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# THE ESSENCE AND FEATURES OF THE LABOUR ORGANIZATIONS OF THE MODERN MANAGER

## СУТНІСТЬ ТА ОСОБЛИВОСТІ ОРГАНІЗАЦІЇ ПРАЦІ СУЧАСНОГО МЕНЕДЖЕРА

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According to research results, the theoretical component of the article defines the process of organization of labor manager, as such that is carried out on the same basis as the organization of work of the entire collective. The organization of labor is based on social laws (Law of Labor District, Law Cooperatives, Law of Labor, etc.) and subjective organizational principles (principle of rhythm, principle of proportionality, principle of continuity, etc.). But in the methods of organizations of management labor are the features arising from the specifics of the management processes of the organization. They are due to the separation of managerial labor from the work of the executive, which is a form of manifestation of division of labor in society. Global Competition, Many Markets, Costs Increasing, Consumer Caution, Prejudice to top managers and owners of companies, Permanent Public Supervision, Instant Distribution of Information, Limiting Natural Resources, Future Future – All this imposes a print of management and work of managers. Management in social structures includes not only psychological interconnections between people, but also important for the implementation of social groups economic, cultural, political, legal, law enforcement, production, environmental and other attitudes in which the specific activities of people are carried out.

**Keywords:** management, manager, manager, management labor, organization of managerial work, regulation, manager work, workplace manager.

Сучасна структурована організація процесу управління потребує застосування керівником системного аналізу ситуації, побудови (у виді розумових уявлень або матеріалізованих схем, планів) моделі керованого об'єкта та його можливих змін, моделювання процесів фахової діяльності (побудова професіограмм) і поведінки особистості (психограм людей), що утворюють конкретну соціально-психологічну структуру. Природно виникає необхідність адаптації внутрішніх умов діяльності підприємства до зовнішніх факторів, що динамічно змінюються, за умови використання системи в процесі організації робочого місця менеджера. Це обумовлює вибір процесу цілеспрямованої структуризації способів виконання робіт і приведення структури управління у відповідність із принципами розподілу праці, чіткого функціонального визначення, розмежування повноважень і контролю за виконанням рішень, в процесі організації робочого місця менеджера, що актуально досліджується за результатами відповідної публікації. За результатами досліджень теоретична складова статті визначає процес організації праці менеджера, як такий, що здійснюється на тій же основі, що і організація праці всього колективу. Організація праці базується на суспільних законах (закон розподілу праці, закон кооперації праці, закон переміни праці та ін.) і суб'єктивних організаційних принципах (принцип ритмічності, принцип пропорційності, принцип безперервності та ін.). Але у методах організацій управлінської праці є і особливості, що впливають із специфіки процесів управління організацією. Вони обумовлені відокремленням управлінської праці від праці виконавчої, яка є формою прояву розподілу праці у суспільстві. Глобальна конкуренція, мінливі ринки, збільшення витрат, обережність споживачів, упереджене ставлення до топ-менеджерів і власників компаній, постійний публічний нагляд, миттєве поширення інформації, обмеження природних ресурсів, побоювання майбутнього – все це накладає відбиток на менеджмент і працю менеджерів. Управління в соціальних структурах містить у собі не тільки суцільно психологічні взаємозв'язки між людьми, але також важливі для реалізації цілей соціальних груп економічні, культурні, політичні, правові, правоохоронні, виробничі, екологічні та інші відношення, у сфері яких здійснюється конкретна діяльність людей.

**Ключові слова** управління, керівник, менеджер, управлінська праця, організація управлінської праці, регламентація, праця менеджера, робоче місце менеджера.

По результатам исследований теоретическая составляющая статьи определяет процесс организации труда менеджера как осуществляемый на той же основе, что и организация труда всего коллектива. Организация труда базируется на общественных законах (закон разделения труда, закон кооперации труда, закон перемены труда и др.) и субъективных организационных принципах (принцип ритмичности, принцип пропорциональности, принцип непрерывности и др.). Но в методах организаций управленческого труда есть и особенности, вытекающие из специфики процессов управления организацией. Они обусловлены отделением управленческого труда от труда исполнительного, который является формой проявления разделения труда в обществе. Глобальная конкуренция, меняющиеся рынки, увеличение издержек, осторожность потребителей, пристрастное отношение к топ-менеджерам и владельцам компаний, постоянное публичное наблюдение, мгновенное распространение информации, ограничение природных ресурсов, опасения будущего – все это накладывает отпечаток на менеджмент и труд менеджеров. Управление в социальных структурах включает не только сугубо психологические взаимосвязи между людьми, но также важные для реализации целей социальных групп экономические, культурные, политические, правовые, правоохранные, производственные, экологические и другие отношения, в сфере которых осуществляется конкретная деятельность людей.

**Ключевые слова:** управления, руководитель, менеджер, управленческий труд, организация управленческого труда, регламентация, труд менеджера, рабочее место менеджера.

**Selection of previously unsolved parts of the overall problem.** During formation and development of market relations, any business entity is forced to operate and develop in an unstable environment (significant competition, fluctuations in supply and demand, free pricing, etc.), while the internal conditions of its life are in a relatively stable state.

Researches show that the importance of different management functions in the managers' activities at different levels is not the same. Thus, managers of the higher level spend more time on planning, while at lower level of management the most important function is motivation. At the same time, managers of all levels of management spend nearly twice as much time on planning than on organization, coordination, motivation and control taken together.

Management activities involve the distribution of functions, powers, responsibilities. The intensity and dynamism of economic relations, the market way of life of society causes an increase not only in educational, cultural, but also professional levels of human development, creates a situation of deficit of personal responsibility, activity, entrepreneurship. Changes in the social and political and economic structure of society pose new tasks for reforming the entire education system, make new demands to improve the level of professional training. The urgent need in a radical reform of the vocational education system, accordingly with modern requirements, creates the need for ongoing theoretical and practical research in the field of specialist training for a particular field of activity.

An important and multifunctional link of the social regulation of the market environment, without which it is impossible to manage various resources, including human, is the manager. Such people of this profession are able to

overcome the stereotypes of the old managerial thinking, creatively restructure the processes of activity and interaction in the management system, change approaches for solving production problems.

**Recent research and publications analysis.** The problem of organizing the workplace of the manager taking into account the process of use and distribution of working time is relevant at the present stage of formation and development of time-management as part of the science of management. The issues of work organization of managerial staff at enterprises, effective use of time by managers of institutional, managerial and technical levels were studied by the following scientists: Khmil F.Z., Balabanova L.V., Shehda A.V., Palyha Ye.M. Research of organization of managerial activity and features of the process of workplace organization at production and trade enterprises are reflected in the works of Hirchenko H.D., Kholod Z.M., Lazanovskyi P.P., Hirniak O.M., Zhidetska Kh.V., Shvaiki L.A., Bozhenko O.M., Shtanhreta A.M., Stetsiv L.P., Maliarchuk I.I., Yaremyk Kh.Ya. Outlining the purpose of outlining the work of managers, it is worth to emphasize that national science already has enough theoretical research in the field of labor.

**The purpose of the article** is to study the organization of manager's work, highlighting his place in the managed system, determining the features of his activities.

A special role among these systems is placed by management, as it embodies and combines all the processes of human resources to provide the company of qualified personnel in the required amount, in relevant deadlines and within the existing budget. The large number of these processes, which is closely interrelated with management functions, and the presence of staff in

all processes of the enterprise determine the high degree of complexity of personnel management and determining its effectiveness in particular.

**Formulation of the problem.** Today in Ukraine the creation of a system and change of management methods and features of the process of organizing the manager's work are connected with a continuous scientific search of optimal solutions of complex economic and social and political problems, radical renewal of all levels of management, style of the country's managerial building.

Management activity is a set of coordinated actions and activities aimed at achieving of certain goals within the enterprise. An important form of management, except knowledge and communication, is management work, which does not directly create certain material benefits, but has a significant regulated impact on the production process, providing the necessary conditions for its development. The product of managerial work is management decisions, not goods and services. Participation in the creation of certain consumer values occurs indirectly, through the work of others.

Therefore, the task of organizing enterprise management and forming a system of general approaches to the process of organizing the manager's work – the creation of completely new management systems or making progressive changes in the construction and operation of existing ones. The organization of management is carried out by organizational design, reorganization or liquidation of some operating systems and creation of others, capable independently and highly effectively to reach the purposes in the conditions of market relations.

The saying «Personnel decides everything» has not lost its relevance today. Qualitative selection of personnel, organization of employment and work of a modern manager is one of the most important components of the success of the enterprise activity, institution, organization and conduct of small business. A well-chosen team, either large or small, helps to implement the boldest plans and projects, and, vice versa, random people hired at random can very quickly lead to the collapse of even a successful company.

**Formulation of the goals of the article (task statement).** A modern manager and a well-organized workplace occupy a key position in the management system of the organization. This important role of the manager is determined by the fact that he is empowered to make decisions, decides what, whom, when and how to do; is responsible for this to the owner of the organization.

Possessing real power, the manager influences the labor collective, and through his character and results of the functioning of the object of management. He selects, arranges and uses staff according to his understanding. A highly professional manager surrounds himself with qualified, competent in their work colleagues, and a weak one – even with weaker subordinates. And as a result – the first manager leads the organization to prosperity, and the second with his staff – to unprofitability, and then – bankruptcy. A competent manager clearly formulates the tasks of the team, clearly understands his role in solving them, is able to use internal incentives to act independently, anticipates possible difficulties, prevents failures and finds the best solution to problems in each situation.

Statement of basic materials. The processes of human management were carried out in all civilizations and different societies. The organization of the manager's work and the formation of his working environment – are a specific function of management, the main object of which are people belonging to certain social groups, labor collectives. The subject of management is managers and specialists who perform management functions in relation to their subordinates.

The formation of man as a person and his activities is always carried out in social structures, in connection with which, special importance is given to social forms of management: economic, political, pedagogical, law (legal), law enforcement, moral and ideological (morality, religious precepts), culturological, etc.

Complex management systems, which include the social system, are always divided into two main subsystems: management (leadership) and managed (performers), each of which can, in turn, be considered as independent systems with their own subsystems. Thus, complex systems have a multilevel hierarchical structure, each link (subsystem) of which has its own local directions of direct and feedback, forming the internal contours of self-regulation.

The goals positions are always fulfilled by the element of forecasting – the prediction of states, changes, achievements expected as a result of the functioning of a particular team. Nothing so negatively affects all the activities of the system as false goals, so managers of all levels of the management system must clearly, definitely and accessible to subordinates to determine the goals of their activities in complex, significant cases, and in more private. Even the most perfect material support of work can lead to a waste of resources and human efforts if the set goals are unrealistic.

The goal is the future desired state of the object of influence, the final expected result of the management process, it means the main goal of management is a pre-marked, programmed state of the system, the achievement of which in the management process allows to solve the necessary problem.

In the process of organizing work, the manager performs the functions: forecasting, organization, planning, accounting, control and regulation. In the managed system, he is not only the organizer but also the educator of staff. To do this, the manager applies the appropriate principles and methods of influencing people. In modern conditions, the requirements for managers of organizations are rising sharply. These employees need to work constantly on themselves to demonstrate high professional and personal qualities in the process of performing their functions. The content of the work of the head is determined by the functional role in the management of the production team. Of course, the subject sphere of managers activity is different, therefore, will be different and specific management methods; but the main link of management – is the person, his psychological features remain invariable and have universal value.

The productivity of the organization directly depends on the professional, business and personal characteristics of managers. To achieve this goal, the manager must have certain characteristics that will achieve high performance. Today, a qualified specialist engaged in management is of great value. From how he carries out organizational and technological preparation of production, operational regulation of the production units and individual performers, depend on labor productivity, efficiency of use of production assets, production costs.

The effectiveness of management activity depends on the quantitative and qualitative composition of the management staff, because the personal qualities of these employees, their general education and qualification level depend on the quality of decisions and the results of their implementation. The amount of managers of the farm remained unchanged during the study period. Analysis of the quality of staff involves the study of employees by gender, age, education, qualifications, length of service and other social and demographic characteristics. To assess the quality of the formation of management staff at the surveyed company, the average score was calculated for each sign of efficiency

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the increase not only in educational, cultural, but also professional levels of human development, creates a situation of deficit of personal responsibility, activity, entrepreneurship. Changes in the social and political and economic structure of society pose new tasks for reforming the entire education system, make new demands to improve the level of training. The urgent need for a radical reform of the vocational education system, in accordance with modern requirements, creates the need for ongoing theoretical and practical research in the field of specialist for a particular field of activity.

Management skills are formed systematically, by solving typical management tasks. The structure of such managerial skills and abilities of a personnel management specialist as the use of knowledge of modern management theory; analysis of the management situation; algorithmization of own production activity and prediction of its consequences; making decisions in non-standard production situations; establishing business relations; overcoming communication barriers [4].

Analysis of the professional activity of the manager shows that the role of the human factor is significantly increasing, there are qualitative changes in the character and content of management functions. The professional training of the manager is determined, on the one hand, by the structure of his professional activity (sequence of performed managerial functions), and on the other – by the professional and pedagogical functions in which this activity is realized.

The organization of management work is based on the development of a set of regulations that determine the place and role of each structural unit and each employee of the enterprise in the management system, the order of relationships between them, ways of contact with the environment etc.

The effectiveness of the organization of managerial work largely depends on the level of knowledge, experience, individual abilities (analytical, technical, organizational, communicative, etc.), personal psychological and moral and ethical qualities of the administrative staff of enterprises.

Depending on the ratio of functional components of management work and the nature of participation in the management process, administrative staff is divided into 3 main categories: managers (linear, functional), specialists and technical executors (employees).

The name of the positions of managers depends on the object of management, specialists – on the nature of functions or areas of activity, technical performers – on the types of work [5].

Heuristic and administrative components predominate in the managerial work of managers by the character of mental loads. The heads of the enterprise determine the purpose and directions of its activity, carry out selection and placement of personnel, provide coordination of activity of the headed divisions, etc. Line managers (enterprise directors, heads of shops and sections, masters, foremen, etc.) make the most important management decisions and organize their implementation, and functional managers (chief specialists, heads of departments, services, bureaus, groups, sectors, etc.) prepare recommendations to line managers to make the necessary management decisions.

**Conclusions.** In the managerial work of specialists by the character of mental loads is dominated by the heuristic component with some elements of the operator. Specialists (engineers, economists, financiers, analysts, lawyers, etc.)

prepare proposals and draft decisions on production, technical, economic and social issues for management decisions by managers, ensure the development and implementation of effective forms and methods of management, production, labor etc.

Manage means to lead the enterprise to its purpose, extracting the maximum of opportunities from available resources. Management of the firm requires compliance with a certain technology of development, decision-making and implementation. Modern professionals need in-depth knowledge of management. Therefore, the correct organization of the manager's work is very important. The work of managers should be organized so that the loss of working time was minimal. However, work efficiency must be combined with compliance with management standards, working conditions and rational planning of the working day.

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