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SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

International Scientific Journal  
**Theoretical & Applied Science**

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2022 Issue: 12 Volume: 116

Published: 07.12.2022 <http://T-Science.org>

Issue

Article



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## A NEW PARADIGM OF TRANSFORMING THE ORGANIZATION MANAGEMENT AS A SOCIO-ECONOMIC SYSTEM IN THE CONTEXT OF THE SOCIETY INFORMATIZATION

**Abstract:** *Modern socio-economic reforms, society informatization have significantly changed the status of the organization and its management. The dynamic external environment, market, information and communication trends require from the organization management fundamentally new approaches to interaction with authorities, partners, personnel and consumers. In the realities of aggravated market competition, increased demands and requirements for the service a number of new tasks for the organization management including the need to improve the service quality and production efficiency, strengthen the competitive position, maintain and expand the clients' base is determined. It has been established that traditional methods of achieving competitive advantages need to be supplemented with socially oriented tools such as a model of corporate social responsibility (CSR) and customers' relationship management system. This gives rise to a scientific task of developing theoretical and methodological foundations for a new paradigm of transforming organization management from the standpoint of the socio-economic system. The organizational and methodological approaches to identifying problem areas in the organization management structure are described and mechanisms of implementing CSR and customers' relationship management system are suggested in the paper. The directions of transformation of the organization management as a socio-economic system on the basis of comprehensive and synergetic approaches are proposed and systematized according to the criteria.*

**Key words:** *preference, demand, quality control, quality assessment, set of properties, product, product, object, satisfaction of requirements, market, competitiveness, priority, defects, their classification.*

**Language:** English

**Citation:** Blagorodov, A. A., & Orlova, E. P. (2022). A new paradigm of transforming the organization management as a socio-economic system in the context of the society informatization. *ISJ Theoretical & Applied Science*, 12 (116), 77-83.

**Soi:** <http://s-o-i.org/1.1/TAS-12-116-12> **Doi:**  <https://dx.doi.org/10.15863/TAS.2022.12.116.12>  
**Scopus ASCC:** 2000.

### Introduction

UDC 335.17:547.63

Achieving the successful functioning of the enterprise in short and long terms is ensured by the appropriate organization management, which is flexible and adaptable to the micro and macro environment. The purpose of the study is to develop a paradigm for transformation of the organization

management as a socio-economic system in the context of the society informatization.

This goal required a consistent solution of the main tasks:

- to clarify the concept of organization management as a socio-economic system;
- to prove the feasibility of a comprehensive approach to the study of the organization management

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system and the need to improve it, ensuring effective and efficient management of economic entities;

- to develop a mechanism for the transformation of the organization management, adequate to endogenous and exogenous trends and factors, ensuring the strengthening of competitive positions and the achievement of strategic goals in the conditions of informatization of the society.

### The main part

The content analysis of a number of research papers allowed developing a new paradigm for transformation of the organization management in the modern dynamic conditions of the external environment against the background of intensification and globalization.

We consider it is appropriate to interpret the organization management as a socio-economic system, which, in the context of the informatization of society, represents a complex set of actions for processing information and implementing means, combined to achieve the management goals, including strategic, taking into account the determinants of the internal and external environment of the economic entity.

The scientific approach to the development of transformation directions of the organization management involves the formation of a methodology for identifying reserves (opportunities to improve the management system efficiency). In this regard, the following methodological approaches to identifying problem areas in the organization management system are proposed within the framework of our study, on the basis of an integrated approach (Figure 1).

Consider it appropriate to use the following organizational and methodological approaches to develop recommendations for improving the organization management:

1) to assess the management system according to the functional model of management assessment, which allows to diagnose the type of management system, to identify the level of maturity of the

organization management, to assess the perception adequacy of management decisions;

2) to analyze the elements of the organization management, identifying problem (crisis) areas;

3) to evaluate the effectiveness of the organizational structure;

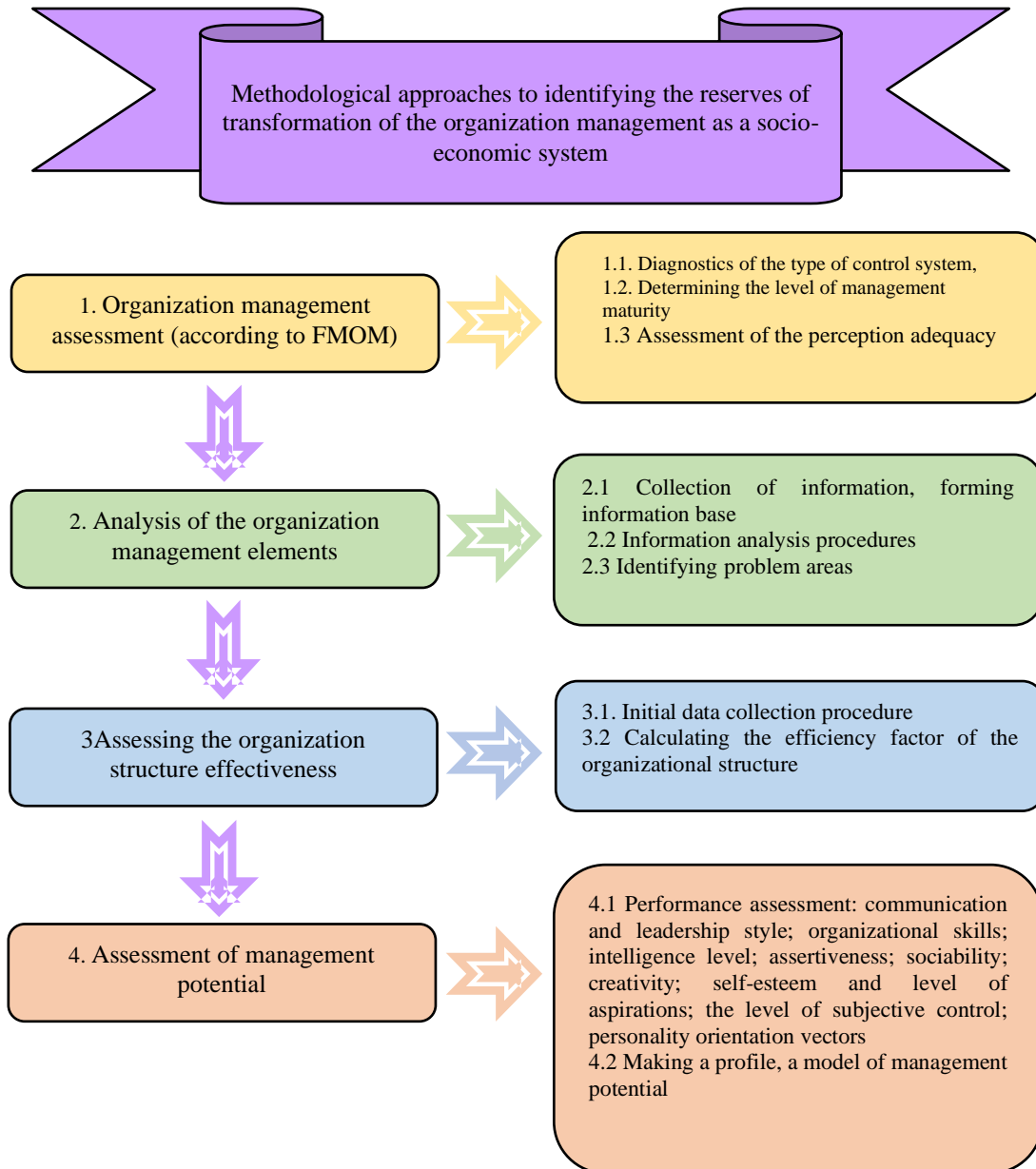
4) to assess management potential.

It is necessary to carry out socio-psychological diagnostics of management potential and make a profile of administrative and managerial personnel based on an assessment of the following characteristics: management style; organizational skills; intellectual abilities; assertiveness; sociability; creativity; self-esteem and level of aspirations; the level of subjective control; personality orientation vectors. A comprehensive assessment of the components of management potential will help make a profile of management personnel from the standpoint of managerial abilities and skills.

To implement the transformation principles of the organization management, an appropriate mechanism is necessary which is based on synergetic and systematic approaches, in our opinion, it is a set of interrelated and interacting methods, management functions with implementing analytical and assessment tools, including strategic management and control elements, as well as components ensuring its functioning (implementation) This mechanism includes the following structural components (Figure 2).

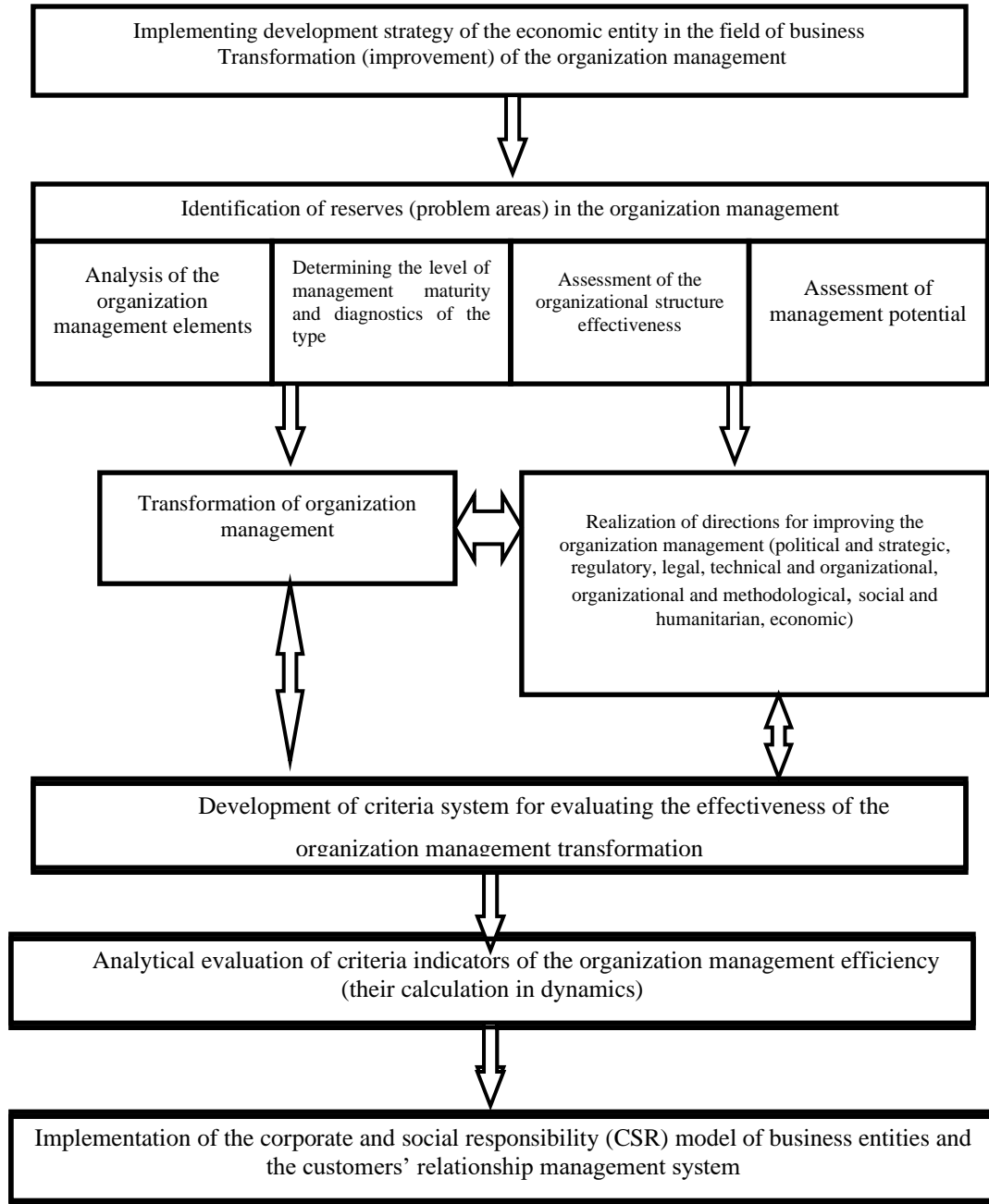
The implementation of CSR on the basis of a comprehensive and synergetic approaches will include the following stages: developing the project for realization CSR, making a responsibility matrix, differentiating and determining of the target installation for responsibility realization, the scope of using CSR tools, monitoring for their implementation, developing measure of responsibility, organizing of responsibility formalization, control and assessment of CSR realization in dynamics, realization of corrective measures.

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**Fig. 1. Organizational and methodological approaches to identifying reserves (problem areas) in the organization management system**

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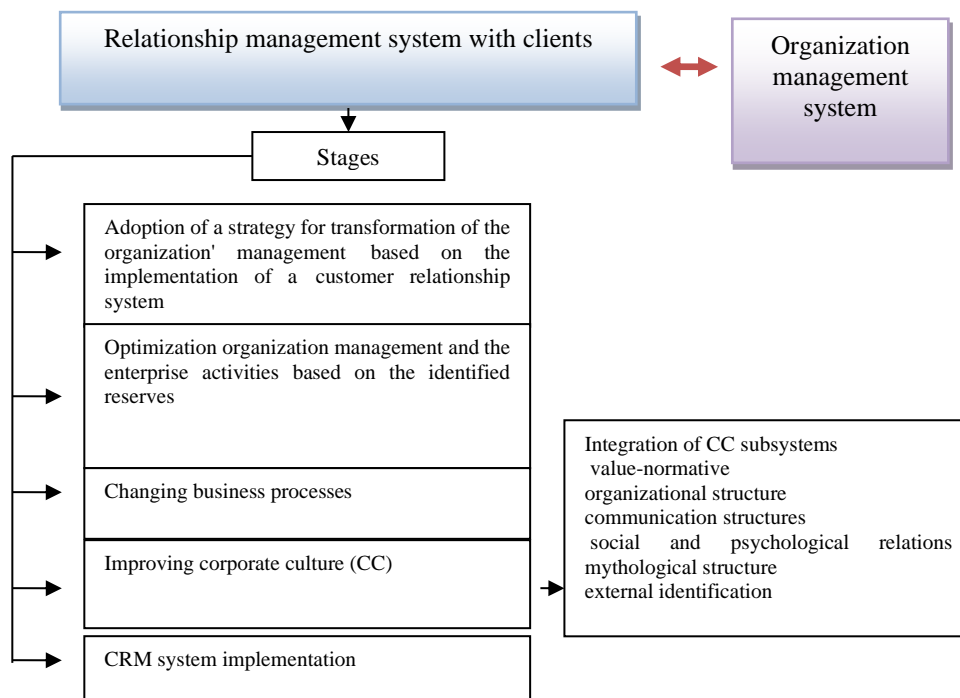
**Fig. 2. The mechanism of transformation (improvement) of the organization management**

The mechanism of implementing the customers' (guests') relationship management system in the hospitality industry is shown in Figure 3. From the standpoint of the synergetic paradigm, the proposed mechanism, based on the functioning of which we highlight the opening of reserves based on a comprehensive diagnosis of the enterprise state, including the field of relationships with customers of

a business entity, adopting customers' relationship strategy at all levels of the organization; restructuring and optimization of the enterprise; changes of business processes and corporate culture, which is proposed to be formed on the basis of a systematic approach with subsystems.

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**Fig. 3. Mechanism of implementing the customers' relationship management system**

It was revealed that in order to successfully manage the processes occurring at the enterprise, it is necessary to possess certain analytical and management skills that allow to competently and correctly assess positive and negative trends, effectively control and coordinate the strategic development of the enterprise combining it with improving the management system, turning it into the determinant of increasing the enterprise competitiveness.

Consider this mechanism as a continuously functioning process of solving problems and tasks of the organization management as a socio-economic system, dictating the continuity of the gradual transition of the latter to a higher quality state with its transformation depending on the trends of a dynamic micro- and macro environment, prompting the implementation of the system goals.

The study made it possible to develop a paradigm for the transformation of the organization management in the context of socio-economic modernization, in particular:

- to formulate organizational and methodological approaches to identifying reserves (problem areas) in the management system, including four main stages;

- to propose a scientific and practical approach for improving the management system based on the formation and functioning of a mechanism that determines the order of actions of the top management of organizations and the introduction of political and strategic, regulatory, legal, organizational and methodological, technical and organizational, social

and humanitarian, financial - economic areas aimed at improving management efficiency, taking into account the specifics of customer-oriented business in modern conditions of a dynamic external environment and society informatization;

- to develop a mechanism for the model implementation of corporate and social responsibility and the system of customers' relationship management in the management of the organization.

The implementation of scientific and practical proposals for the formation and implementation of the mechanism for improving the enterprise management system will increase the efficiency of management and financial and economic activities in general; quality and competitiveness of hotel services and accommodation facilities; the level of development of the labor potential of personnel.

### Conclusion

Consider in detail the promising directions of transformation of the organization management, which is appropriate to be divided according to the following criteria: political and strategic, regulatory and legal, organizational and methodological, technical and organizational, social and humanitarian, financial and economic. The best option for client-oriented business enterprises will be the use of recommended directions, taking into account the stage of the organization life cycle, the level of management maturity, the specifics and trends of the industry development, the state of the external environment, and trends of the society informatization.

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1. Political and strategic includes: the formation of a strategy for the development of the organization as a system; developing the organization philosophy and policy; popularization of activities in the industry, the branches within which the organization operates (increasing its attractiveness, creating conditions for career growth and informing about these prospects, cooperation with specialized educational institutions, forming practice bases and providing students with places for practice, developing technologies in the field of " internal PR "); implementation of an "open door" policy (staff are given the opportunity at designated hours to contact the management to solve problems)

2. Regulatory: provision of services in accordance with legislation, regulations.

Organizational and methodological: - assessment of the organization's management (according to FMOM - a functional model of management assessment);

- development of a decision-making system, regulations, principles and management procedures, taking into account customer requests, business development strategies, the formation of competitive advantages;

- socio-psychological diagnostics of the managerial potential of the organization's managers; conducting a sociological survey (questioning and testing) of personnel in order to identify reserves and problem areas in the management system and at the enterprise as a whole;

- development and application of visual aids on the specifics of business management and functioning, high-quality services, conflict resolution; application of methods of professional training of personnel;

- development and implementation of the corporate code, ethic code;

- crowd sourcing.

4. Technical and organizational: optimization of the organizational structure of management, the formation of the organization information system with effective communication links in the organization; creation of an information base at the endogenous and exogenous levels; using a leadership style adequate to the conjuncture and internal environment of the organization;

- provision of labor resources with appropriate general cultural and professional competencies by means of using effective ways and methods of search, selection, recruitment, adaptation of personnel and the organization of teamwork;

- development of a system of continuous improvement of personnel activities with training, retraining, development of initiative, creativity;

- timely and rational improvement of the material and technical base (technical quality) in the organization;

- introduction of modern technologies, in particular CRM for business, taking into account industry affiliation

- placement on the site of relevant and interesting information for actual and potential customers, using effective ways of presenting it

5. Social and humanitarian: creating a favorable psychological microclimate; formation and development of corporate spirit, organizational culture; strengthening labor discipline; improvement of the personnel motivation mechanism, taking into account their potential and the individual characteristics of the employee's personality in order to develop personal interest in the most harmonious and productive interaction with the clients; customer orientation, full concentration on their requests and needs; improving the social quality of services

6. Financial and economic: formation of responsibility centers based on organizational units; development and implementation of a remuneration system based on the results of personnel (according to foreign experience); benchmarking (studying the successful experience of leading hotel companies and introducing positive elements into the activities of their organization); ensuring financing of activities within the framework of implementation of programs improving the activities and implementation of the organization development strategy; management of assortment and quality of services.

The proposed paradigm of transformation of the organization management, based on the implementation of the CSR model and the client's relationship system, along with the practical application of a set of the above-described areas (from political and strategic to financial and economic) to each business entity, will contribute to the improvement of the management system, ensuring effective attraction, consolidation and effective use of the diverse enterprise resources, with an adequate focus on the dynamic conditions of the external environment, taking into account the trends of digitalization of society, modernization socio-economic processes, demands and preferences of consumers, relying on the principles of corporate social responsibility and modern determinants of society informatization.

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