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**REGIONAL MANAGEMENT IN THE
CONDITIONS OF DECENTRALIZATION
OF THE STATE AUTHORITY:
SOCIO-CULTURAL ASPECT**

**РЕГІОНАЛЬНИЙ МЕНЕДЖМЕНТ В УМОВАХ
ДЕЦЕНТРАЛІЗАЦІЇ ДЕРЖАВНОЇ ВЛАДИ:
СОЦІОКУЛЬТУРНИЙ АСПЕКТ**

Urgency of the research. The importance of providing and using of the socio-cultural potential of management in the region that takes into account all aspects of decentralization of state power.

Target setting. The socio-cultural aspect of management is studied in order to improve making of sound management decisions regarding to the development of the region in the context of the problems that are related to the decentralization of state power.

Actual scientific researches and issues analysis. Scholars such as M. Armstrong, O. Vikhansky, K. Gold, K. Cameron, R. Quinn, D. Meyerson, W. Ouchi, T. Peters, R. Waterman, C. Handy, J. Hofstede, E. Shane and others have studied the socio-cultural aspect of management, M. Parker Follett, D. Osborne and P. Pastrik, and others – in the public sphere.

Uninvestigated parts of general matters defining. Scientists have not yet dealt with the development of the region in the conditions of decentralization of state power using the socio-cultural potential of management.

The research objective. The content of the article is aimed at studying issues, related to the providing and use in the public sphere of the system socio-cultural potential of management as a strategic management tool.

The statement of basic materials. The article substantiates the theoretical and pragmatic positions regarding to the implementation of the strategy of development of the paradigm of management in the sociocultural context in order to consolidate all subjects of the public sphere (state and self-governing organizations, business and public associations, individual citizens) around the regional problems that are associated with the decentralization of state power. At the same time, the authors emphasize on the key task of regional management - the formation of mass culture of the territorial community in order to secure its support in the making of appropriate management decisions and regional changes. This approach justifies the management of regional development from the standpoint of globalization challenges and the formation of an information society.

Conclusions. System provision and use of socio-cultural management potential in the region will contribute not only to consolidating of the community with the authority, but also balance the global and regional vectors of the region's development by harmonizing of the sociocultural tendencies of stability and changes.

Актуальність теми дослідження. Важливість забезпечення та використання соціокультурного потенціалу менеджменту в регіоні, який враховує усі аспекти децентралізації державної влади.

Постановка проблеми. Вивчається соціокультурний аспект менеджменту з метою поліпшення прийняття виважених управлінських рішень щодо розвитку регіону у контексті проблем, пов'язаних із децентралізацією державної влади.

Аналіз останніх досліджень і публікацій. Соціокультурний аспект менеджменту досліджувався такими науковцями, як М. Амстронг, О. Віханський, К. Голд, К. Камерон, Р. Куїнн, Д. Мейерсон, У. Оучі, Т. Пітерс, Р. Уотерман, Ч. Хенді, Дж. Хофстеде, Е. Шейн та ін., а у публічній сфері – М. Паркер Фоллетт, Д. Осборн та П. Пастрік та ін.

Виділення недосліджених частин загальної проблеми. Науковцями ще недостатньо опрацьовані питання розвитку регіону в умовах децентралізації державної влади з використанням соціокультурного потенціалу менеджменту.

Постановка завдання. Зміст статті спрямовано на вивчення питань, пов'язаних із забезпеченням та використанням в публічній сфері регіону системного соціокультурного потенціалу менеджменту як стратегічного інструменту управління.

Виклад основного матеріалу. У статті обґрунтовуються теоретичні та прагматичні положення стосовно впровадження в регіоні стратегії розвитку парадигми менеджменту у соціокультурному контексті з метою консолідації усіх суб'єктів публічної сфери (державні та самоврядні організації, бізнесові та громадські об'єднання, окремі громадяни) навколо регіональних проблем, які пов'язані із децентралізацією державної влади. При цьому автори роблять наголос на ключовому завданні регіонального менеджменту – формуванні масової культури територіальної громади з тим, щоб заручитися її підтримкою при прийнятті відповідних управлінських рішень та регіональних змін. Обґрунтовується такий підхід до управління регіональним розвитком з позицій глобалізаційних викликів та формування інформаційного суспільства.

Висновки. Системне забезпечення та використання соціокультурного потенціалу менеджменту в регіоні сприятиме не тільки консолідації громади з владою, а й урівноваженню глобальних і регіональних векторів розвитку регіону шляхом гармонізації соціокультурних тенденцій стабільності та змін.

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Keywords: regional management; decentralization; socio-cultural potential; mass culture; consolidation; balancing; harmonization; regional development.

Ключові слова: регіональний менеджмент; децентралізація; соціокультурний потенціал; масова культура; консолідація; урівноваження; гармонізація; регіональний розвиток.

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Urgency of the research. Our modernity is the rapid development of a new civilization that is accompanied by the transition from industrial society to post-industrial (informational); the globalization of economic, political, cultural and other world relations; democratization and decentralization of state power in the progressive countries of the world, etc. At the same time, globalization challenges lead to changes of the overall management paradigm, the theory of organizational and information systems. These changes are reflected in new organizational forms with a high level of openness, flexibility, and adaptability, prevalence of information management subsystem over administrative, which collectively actualizes the problem of providing and using of the socio-cultural potential of management in general and, in particular, regional management.

Target setting. It is expedient to study the sociocultural aspect of management in the field of public activity in order to improve making of sound management decisions on the development of the region in the context of problems related to the decentralization of state power. The solution of these problems is particularly relevant in today conditions of Ukraine, when providing of the security and stability of the existence of civil society as a social system, the integrity of its components and borders became vitally important.

Actual scientific researches and issues analysis. Scholars such as M. Armstrong, O. Vikhansky, K. Gold, K. Cameron, R. Quinn, D. McGregor, D. Meyerson, W. Ouchi, T. Peters, R. Waterman, C. Handy, J. Hofstede, E. Shane, and others started investigating of the socio-cultural potential of management in the spheres of production and business, M. Parker Follett, D. Osborne, P. Patrik, and others – in the public sphere at the end of the twentieth century. Later, T. Vasilevskaya, O. Hayevsky, V. Knyazev, A. Lipantsev, M. Magura, E. Malinin, E. Mall, P. Petrovsky, M. Rudakevich, O. Sushi, V. Tertychka, L. White, D. Ulrich, and others define and justify some aspects of the socio-cultural potential of management in the public sphere in their scientific works.

Uninvestigated parts of general matters defining. However, scientists devote insufficient attention to the study of problems of system and integrated management of the processes of ensuring and using of the socio-cultural potential of regional management, especially in the context of decentralization of power.

The research objective. The purpose of the article is to study issues related to the provision and use of the system's socio-cultural potential of management in the public sphere as a strategic management tool. This instrument should contribute not only to the formation of the internal democratic-corporate format of the interaction of subjects and objects of the public sphere of management, but also to the balancing of the global and national vectors of their cultural development by harmonizing the sociocultural tendencies of stability and changes in the region.

The statement of basic materials. Systemic socio-cultural potential of management in business and production is provided and used in full due to the possibility of its economic feasibility, which can not be said about the public sphere, where we deal with the maintenance of society as a social system that is not subject to economic calculations. However, in the context of globalization on the basis of democratic initiatives progressive states of the world still focus public administration on the provision and use of the socio-cultural potential of society.

They understand that "civil society institutions and organizations, are built around a democratic state and a social contract between labor and capital, gradually lose their significance in real life [1]." Therefore, one of the most promising directions of development of public administration in the developed countries of the world in the XXI century has become the concept of good governance and public administration, as outlined in the documents of the United Nations Development Program in 1997.

According to the United Nations methodology, "Good Governance" reveals the following key features: cooperation and joint work of citizens and the authority (Participatory); recognition of the rule of law (Rule of Law); transparency of power and its decisions (Transparency); responsiveness; consen-

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sus oriented; equality and non-discrimination (Equity and Inclusiveness); effectiveness and efficiency; accountability of authority to citizens (Accountability) [2].

The preliminary analysis of scientific and literary sources and Internet resources contributed to the conclusion that the emergence of a new concept of management – self-management in all spheres of human activity is also closely linked to its socio-cultural aspect. After all, the superiority of the approach to studying of the systemic principles of management “from the standpoint of culture is that it provides a conceptual link between micro-and macro-level analysis, that is, between organizational behavior and strategic management [3, p. 339–358]”. In addition, the development of information technology radically changes the methods of coordination and control of professional activities. These methods critically minimize the need for personal control of the work of the subordinates, and exclude bureaucratic forms of coordination of certain management decisions. The usual practice in the information society is increasing of the independence of public sector employees in decision-making, as well as the emergence of new and expanding old forms of direct work with clients through the organization of “virtual offices” in communication networks, etc. In view of this, the main principles of the success of organizations are as follows:

- providing for hierarchical pyramids more flattened forms due to the narrowing of the middle management chain and the development of horizontal links;
- globalization of processes of professional activity and creation of network communications;
- orientation to work in teams, project and target groups instead of permanent formal units;
- organization and automation of various business centers instead of traditional hierarchies [4, p. 62-64].

To these principles, it is possible to add flexibility and adaptation to various kinds of changes in the external environment by the way of informatization and actually continuous training of employees. It is obviously that in conditions of decentralization of state power and its demonopolization on various kinds of knowledge and information, the considered principles of success can contribute to the development of regional management with the presence of system socio-cultural potential in the organization. This means that organizational culture should change its modern format of social ideological consciousness through the process of its institutionalization as a control subsystem.

At the same time, it performs ideological, social and technological management functions through its respective structural elements, united by the following basic components: constructive (includes value, normative, communication, competence, management), regulatory (includes identification, motivation, innovation, semantic, semiotic), and informational (encompasses knowledge, information technologies, mass culture, and authority of leader-leader).

The ideological function of organizational culture has to fulfill the constitutive component in a complex with its corresponding elements of the structure, and technological – a regulatory component with its elements of the structure.

This socio-cultural approach to modern management in the public sphere adds extra the following key factors of success:

- leadership (a primary role of leaders and managers who ensure the integration of efforts to fulfill the mission and organization’s strategy in the changing environment);
- strategy and policy (presence of strategic orientation of activity and developed strategic thinking of leaders and key managers);
- human potential (high-quality management of the personnel, which motivates achievement of common goals in the context of corporate values and ensures satisfaction with labor);
- partnership and resources (partner-style relationships based on the appropriate cultural dialogue, teamwork, a rational structure and matrix interaction, proper management of resources, in particular, informational);
- rationalization of management (high level of organization of production and management processes, prompt decision-making, innovative support of policies and strategies, dynamic management of changes on the value-analytical basis);
- synergistic effect (for properties of organizational culture such as self-organization, self-development, self-improvement, self-control, etc. as a result of acquiring research and analytical and expert competence).

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Under these conditions, “the social responsibility of management becomes a necessary component of business success and promotes the integration of the organization into the process of vital activity of civil society. At the same time, the development of partnership relations depends to a large extent on the image of the organization, which further strengthens the interest to the socio-cultural factors of management of the organization and promotes the formation and development of organizational culture on the basis of international, national and corporate norms of business conduct and business morality. All functions of the organization, without exaggeration, are based on the ethical principles of business communication, including advertising, labor and contractual relations, environmental protection and intellectual property, the use of professional information, communicational networks and, even, the fight against corruption [5, p. 246-247].”

Consequently, the formation of a systemic socio-cultural management potential leads to a change of its paradigm from the culture of domination to the culture of partnership in conditions of the specific region, the development of which is directly related to the modern concept of the development of the territorial community and its mass culture.

It should be noted that the modern globalization process transforms the community into an information society, and the mass culture provides progressive content under the influence of world culture. The peculiarities of these transformations are dependent on historical, cultural and institutional factors, therefore these processes can carry both positive and negative messages of regional development.

The systematic approach to ensuring and using of the socio-cultural potential of regional management involves filtering of globalization negativity through the inextricable link between the three strategic components of any organization – the organizational structure, information and communication support and organizational culture, information and communication support and organizational culture.

This link sets the values of activity in the public sphere of the region in the context of its mission, strategy and socio-economic prospects, as well as processes of mass culture formation, the methodical aspects of which are considered in the following areas of influence: the childhood industry; a mass secondary school and a higher education; system of national ideology; mass political and economic movements; mass social mythology; leisure and entertainment industry; marketing technologies; media and powerful Internet resources. With regard to Internet resources, there is a scientific opinion about the formation of social networks based on them, which lay the foundations of a “network” society.

The analysis of the main provisions of the modern paradigm of governance, formulated by renowned scholars of the world, suggests about the need for a complete revision of its principles, “based on the socio-cultural aspect of management, which:

- communicates to the employees the mission and strategy of the organization, forms the values of the professional activity;
- timely and adequately responds to a changing professional occupation, based on a perspective vision of the organization’s activities;
- responsible for the state and the level of information and communication networks in the context of strategic perspectives;
- aimed at multi-dimensional development of human resources and maximum utilization of its potential;
- inseparable from organizational culture;
- determines the contribution of each employee to the overall result in the context of their own motivational policy;
- is based on the following fundamental principles of management: quality, costs, service, innovation, resource control, control of all processes;
- is based on such virtues: tolerance, trust, honesty, ethics of business relationships, etc. [5, p. 251]”.

Accordingly, the criterion of assimilation of new principles of management in the spheres of business and production is market competitiveness, and in the public sphere – the satisfaction of the territorial community with the level of public services. Such a criterion for the assimilation of new management principles becomes decisive in the conditions of decentralization of state power and the transfer of the “lion’s share” of its powers to the regions to local self-government bodies, mainly without ade-

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quate provision of resources. In these conditions, the problem of not only tolerant legal dialogue with the state is aggravated, but also the mobilization of the community in search of regional resources, including their total savings. Due to the systemic socio-cultural potential of regional management, the community becomes aware of the mission, strategy and value orientation of the region's development, and, therefore, fully prepared for the necessary radical changes in the region in order to achieve socially meaningful goals. An example of such changes can be called the association of territorial communities, which, in the language of ordinary citizen, allows the community to overcome their problems by the "whole world," especially in the presence of certain state preferences.

In those regions where the process of community association does not take place, regional management either does not take into account socio-cultural potential and encounters resistance from a community that is not well-informed in the region's strategy, or can figure out well and do not see the expediency of such processes for their own community. The latter is characteristic of the regions that are rich in natural resources or industrially developed.

Such stressful social changes in the regions can include the results of the implementation of insufficiently balanced and coordinated with the public development strategies and reforms in Ukraine, which do not unite in some places, but dissociate the society and give rise to its dissatisfaction with state policy. At the same time, it is quite obvious that the state managers are totally ignoring the socio-cultural aspects of governance. Because of this management, unfortunately, the image of the state, its inability to ensure the integrity of the social system of the country and its sovereignty are degraded.

The same situation is also observed in certain regions of Ukraine that turned out to be under temporary occupation of Russia, forcing the territorial community to move to a sovereign territory; or in those regions where natural resources are being used and their destruction destroyed, as well as damage to the economy of the region. In the latter case, it is ignored by state managers, in addition to socio-cultural, also the legal aspect of governance.

This analysis of the results of neglecting of the socio-cultural aspect of management confirms the scientific opinion that the concept of management is the main agent of the dissemination of values of organizational culture on the one hand, and, on the other hand, organizational culture becomes an instrument of management in achieving different goals. Management as a component of the management system, to a certain extent, determines the institutionalization of organizational culture not only in business and production, but also in the public sphere, especially in the context of decentralization of state power. The model of organizational culture that promotes the efficiency of management and control in the public sphere, also is formed by management due to its target orientation.

Conclusions. The challenges of global globalization and the transformation of society into information lead to changes of the overall paradigm of governance and the theory of organizational systems. These changes are reflected in new organizational forms with a high level of openness, flexibility, adaptability, prevalence of information management subsystem over administrative, which in aggregate addresses the problem of ensuring and using the socio-cultural potential of management in general and, in particular, regional management. The socio-cultural potential of management contributes to the improvement of the adoption of sound managerial decisions concerning the development of the region in the context of the problems associated with the decentralization of state power.

The system approach to providing socio-cultural potential of management gives it the status of not only a strategic management tool, but also its complete subsystem – organizational culture. This tool of management helps to create not only the internal democratic-corporate format of interaction between subjects and objects of the public sphere of management, but also the balancing of global and national vectors of their cultural development by harmonizing socio-cultural tendencies of stability and changes in the region.

Examples of ignoring the socio-cultural potential of management by state managers in modern Ukraine testify to its (state) unweight policy, which negatively affects the integrity and security of the social system, as well as the image of the state. Therefore, the strategic task of regional management in the conditions of decentralization of state power is to eliminate the disadvantages of the modern state policy on the ground by ensuring and using the system's socio-cultural potential of management, which contributes to the increase of activity of territorial communities on the basis of their full aware-

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ness of the values of landmarks and strategies for the development of their own region.

Consequently, management as a component of the management system, to a certain extent, determines the institutionalization of organizational culture not only in business and manufacturing, but also in the public sphere, especially in the context of decentralization of state power. The model of organizational culture, which promotes the efficiency of management and control in the public sphere, is also formed by management due to its target orientation.

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