formation of multinational work teams. These conflicts develop in two directions: between ordinary members of the team and between the workforce and management. At both levels, conflicts are determined by cultural, religious and national factors, the level of culture and education.

One of the most common situations that arises in large organizations is the demand of several trade unions working in the company and protecting the interests of different professional groups for the employer to conduct collective negotiations with each of the public organizations. The subject of these negotiations is the conclusion, amendment or addition of a collective agreement. The complexity of this kind of situation lies in the fact that other goals are sometimes hidden behind the demands of the trade union stated to the employer or its representatives. As a rule, the true goal of the leaders of a public organization is only its recognition in general or its recognition as the most representative. In the theory of conflictology, disputes that arise for declared reasons, but in fact pursue other goals, are called "substituted conflict."1

There are several ways to resolve the conflict, the main one being negotiation. In order for negotiations to become possible, the following conditions are necessary: the presence of interdependence of the parties involved in the conflict; absence of significant differences in the capabilities (strength) of the subjects of the conflict; correspondence of the stage of development of the conflict to the possibilities of negotiations; participation in negotiations between parties who can actually make decisions in the current situation.

. In particular, it is necessary to carry out work to clearly formulate, explain and communicate to all members of the organization the system of corporate values that the organization follows. However, not all corporate values that are perceived and even accepted by employees as such actually become their personal values. Awareness of a particular value and a positive attitude towards it is clearly not enough. Moreover, this is not always justified. A necessary condition for accepting this value is the practical involvement of the employee in the organization's activities aimed at realizing this value. Only by acting daily in accordance with corporate values, observing norms and rules of conduct, can an employee become a representative of the organization. Full identification of an employee with the organization means that he not only complies with the norms and rules of behavior, but also internally fully accepts the values of the organization.18 1.2. Differences between social, managerial and cultural systems

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One of the main dilemmas that managers face when trying to change the way an organization operates is the need to introduce some element that is contrary to the existing culture, falling outside the cultural paradigm. For example, the use of quality circles, autonomous teams and other management techniques based on the principle of subordination of the individual to group interests may be so inconsistent with typical international organizations built on the principles of individualism and competition that they can only be used if they are pragmatically presented as the only way out from the current situation. Only the use of high-level pragmatic ideas allows us to set positive prospects for group work. Ethnic, large groups of refugees have emerged, especially from Third World countries, to industrialized countries, newly industrialized countries, or to other developing countries with relatively high economic growth. The situation has thus changed radically. In past centuries, European settlers explored America, Africa and Asia. Current migration flows are going in the opposite direction. Descendants of Europeans still form persistent ethnic groups in the former colonies, constituting both a majority (USA) and a minority (South Africa) of the population. Former residents of the colonies are actively populating the metropolises, often forming ethnic enclaves that are in varying degrees of isolation. This process, in our opinion, will intensify, since a new factor in the formation of multinational work collectives is emerging - the proportion of ethnic foreigners in the population of European countries, but those born in European countries from the first generation of immigrants, is growing. Thus, in Germany, in the coming years, from 40 to 50% of children will be born into immigrant families, and today every ninth child comes from a mixed marriage.20

It should be emphasized that the influx of migrants into industrialized countries occurs both legally and illegally. Half a million illegal migrants arrive in the United States alone every year, and their total number in the country is 11 million people. Moreover, illegal migrants, unlike legal ones, as a rule, represent a mass of unskilled or low-skilled workers. When they go to work in industrialized countries, they join work collectives, transforming their composition from mononational to multinational.

The formation and development of multinational labor collectives in industrialized countries has received intensive development since the early 90s, when, as a result of industrial growth, a shortage of labor resources began to be felt in the economy. In this regard, many industrialized countries have adopted immigration programs for skilled workers and graduates from Third World countries, as well as Central and Eastern European countries. Programs for attracting foreign specialists have been adopted in Canada, Germany, France and a number of other countries. The companies themselves began to act very actively in this direction - they independently began to recruit employees in other countries and transfer them to the metropolis. On average, for each five-year period this flow doubled.

The employment of foreigners is based on a contractual basis, which clearly articulates the requirements for the “quality” of foreign labor, which is currently given priority. For example, in Canada, the assessment is made according to nine criteria, including education, profession, work experience in the specialty, age, knowledge of English and French, and personal qualities. The maximum number of points is 100; 70 points are considered passing.22 As a result, the proportion of foreigners hired under contract began to increase in many companies. By the beginning of 2006, in

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the overall structure of multinational workforces in the countries of the European Union, the share of European foreigners as a whole became approximately 35%. At the same time, in the countries of the European Union, Italians account for 16.4% of the total labor force, the French - 15.0%, and Germans - 11.5%.

In an effort to prevent the emergence of causes of conflict in the development of management culture, company management is trying to develop and implement a policy for designing social relations within international organizations. To this end, within the framework of personnel policy, a new concept of personnel management at enterprises is being formed, taking into account national, cultural and religious differences. In a market economy, such a policy is a significant reserve of competitiveness and a necessary factor for the effective development of an enterprise.

A management culture focused on social engineering must contain a basic shared understanding that people behave proactively, proactively problem solving and learning. If a culture is built on fatalistic ideas and passive acceptance of one's fate, then as changes in the environment accelerate, learning will become more and more difficult.

Multinational organizations carefully develop their personnel policies. It is usually built on recognition of the priority of universal human values and the special role of a viable team in achieving the goals of professional activity. From the moment of the first conversation, when considering the possibility of concluding an employment contract with a candidate, he is included in the multifaceted system of corporate education.

A serious task that human resource management services have to solve is the organization and conduct of regular certification of employees. Certification is a process of assessing the effectiveness of an employee’s performance of his job duties, carried out by his immediate supervisor with the participation of the personnel management service. At the same time, it is necessary to take into account the unequal understanding of the control questions put forward by representatives of different religions and nationalities. These different approaches to certification can be unified only through in-house training in the basics of corporate culture, taking into account the national and religious differences of members of the workforce.

The management of companies successfully operating in the market purposefully develops programs for continuous training and advanced training of employees, considering the costs for these purposes as one of the types of investments - investments in human capital. The application of the term investment to the costs of creating a qualitatively new workforce contributed to a shift away from the perception of these costs as consumer ones. These costs were recognized as productive, since investments in people bring tangible long-term economic benefits. This includes expenses for education - including general and special, formal and informal, on-the-job training; health care costs, consisting of expenses for disease prevention, medical care, dietary nutrition, and improvement of living conditions; mobility costs by which workers migrate from places with relatively low productivity to places with relatively high productivity.

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In conditions of intensified market competition, the role of personnel training for company employees is significantly increasing. It acts as an integral accelerator of change and improvement, a generator of organizational resilience and key competencies so necessary for successful competition in an ever-changing business environment. Training professionals have shifted from their traditional roles as educators, trainers, and program developers to take on a more active role as change agents, internal consultants to business partners, collaborating with senior and line managers. They operate at the highest level of the organization, helping to develop and implement new management strategies, work at the operational level, assist line managers in reorganizing work processes, and contribute to achieving organizational effectiveness and vitality.

The current stage of development of management of multinational companies has certain features. Firstly, we are talking about a special type of management, called “social management” or “social management”, in which we are dealing not with physical objects, but with social reality, relationships between people.52 Secondly, labor relations are part of the corporation's culture. After all, an enterprise is not only a set of processes, a set of products and services, it is also a human community. Like all communities, it cultivates specific forms of culture - in this case, corporate culture, which can be defined as a set of values, norms, and expectations that are sustainable for a given organization and regulate the behavior of its members. In general, the nature of labor relations at an enterprise is determined by two key elements: the institutional structure of production (methods of labor organization and management, company structure) and the socio-psychological climate at the enterprise. These elements are closely interrelated. Developed humane production structures may not be effective if people do not have good contacts. As a result, not only methods of labor organization are needed that do not detract from human dignity, but also a healthy socio-psychological climate at the enterprise, which is “the relatively stable psychological mood of its workers prevailing in the team, manifested in the diverse forms of their activities.” At the same time, the emotional intensity of informal relationships often reaches such a level that people regard them as more significant than relationships based on the implementation of official instructions. The internationalization of business entails the internationalization of management. The latter actualizes the personnel problem in multinational companies. In personnel management, the most important issue is the awareness by employees of their usual culture, way of life and thinking of new qualitative changes in environmental management and human relationships. Accordingly, harmonization of language and customs, improvement of communications and internationalization of consciousness become an important task of managing a multinational company. The latter presupposes changes in the way of thinking of workers sent abroad, their awareness of their international social responsibility in the process of working in a third country. On the other hand, it is necessary to internationalize the consciousness and local personnel themselves. From all this follows the need for a multinational company to train in the social design of relationships within the workforce.

The most important component of the social design strategy of companies in a market economy is the development of models for motivating employees to improve the economic performance of the company. One of the founders of the theory of “motivational hygiene”, F. Herzberg, developed and specified the principles of motivating work organization, which are still considered the best in modern management. The classification of principles and factors of motivation is given in Appendix

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No. 2. Let us consider here some basic provisions for using the principles of motivation to improve the efficiency of a company's economic activities.

Motivation is a process that forces an employee to make a certain choice and direct his energy towards achieving a result. Motivation is understood as the ability to mobilize the reserve capabilities of an employee and encourage him to take action. And although many managers believe that they can convince and motivate their employees with words, encouraging them to achieve higher results, this is a grave mistake. In reality, quite often you can influence only by personal example, and for this you must have your own conviction that this makes sense. An employee's motivation arises as a result of his own choice: "Do I want to participate in this or not?" It is more profitable for the company if these interests intersect, and maybe even coincide in some way.

The formation of motivational conditions is expressed in a certain moral and psychological climate in the team. The criteria for the optimal moral and psychological climate in a team are obvious - sometimes even simple observation is enough to judge what the moral atmosphere is in the company. This is evidenced by the attitude towards visitors and clients, and the nature of communication between employees (relaxed and friendly or tense). A normal team is characterized by frequent active and interested discussions of various production issues, and criticism is not perceived as personal attacks. In such a team, important decisions are often made in a working manner, without requiring special formal meetings. Colleagues respect each other's opinions, and fairness is highly valued in the team. The goals of the work and the content of the tasks are clear and perceived as personal, there is no petty supervision on the part of management. Moreover, even the temporary absence of management does not affect the results of work. And finally, the most objective criterion is the absence of failures in work due to the fault of staff and low staff turnover.

The motivation model used in company management is based on the study of the needs, interests, moods, personal goals of employees, as well as the possibility of integrating motivation with the production requirements and goals of the enterprise. Personnel policy under this model is focused on the development of human resources, strengthening the moral and psychological climate, and the implementation of social programs. The formation of motivational conditions is largely aimed at developing in employees a sense of belonging to the company, a sense of some "we". A sense of involvement in a common cause presupposes the formation of a common vision of the company: its mission, state, ideology, prospects. Without such a vision, a unified, interested understanding of decisions, plans, and the manifestation of responsible initiative is impossible.

An essential tool for achieving significant results is the continuous improvement of employee motivation. As you know, there are two types of attracting a person to perform a certain job - coercion and motivation. It is generally accepted that coercion is ineffective in solving management problems and achieving results. Therefore, especially recently, the motivational mechanism is actively developing. It is the determining factor in mobilizing personnel to complete tasks.

It is worth highlighting two main forms of motivation that affect an employee: 1. External forms of remuneration - wages, bonuses, commissions, good working conditions (compensation package and social guarantees provided to him by the company). Here it is worth noting the differences in

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assessing the essence of wages in different concepts of motivation. From the point of view of A. Maslow, salary is a way to satisfy various (almost all) needs. According to F. Herzberg, salary is a motivating factor only sometimes, with an adequate connection with the result, it becomes a motive.88

In our opinion, salary can be a motivation only under certain conditions: the employee must attach particularly high importance to it (salary as a value, as a symbol) and believe in the connection between it and labor productivity. In this case, wages to fulfill the stimulating function can be divided, for example, into three components:

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Managerial culture is defined in the broadest sense as the environment in which an organization exists. The multiplicity of existing definitions of culture is partly explained by the fact that the various levels of its manifestation are usually not distinguished. These levels cover both quite tangible external manifestations accessible to the senses, and deep subconscious basic ideas, which are the essence of culture. Between these two poles there are various kinds of collective values, norms and rules of behavior used by the bearers of a given culture to represent it both to themselves and to others.

The development of entrepreneurial activity is influenced by a number of factors that significantly determine the efficiency of companies and their competitiveness in the global market. One of the little-studied aspects of this problem is the social aspects of the influence of conflicts that arise and develop within the work teams of companies, an increasing number of which are becoming multinational in their composition of employees. These conflicts develop in two directions: between ordinary members of the team and between the workforce and management. At both levels, conflicts are determined by cultural, religious and national factors, the level of culture and education.

The most important reason for the emergence and development of interethnic conflicts in organizations is an identity crisis. The identity crisis associated with assimilation processes and radical shifts in connection with changes in state national policy and in the ethnopolitical situation

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makes it relevant to analyze the ideology, strategy and tactics of various forms of ethnic mobilization, closely related to national movements. Among these problems, the main ones have become the study of the phenomenon of ethnic mobilization, which is an indicator of the development of national cultures and languages, the processes of formation of a new identity.

Studying the causes of conflicts, we can come to the conclusion about the high importance of management culture factors, which include leadership style, the established image of the enterprise, the psychological climate in the team (in communuty - in American terminology), relations between management and subordinates, as well as between colleagues, taking into account the presence of in teams of representatives of different nationalities and religions. These factors affect labor productivity and, ultimately, the competitiveness of products, the volume of profits, etc. Consequently, the manager must foresee not only the economic, but also the social consequences of his decisions for intra-organizational relationships and for the reputation of the enterprise, since it is the social results of activity that have a hidden, but no less strong effect on the results of production activities. In leading corporations, the management of technical preparation of production, production itself, supply, and quality is successfully combined with the implementation of a code of conduct for its employees, reflecting the basic goals of the international organization and its ethical values.

The development of entrepreneurial activity in the modern economy is influenced by a number of factors that significantly determine the efficiency of companies and their competitiveness in the global market. At the same time, many problems of joint labor activity of people have enormous social significance. From our point of view, one of the little-studied aspects of this problem is the social aspects of the influence of social conflicts that arise and develop within the company's workforce. Currently, labor migration processes are actively developing in the global economy, resulting in the formation of multinational work teams. These conflicts develop in two directions: between ordinary members of the team and between the workforce and management. At both levels, conflicts are determined by cultural, religious and national factors, the level of culture and education.

One of the most common situations that arises in large organizations is the demand of several trade unions working in the company and protecting the interests of different professional groups for the employer to conduct collective negotiations with each of the public organizations. The subject of these negotiations is the conclusion, amendment or addition of a collective agreement. The complexity of this kind of situation lies in the fact that other goals are sometimes hidden behind the demands of the trade union stated to the employer or its representatives. As a rule, the true goal of the leaders of a public organization is only its recognition in general or its recognition as the most representative. In the theory of conflictology, disputes that arise for declared reasons, but in fact pursue other goals, are called "substituted conflict."1

There are several ways to resolve the conflict, the main one being negotiation. In order for negotiations to become possible, the following conditions are necessary: the presence of interdependence of the parties involved in the conflict; absence of significant differences in the capabilities (strength) of the subjects of the conflict; correspondence of the stage of development of

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the conflict to the possibilities of negotiations; participation in negotiations between parties who can actually make decisions in the current situation.

. In particular, it is necessary to carry out work to clearly formulate, explain and communicate to all members of the organization the system of corporate values that the organization follows. However, not all corporate values that are perceived and even accepted by employees as such actually become their personal values. Awareness of a particular value and a positive attitude towards it is clearly not enough. Moreover, this is not always justified. A necessary condition for accepting this value is the practical involvement of the employee in the organization's activities aimed at realizing this value. Only by acting daily in accordance with corporate values, observing norms and rules of conduct, can an employee become a representative of the organization. Full identification of an employee with the organization means that he not only complies with the norms and rules of behavior, but also internally fully accepts the values of the organization.18 1.2. Differences between social, managerial and cultural systems

One of the main dilemmas that managers face when trying to change the way an organization operates is the need to introduce some element that is contrary to the existing culture, falling outside the cultural paradigm. For example, the use of quality circles, autonomous teams and other management techniques based on the principle of subordination of the individual to group interests may be so inconsistent with typical international organizations built on the principles of individualism and competition that they can only be used if they are pragmatically presented as the only way out from the current situation. Only the use of high-level pragmatic ideas allows us to set positive prospects for group work. Ethnic, large groups of refugees have emerged, especially from Third World countries, to industrialized countries, newly industrialized countries, or to other developing countries with relatively high economic growth. The situation has thus changed radically. In past centuries, European settlers explored America, Africa and Asia. Current migration flows are going in the opposite direction. Descendants of Europeans still form persistent ethnic groups in the former colonies, constituting both a majority (USA) and a minority (South Africa) of the population. Former residents of the colonies are actively populating the metropolises, often forming ethnic enclaves that are in varying degrees of isolation. This process, in our opinion, will intensify, since a new factor in the formation of multinational work collectives is emerging - the proportion of ethnic foreigners in the population of European countries, but those born in European countries from the first generation of immigrants, is growing. Thus, in Germany, in the coming years, from 40 to 50% of children will be born into immigrant families, and today every ninth child comes from a mixed marriage.20

It should be emphasized that the influx of migrants into industrialized countries occurs both legally and illegally. Half a million illegal migrants arrive in the United States alone every year, and their total number in the country is 11 million people. Moreover, illegal migrants, unlike legal ones, as a rule, represent a mass of unskilled or low-skilled workers. When they go to work in industrialized countries, they join work collectives, transforming their composition from mononational to multinational.

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The formation and development of multinational labor collectives in industrialized countries has received intensive development since the early 90s, when, as a result of industrial growth, a shortage of labor resources began to be felt in the economy. In this regard, many industrialized countries have adopted immigration programs for skilled workers and graduates from Third World countries, as well as Central and Eastern European countries. Programs for attracting foreign specialists have been adopted in Canada, Germany, France and a number of other countries. The companies themselves began to act very actively in this direction - they independently began to recruit employees in other countries and transfer them to the metropolis. On average, for each five-year period this flow doubled.

The employment of foreigners is based on a contractual basis, which clearly articulates the requirements for the "quality" of foreign labor, which is currently given priority. For example, in Canada, the assessment is made according to nine criteria, including education, profession, work experience in the specialty, age, knowledge of English and French, and personal qualities. The maximum number of points is 100; 70 points are considered passing.22 As a result, the proportion of foreigners hired under contract began to increase in many companies. By the beginning of 2006, in the overall structure of multinational workforces in the countries of the European Union, the share of European foreigners as a whole became approximately 35%. At the same time, in the countries of the European Union, Italians account for 16.4% of the total labor force, the French - 15.0%, and Germans - 11.5%.

In an effort to prevent the emergence of causes of conflict in the development of management culture, company management is trying to develop and implement a policy for designing social relations within international organizations. To this end, within the framework of personnel policy, a new concept of personnel management at enterprises is being formed, taking into account national, cultural and religious differences. In a market economy, such a policy is a significant reserve of competitiveness and a necessary factor for the effective development of an enterprise.

A management culture focused on social engineering must contain a basic shared understanding that people behave proactively, proactively problem solving and learning. If a culture is built on fatalistic ideas and passive acceptance of one's fate, then as changes in the environment accelerate, learning will become more and more difficult.

Multinational organizations carefully develop their personnel policies. It is usually built on recognition of the priority of universal human values and the special role of a viable team in achieving the goals of professional activity. From the moment of the first conversation, when considering the possibility of concluding an employment contract with a candidate, he is included in the multifaceted system of corporate education.

A serious task that human resource management services have to solve is the organization and conduct of regular certification of employees. Certification is a process of assessing the effectiveness of an employee's performance of his job duties, carried out by his immediate supervisor with the participation of the personnel management service. At the same time, it is necessary to take into account the unequal understanding of the control questions put forward by representatives of

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different religions and nationalities. These different approaches to certification can be unified only through in-house training in the basics of corporate culture, taking into account the national and religious differences of members of the workforce.

The management of companies successfully operating in the market purposefully develops programs for continuous training and advanced training of employees, considering the costs for these purposes as one of the types of investments - investments in human capital. The application of the term investment to the costs of creating a qualitatively new workforce contributed to a shift away from the perception of these costs as consumer ones. These costs were recognized as productive, since investments in people bring tangible long-term economic benefits. This includes expenses for education - including general and special, formal and informal, on-the-job training; health care costs, consisting of expenses for disease prevention, medical care, dietary nutrition, and improvement of living conditions; mobility costs by which workers migrate from places with relatively low productivity to places with relatively high productivity.

In conditions of intensified market competition, the role of personnel training for company employees is significantly increasing. It acts as an integral accelerator of change and improvement, a generator of organizational resilience and key competencies so necessary for successful competition in an ever-changing business environment. Training professionals have shifted from their traditional roles as educators, trainers, and program developers to take on a more active role as change agents, internal consultants to business partners, collaborating with senior and line managers. They operate at the highest level of the organization, helping to develop and implement new management strategies, work at the operational level, assist line managers in reorganizing work processes, and contribute to achieving organizational effectiveness and vitality.

The current stage of development of management of multinational companies has certain features. Firstly, we are talking about a special type of management, called “social management” or “social management”, in which we are dealing not with physical objects, but with social reality, relationships between people.52 Secondly, labor relations are part of the corporation's culture. After all, an enterprise is not only a set of processes, a set of products and services, it is also a human community. Like all communities, it cultivates specific forms of culture - in this case, corporate culture, which can be defined as a set of values, norms, and expectations that are sustainable for a given organization and regulate the behavior of its members. In general, the nature of labor relations at an enterprise is determined by two key elements: the institutional structure of production (methods of labor organization and management, company structure) and the socio-psychological climate at the enterprise. These elements are closely interrelated. Developed humane production structures may not be effective if people do not have good contacts. As a result, not only methods of labor organization are needed that do not detract from human dignity, but also a healthy socio-psychological climate at the enterprise, which is “the relatively stable psychological mood of its workers prevailing in the team, manifested in the diverse forms of their activities.” At the same time, the emotional intensity of informal relationships often reaches such a level that people regard them as more significant than relationships based on the implementation of official instructions. The internationalization of business entails the internationalization of management. The latter actualizes the personnel problem in multinational companies. In personnel management, the most important

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issue is the awareness by employees of their usual culture, way of life and thinking of new qualitative changes in environmental management and human relationships. Accordingly, harmonization of language and customs, improvement of communications and internationalization of consciousness become an important task of managing a multinational company. The latter presupposes changes in the way of thinking of workers sent abroad, their awareness of their international social responsibility in the process of working in a third country. On the other hand, it is necessary to internationalize the consciousness and local personnel themselves. From all this follows the need for a multinational company to train in the social design of relationships within the workforce. The most important component of the social design strategy of companies in a market economy is the development of models for motivating employees to improve the economic performance of the company. One of the founders of the theory of "motivational hygiene", F. Herzberg, developed and specified the principles of motivating work organization, which are still considered the best in modern management. The classification of principles and factors of motivation is given in Appendix No. 2. Let us consider here some basic provisions for using the principles of motivation to improve the efficiency of a company's economic activities.

Motivation is a process that forces an employee to make a certain choice and direct his energy towards achieving a result. Motivation is understood as the ability to mobilize the reserve capabilities of an employee and encourage him to take action. And although many managers believe that they can convince and motivate their employees with words, encouraging them to achieve higher results, this is a grave mistake. In reality, quite often you can influence only by personal example, and for this you must have your own conviction that this makes sense. An employee's motivation arises as a result of his own choice: "Do I want to participate in this or not?" It is more profitable for the company if these interests intersect, and maybe even coincide in some way.

The formation of motivational conditions is expressed in a certain moral and psychological climate in the team. The criteria for the optimal moral and psychological climate in a team are obvious - sometimes even simple observation is enough to judge what the moral atmosphere is in the company. This is evidenced by the attitude towards visitors and clients, and the nature of communication between employees (relaxed and friendly or tense). A normal team is characterized by frequent active and interested discussions of various production issues, and criticism is not perceived as personal attacks. In such a team, important decisions are often made in a working manner, without requiring special formal meetings. Colleagues respect each other's opinions, and fairness is highly valued in the team. The goals of the work and the content of the tasks are clear and perceived as personal, there is no petty supervision on the part of management. Moreover, even the temporary absence of management does not affect the results of work. And finally, the most objective criterion is the absence of failures in work due to the fault of staff and low staff turnover.

The motivation model used in company management is based on the study of the needs, interests, moods, personal goals of employees, as well as the possibility of integrating motivation with the production requirements and goals of the enterprise. Personnel policy under this model is focused on the development of human resources, strengthening the moral and psychological climate, and the implementation of social programs. The formation of motivational conditions is largely aimed at developing in employees a sense of belonging to the company, a sense of some "we". A sense of

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involvement in a common cause presupposes the formation of a common vision of the company: its mission, state, ideology, prospects. Without such a vision, a unified, interested understanding of decisions, plans, and the manifestation of responsible initiative is impossible.

An essential tool for achieving significant results is the continuous improvement of employee motivation. As you know, there are two types of attracting a person to perform a certain job - coercion and motivation. It is generally accepted that coercion is ineffective in solving management problems and achieving results. Therefore, especially recently, the motivational mechanism is actively developing. It is the determining factor in mobilizing personnel to complete tasks.

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