TÍTULO: La humanización de la relación organizacional en el contexto de la responsabilidad social de la gestión moderna.

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RESUMEN: El artículo se centra en el análisis de enfoques innovadores llevados a cabo bajo la teoría y la práctica de la gestión moderna. El autor señala la necesidad de considerar los factores sociales de gestión como uno de los aspectos claves para aumentar eficacia y rendimiento general. Se produce una transformación gradual del sistema de gestión de la organización existente y esto se manifiesta en la humanización de las relaciones organizacionales, repensar el sistema de autoridad, su redistribución y delegación, y cambiar los enfoques para la adopción, optimización e implementación de decisiones gerenciales. Uno de los aspectos importantes de estos procesos es la implementación de prácticas de responsabilidad social, en las cuales se pueden identificar tres áreas principales. Uno de los factores clave de estos procesos puede considerarse la humanización de la relación organizacional.

PALABRAS CLAVES: humanización, relación organizacional, gestión, responsabilidad social, gestión social.

TITLE: The humanization of organizational relationship in the context of the social responsibility of modern management.

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ABSTRACT: The article focuses on the analysis of innovative approaches carried under the theory and practice of modern management. The author points out the need to consider social factors of management as one of the key aspects of increasing its overall effectiveness and performance. A gradual transformation of the existing organization management system takes place and this is manifested in the humanization of organizational relationship, rethinking the authority system, their redistribution and delegation, changing approaches to the adoption, optimization and implementation of managerial decisions. One of the important aspects of these processes is the implementation of social responsibility practices, in which three main areas can be identified. One of the key factors of these processes can be considered the humanization of organizational relationship.

INTRODUCTION.

At the beginning of the third millennium, the attention of management theoreticians and practitioners focused on solving the problems of comprehensively improving the efficiency of enterprises, based on various forms of ownership. For that, innovative management technologies are being developed [4], humankind`s accumulated the social, economic and political experience are being generalized,

examines the possibilities of adapting the approaches that have established themselves in major developed countries to the conditions of other socio-cultural formations [8]. At the same time, it is important to consider the peculiarities of the mentality and worldview of each person, the path, tread through development, that have taken centuries; that is why, modern management is influenced by various sciences, which undoubtedly include sociology. In modern scientific periodicals it is noted that the sociology of management has numerous common grounds with the theory and practice of management [9].

These subject areas mutually enrich each other, opening new horizons for theoretical analysis and improving the efficiency of practical activities. The very fact of the emergence of such an approach can be considered a consequence of the shift in emphasis on the social aspects of management, which can be considered one of the current trends of recent times. This implies the need to pay increased attention to the human factor and its role in the formation and development of modern organizations.

DEVELOPMENT.

Methodology.

The complexity of the problems humanization of organizational relationship and the question of social responsibility of management practices, bringing together economic, social and psychological aspects, predetermines the need for a systematic approach, the principles of comparative analysis, as well as a synergistic approach that reveals main features of innovative social management practices as a reflection of the dynamics of approaches that exist in the management theory framework.

Main part.

The implementation of innovative, practical management approaches implies an understanding of social management`s essence as a process that is closely interlinked with the organization's management, but not equals to it. At the same time, the literature notes that "social management should be interpreted as social relations management or management using the impact on these

relations as a key instrument for achieving any aims" [10, p. 76]. Therefore, in the process of regulating the activities of the organization, it is important to pay special attention to the specifics of the existing system of organizational relations, its dynamics as a process and the result of the interaction of the entities involved. That includes, first of all, representatives of the staff. Bringing them to the fore of managerial activity means its humanization, which in turn, leads to a gradual transformation of organizational relationship. In their regulation, the focus is also shifting to employees who are considered not as executors of managerial decisions – making, but as companions of the leadership, working with him to speedily achieve the strategic goals of the organization. At the same time, new powers are delegated to ordinary employees, suggesting the possibility of making a number of decisions, not only by management, but also by direct executors. All this can be considered both a necessary condition and a direct consequence of the humanization of the organizational relations.

In the process of analyzing organizational and managerial activities, thinking on developmental characteristics of particularly organization has become of primary importance. Everything should be taken into account - from the organizational chart to strategic development objective and from corporate values to the trends in internal and external communications. At the beginning, it should focus on the organizational structure, which "serves to division of responsibilities and information flows both in the vertical design of hierarchical management and in the horizontal division of responsibilities" [11, p. 100]. This feature indicates the universal characteristic of the analysis of the organizational chart, which can and should precede the consideration of the activities of the organization that implements any of the possible models of interaction with a person. It is also necessary to indicate the role of the organizational structure in the processes of information transfer. There is no doubt there are processes that underlie communication. Therefore, the organizational structure is one of the main mechanisms for facilitating interaction within the framework of both

vertical integration and horizontal cooperation. First of all, these are formal communication processes. However, on their basis in the future, the gradual emergence and development and informal interaction of employees is possible.

Understanding the features of the "man - organization" system allows us to judge the features of the relationships that arise within its framework. These relations may have different grounds, may be strictly formalized, or may be based on the principles of personal compatibility and common interests. Such approaches do not contradict the idea of the existence of the organization as a certain hierarchy, especially since "any hierarchical structure can be considered as a system of linkages, which in turn rise to emotional relationships, both positive and negative" [6, p. 122].

In our opinion, excessive formalization of interaction can lead to a negative emotional mood among the representatives of the team, which, in turn, causes a loss of productivity and has a negative impact on the formation to sustain the motivation to implement highly effective activities to achieve the strategic goals of the organization. Also, as a consequence of such a negative development of events, a decrease in staff loyalty can be viewed, and this is very undesirable, since it can lead to an increase in staff turnover. It is necessary to find the most acceptable correlation of formal and informal interactions of employees, and it is very important to understand the very essence of the "person-organization" system, as well as the basic principles of social impact management.

Changing approaches to regulating the organization's activities also means another understanding by its representatives of their own subjectivity and the role as representatives of modern society. This is due to the fact that "the nature of social management in modern conditions makes the subject of management a requirement of increased social responsibility for making management decisions and their social consequences, that is subject to both the scale of managerial influences and the complexity of the structural organization of the management object, increasing the level of risk" [2, p. 85]. In terms of humanization, this requirement extends not only to managers, but also to all representatives

of the organization. Each of them should understand that not only the perspective and dynamics of the organization's development, its adaptability and stability in a market economy, but also the fate of modern society, its present and future, depend on decisions made in the process of everyday professional activity. Therefore, each management decision should be comprehensively balanced and taken in the context of maintaining a balance of corporate and social interests, taking into account the current public request.

Social responsibility is a mandatory attribute of modern management. It is noted in the literature that management functions are carried out by institutions such as effective management, which allows achieving the maximum possible results for business owners in the business sphere with minimal costs, and socially responsible management, which ensures socially acceptable optimization of the interests of all stakeholders in the process of achieving goals in the business sphere between themselves and with the surrounding social environment [7, p. 22].

In our opinion successful practical implementation of this approach is possible only under the condition of comprehensive humanization of organizational relationship. In this case, the probability of making erroneous decisions that can harm society is significantly reduced. This is due to the fact that, within the framework of humanization, each decision goes through several stages of discussion in a team, and any representative can make their constructive proposals. So is ensured, on the one hand, maximum transparency and transparent, practical management approaches and on the other hand, it solves the problem of the need of taking into account the interests and needs of society, as a significant number of its representatives are involved in the management process - employees of the organization who occupy not only managerial positions in it, but also ordinary employees and specialists. This is in accordance with innovative approaches to regulating the organization's activities, suggesting that "the boundaries are expanding and there is a fundamental change in the result created by the employee in the organization. The employee creates new types of labor result

not only in the process of direct labor in the workplace, but also outside it (when communicating with colleagues), and sometimes due to the fact of employment in this organization" [3, p. 2876].

Social responsibility is multidirectional and takes various forms depending on the trends of social development, the needs of organization representatives and the needs of society. First of all, it is the organization's internal responsibility to its employees. In practice, it means both creating the most comfortable and safe working conditions, and providing opportunities for affirming the subjectivity and taking into account the individuality of each representative of the team.

The main content of the project is the desire to meet the needs of employees, which ideally should be one of the goals of the organization. Of course, these needs should be constructive and determined by the professional and personal maturity of staff representatives. That`s should serve as a limiter against the growing number of needs and contradicting with the opportunities available at a certain point in time. In so doing, the very fact of developing a practice of an organization`s responsible attitude to its employees indicates, firstly, the maturity and sustainability of a particular structure, and, secondly, a high degree of readiness for the most complete realization of achieving the true humanistic potential. In other words, this approach can be regarded as one of the imperatives of the humanization of organizational relationship.

Closely related to the aspect of social responsibility, it is the implementation of its practices by staff members towards the structure within which they carry out their labor activities. In this case, the opportunities for humanization are determined by the voluntary nature of the implementation of such approaches. Staff members cannot be imposed with a responsible attitude to the organization. Even, if we have a need to strengthen local normative acts, their provisions, with a high degree of probability, will cause rejection in the team and will be carried out formally or will not be performed at all. Successful implementation of the practice of responsible behavior of staff members when interacting with the organization is possible when the condition of gradual humanization and, as a

result, the formation of the need for the staff to show themselves not only as a benefit of a consumer posed by the organization, but also to participate in its transformation and further sustainable and effective development.

One of the features of the "man - organization" system is the availability of both formal and informal communications. Moreover, the latter in certain cases can play a leading role, making increased manageability and accelerating the achievement of the formulated strategic goals. A consequence of the increasing role of informal interaction processes is the expansion of the autonomy of individual staff members and even entire departments. This, however, does not lead to a general decrease in the organization's manageability, since it is possible only under certain conditions.

So, "in relation to the organization, we can talk about a loyal, faithful, devoted employee only in the case of his initiative, voluntary activity (or intention) based on the interests of the organization" [5, p. 16]. Such staff member, who can successfully operate in conditions of wide autonomy, since he does not separate the interests of the organization and the staff from his individual interests. As a result, his participation in informal communications will not reduce labor productivity, but, on the contrary, will in every way increase the efficiency of his professional experience. An example of such an informal interaction with an organization is mentorship, when a more experienced staff member oversees a newcomer on his own initiative, and the common motivation for their communication can be shared interests that are not directly related to work. However, the result will be professional growth of the newly recruited staff and at the same time lack of costs of preparing him.

In some cases, mentorship can be more effective than corporate learning programs, because of its implementation on the basis of informal interaction. This can be considered as a special case of internal social responsibility, manifested in the transformation of staff interaction with each other, the emergence of new dimensions in this process.

The third aspect of social responsibility, which is based on optimizing the interaction of the organization and its external social environment, has a similar specificity. At a certain stage of development, they become partners, jointly come towards the goal of the earliest achievement of well-being of both the staff members and each of the members of society. And since the success of the organization is determined by the success of its staff, customers and counterparts, this aspect of social responsibility can be considered not as one of the implications of charity, but as a factor in mutually beneficial cooperation between social institutions and corporate structures.

Conclusion. Humanization is addressing a person, not as a means, but as a goal of the formation and development of an organization. In practice it can observe in the transformation of practical management approaches: "personnel management – management actions of two sorts: actions of external phenomena (managerial decisions, performance management, organizational culture) on the inner world of a person and the inner world of a person (his mental state, rational choices) to external phenomena" [1, p. 63]. Basis for implementing an approach should be based on the humanization of organizational relationship, which means granting of rights to staff and the emergence of opportunities. At the same time, it happens a gradual transformation of the worldview of staff, they form self- understanding as significant subjects of ongoing activities.

In these terms, the staff has a need for a responsible attitude to their activities, to the organization, as well as to the society. This shows the indissoluble link of the humanization of organizational relationship and the practice of social responsibility of modern management. The weakening of organizational control and the delegation of authority to direct perpetrators, leads to increasing the efficiency of social management. However, such an approach should be implemented gradually by the strengthen the organization`s and formation of the corresponding social request. This is the essence of humanization, which is an imperative and the determinant of the transformation of modern management.

We consider the implementation of innovative social management practices as an important factor in improving the economic mechanism. At the same time, humanization can be regarded the most effective tool to ensure the balance of individual, corporate and social interests in the process of managing the organization.

CONCLUSIONS.

Based on the research, the following main conclusions can be formulated:

1. The humanization of organizational relationship is one of the imperatives for the development of a modern managerial model based on strict observance of the balance of management`s economic and social aspects and recognition of the leading role of the human factor.

2. The implementation of the practices of social responsibility of modern management allows transforming management, bringing it into line with the requests and expectations of all parties involved.

3. Within the context of humanization, the practical approaches of social responsibility of management are being transformed, as a result of which three main directions are formed, enabling to consider the interests of the organization as a whole and its individual representatives, as well as the external social environment.

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