

## The innovative approach to the study of decision-making in the context of the specific character of a product of managerial work

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**Abstract.** The article is devoted to the review of the administrative decision from the point of view of a product of managerial work. The nature and content of managerial work is studied. The research of parameters of managerial work is conducted, its features are identified. The specific characteristics of the administrative decision as a product of managerial work are identified.

**Key words:** managerial work, administrative decision, decision-making.

### INTRODUCTION

Effective decision-making by executives of any rank is an important condition for the successful development of the organization, its survival in a competitive fight, successful adaptation to changes in the environment, the formation of rational organizational structures, carrying out the correct personnel policy and work, regulation of the social and psychological relations at the company, etc. Administrative decision has many definitions, this concept is multifaceted and ambiguous. In the scientific literature, it is seen as an alternative, a process, a product, a function, a result, a plan of action, an influence, means of influence. Such variety of definitions is explained, first of all, by complexity and diversity of the administrative decision, and also the direction of its research.

Administrative decisions are the subject of research of management, cybernetics, psychology, psychophysiology, praxeology and other sciences. Various researchers are trying to analyze the situation in the field of decision-making to identify the objective laws of

decision-making, regularities of human intellectual activity, the factors influencing the process of decision-making and realizing, etc. In this case the various points of view of scientists on the nature of administrative decisions become a source of contention and often contradict each other.

In recent years, both in theory and in practice, more attention is paid to problems of quality control. Particular interest is represented by works of G. Azgaldov [1], J. Gharajedaghi [6], V. Vinokurov [23], A. Kostin [12], R. Lepa [14]. In the scientific literature dealing with issues of quality control in organizations, the problems of studying the quality of administrative decision are given too little space, though it is widely considered of the administrative decision as "the central link in the management cycle", "management process bases". The quality of the administrative decision is mentioned without any explanation and specificity, very vague, without the consideration of the aspects of administrative decision. At the same time, the development of effective mechanisms for ensuring the quality of management should be based on a review of the administrative decision as a product of managerial work – a specific product. Therefore, research of specific features of the administrative decision requires further exploration, and is part of the research of the Department of Management of the National Academy of Environmental Protection and Resort Development.

The aim of the study is to identify the specific characteristics of the administrative decision as a

product of managerial work that will form the basis of evaluation techniques of the quality of decision-making.

## MATERIALS AND METHODS

In the article we used the materials of researches of scientists in the field of management, decision-making theory, philosophy, psychology, sociology, valeology. The methods of logical and comparative analysis, synthesis method, a graphical method were used.

## RESULTS AND DISCUSSION

### 1. Managerial work, its parameters

In order to formulate the specific features of administrative decision as a product, it should be, first of all, given characteristics of managerial work. In explanatory dictionaries, there are following definitions of "work": it is purposeful activity of the person, it requires mental and physical effort [18]; purposeful activities of the person aimed at creating of material and spiritual values by means of production; a task to be undertaken; the result of an action [15]. In this case, the concept "work" will be considered from the point of activity. A variety of types of work assumes existence of their specific characteristics. The same applies to the managerial work.

According to [8] there are two approaches to the concept of managerial work – cybernetic and synergistic. In the classic sense managerial work is a cybernetic concept, which is associated with the formulation of a certain purpose and stage-by-stage movement to this purpose. Managerial work is considered as a process of the organization, i.e. a definite organizational and administrative work. The current understanding of managerial work is synergistic in nature. This kind of managerial work is understood as the management, "the linking of all" for a specific goal-setting. Moreover, this goal-setting can be characterized as achieving a particular result, and optimize a particular process.

The literature presents different interpretations of the concept of managerial work: "managerial work is purposeful activity of the person which is carried out in management process" [2]; "type of work, operations and work on the implementation of management functions by administrative and management personnel in the organization" [20]; "sort of social labor, the main objective is to provide a focused, coordinated activities of individual members of joint labor process and labor groups in general; ... it is systematic activities of administrative and management personnel, aimed at the organization, regulation, motivation and control over work of staff of the organization" [7]. One of the most acceptable, according to the author, the modern points of view on the problem of allocating labor aspects of management activity supports the definition of Professor A. Kibanov [21]: "a managerial work is understood as the type of work for the implementation of management functions in the organization, the purpose of which is to provide a focused and coordinated activity of the

personnel according to the solution of tasks facing it."

Like any kind of work, managerial work has its own parameters: aim, object, subject, means, and the result (product) (Fig. 1).

### 2. The specific characteristics of managerial work

According to Professor G. Popov [17], "the specificity of work of the head is that he solves the production, economic, technical and social problems for the most part in the organizational aspect, influencing people who have to solve directly these problems." The final product of managerial work is a set of administrative decisions and the impact they have on the object of management. Specificity of managerial work is that it results, as a rule, distant in space and time from the time and place of its costs. They only ultimately are inseparable from the results of functioning of the organization [19].

In the process of managerial work material values directly are not created, but it has a productive character as without management no social production nor normal life activity are possible, its costs are socially necessary and constantly increase. Managerial work in relation to the final results of production is mediated, i.e. this type of work does not create directly consumer cost, but is intended to manage workers engaged in creation of material benefits or provision of services, and through them – the material elements of production.

Managerial work is a work largely mediated and it is not always possible to determine at what stage or in what link created (or not created) prerequisites for achieving the extended target, the end result [24]. An important property of a productive form of managerial work is that its effectiveness should be measured not by the number of documents prepared and issued orders, and on the effectiveness and progressiveness of made technical, organizational, economic decisions – by their effect on results of activity of employees directly engaged in the production of products or services. This specificity determines the following requirements for the organization of managerial work, as the need for a thorough analysis of the content and forms of information, methods and means of performing work processes to identify and eliminate the excesses of documentation.

Managerial work belongs to category of brainwork, mental work carried out by a person in the form of nervous and mental effort. Brainwork is in the processing and analysis of large amounts of diverse information, and as a consequence - the mobilization of memory and attention. The main indicator of brainwork is the tension that reflects the load on the central nervous system [5].

The features mostly mental work are the high proportion of nervous and mental effort; diversity and frequent removability of working dynamic stereotypes; higher in comparison with the physical labor share of creativity and responsibility, the absence of material result of work. Physiological characteristics of mental

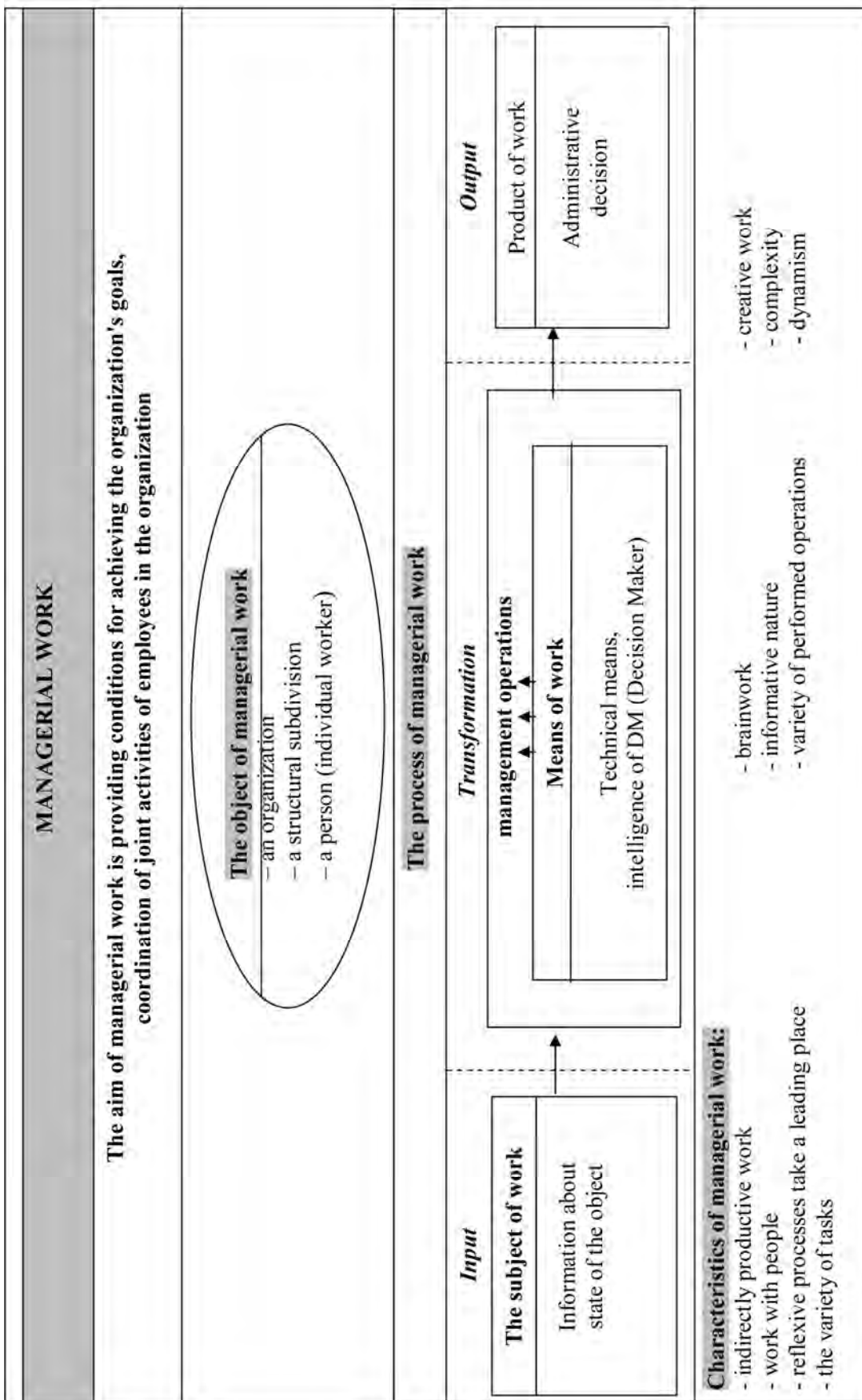


Fig. 1. Parameters and characteristics of managerial work

work are related to the fact that the content of this work has an important place of creativity – the most complicated psycho-physiological process that occurs in the cortex of the human brain during labor activity. In addition, the characteristics of mental work are: a high level of attention (i.e. concentration of mental activity in one or more interconnected objects) and, above all, an active volitional attention, good memory (i.e. psycho-physiological point of view, the process of formation, storage and play at a certain time the necessary information). Mental work of the manager differs unevenness of loading and the need to make operational non-standard decisions. Features of mental work require from managers the high professionalism and good theoretical training [9].

Managerial work is mental by nature. The content of managerial work, its essence is the way of thinking, and this means that many of the processes are hidden from the observer (pass 'in the manager's head') and the results of this work can not be predicted in advance, and they are often vague, hard momentary [4]. Reflexive processes occupy leading position in this case. They provide, first, forecasting and anticipating the response of subordinates by setting themselves in the position of others, and secondly, the ability to understand what other people think, and the knowledge of how the head himself is perceived by the communication partners.

Managerial work of senior executives is intellectual. Intellectual work is defined in general terms as a thinking (mental) process carried out by such efforts (abilities) of a person that directed the production of goods and services [3]. According to K. Kirsanov, V. Buyanov, L. Mikhailov [10], intellectual work is defined as work that generates knowledge, work requiring a recombination of old elements into new configurations depending on what is needed now “by right of such actions could be called innovative, creative”.

The specifics of intellectual work is that even after the termination of the work the thought of it does not leave the person and the work remains dominant in the central nervous system long enough [22].

Intellectual work of senior executives has the creative nature with a predominance of mental energy costs associated with the processing of information and the creation of new knowledge, with a high efficiency and high-tech manufacturing from both a social and an economic points of view. The creative nature of work of the manager is reflected in the emergence of new ideas, advanced technologies, more advanced and high-performance tools, new types of products, materials, energy, which lead to the development of needs [13].

One of the features of managerial work is informative nature of the subject and the product of work. Managerial work is characterized by the necessity of perception and processing of large amounts of information, lack of time to process it, increasing both the public concern and a personal responsibility for

decisions [15]. The amount of information in the world doubles every 10-12 years, leading to a significant compaction of the information that people must learn at a time – it requires him high mental stability, long-term nerve stress, long-term maintenance of attention, etc. [22].

Managerial work is extremely varied. Managerial work of senior executives responds poorly to mechanization and automation, especially creative work. The nature of managerial work is quite changeable in time, in tasks and uncertainties due to the presence of different types. The content of managerial work remains unchanged. As a result of managers' and specialists' application of technical equipment, transfer of stereotypes, incoherent or irrelevant functions of machines, new methods and means of work, improving the organization of management the content of their work changes significantly, the share of creative operations of the work is increasing. In addition, managerial work combines elements of management with elements of trades and professions. Thus, the complexity of managerial work caused magnitude, number and composition of the problems being addressed, the connections between them, the variety of methods used, organizational principles, the need to make new, innovative decisions, often in the face of uncertainty or risk that requires deep professional knowledge, experience and broad erudition, degree of efficiency, independence, responsibility, risky decisions that need to be made.

3. Features of the administrative decision as a product of managerial work

Product of work of the managers, realizing the interconnected functions of management and containing setting goals (tasks), justification of means, methods and timetables, is an administrative decision. Administrative decision is a product of the analysis, forecasting, justification, optimization and the choice of an alternative, made on the basis of information processing by the person, making the decision.

The characteristics of managerial work stated above allow to mark out specific features of its product – the administrative decision, such as:

1) administrative decision is immaterial and does not meet the final needs of the people, society and the economy,

2) administrative decision has information character. Work with information accompanies and permeates the entire decision-making. The optimal amount and quality of information is a necessary prerequisite for making the correct decision. The method of analysis and synthesis of information, forming ideas of possible decisions become important. Each variant of the decision is a complex information about the possible answers to any question, collected into a single logical unit, and having a specific focus. Administrative

decision contains information about the way to resolve problem situations, the executors, terms, resources used, possible consequences. In addition, the administrative decision is made based on available information regarding internal and external environment of the organization. This information must satisfy the following requirements: accuracy, reliability, timeliness, accessibility, completeness,

3) administrative decisions are diverse and varied in nature. The variety of problems corresponds variety of solutions. There are such solutions: economic, social, political, ideological, strategic and tactical, global and specific, conceptual and program, scientifically based and empirical, intuitive, and innovative, routine,

4) administrative decision is creative. Development of scientific and technical progress, changes in technology and competition force managers to develop innovative approaches to solving traditional problems, look for innovative solutions. Creative abilities of a manager are the ability to detect and formulation of problems, the ability to generate a large number of ideas, the ability to produce a variety of ideas, the originality, the ability to improve the object adding details and the ability to analyze and synthesize. Manager's creativity should manifest in the creation of new technologies, products and services, in the development of effective schemes of functioning of the organization, in tying new partnerships, in working with customers, suppliers,

5) administrative decision contains a risk. Most administrative decisions are made in risk conditions, due to several factors: the lack of complete information, the presence of conflicting tendencies, the element of chance, etc. Manager should know about the possible occurrence of the risk, but this is not enough. It is important to determine the effect on performance of a specific type of risk, and what the consequences are. Moreover, he should first assess the chance that an event will actually happen, and then make a conclusion about how it will affect the economic situation of the enterprise,

6) there is subjectivity in the administrative decision. Individual thinking is subjective. Subjective perception of situations entails subjectivity of solutions. Subjective factors are connected with the decision maker, and influencing the perception of the adequacy of his objective position system. The most important of subjective factors are manager's innovative abilities, the ability to creatively take to resolve the problems, the ability to assess the situation and decide on a reasonable risk. An important subjective condition for the decision-making is the availability of logical thinking – ability to analyze information and synthesize obtained results,

7) the effectiveness of the administrative decision can be evaluated only after its realization. Any administrative decision must be assessed in terms of its effectiveness. We analyzed the situation after the administrative impact. This analysis should identify weaknesses and strengths of the decisions and plans for their realization; additional opportunities and prospects

of opening as a result of those changes, additional risks that may be subject to achievement goals,

8) administrative decisions are made only in the presence of a problem situation,

9) administrative decision reflects the personality of its maker and the system of his/her values. Everyone has its own system of values that determines its actions and influences decisions. The value orientation affects the way in which decisions are made,

10) the administrative decision has a distinct time aspect. Untimely (precocious or delayed) decision-making, as well as the failure to make it at all, manager's inactivity may lead to irreparable results, for such a development of the situation in which a negative outcome will not be able to prevent. Timely development, adoption and realization – one of the main requirements for administrative decisions. Compliance with this requirement contributes to solving problems and prevent them from worsening or conversion activities staff useless. Administrative decision must be made and realized in time. The factor of time should be taken into account in economic calculations in determining the outcome and consequences of the adoption and implementation of administrative decisions in the future, due to inflation processes,

11) the outcome of the decision contains a significant degree of uncertainty associated with inaccurate information, limitations in time and cost, and also the cognitive limitations imposed on the manager who makes the decision.

## CONCLUSIONS

1) A managerial work is understood as the type of work for the implementation of management functions in the organization. The aim of managerial work is providing conditions for achieving the organization's goals, coordination of joint activities of employees in the organization.

2) Characteristics of managerial work are indirectly productive work, brainwork, creative work, work with people, informative nature, complexity, reflexive processes take a leading place, variety of performed operations, dynamism, the variety of tasks.

3) The administrative decision is a product of managerial work. The administrative decision as a product of managerial work has specific characteristics: it is immaterial, creative, subjective, diverse and varied in nature, has information character, contains a risk, reflects the personality of its maker, has a distinct time aspect, its outcome contains a significant degree of uncertainty. The listed features distinguish the administrative decision from other types of decisions.

4) Identified specific characteristics of administrative decision as a product of managerial work should be taken into account in the development of evaluation techniques of administrative decision's quality and forming the mechanism of ensuring the quality administrative decision-making in organizations.

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