

*Задачей науки должно быть познание того,
что должно быть, а не того, что есть.
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Ефективність управління персоналом на підприємстві

FUNCTIONAL HARMONY OF LABOUR BEHAVIOUR OF THE PERSONNEL

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The article deals with the problems of providing the harmony of collective behaviour in labour intellectualization conditions. The internal motives of three types of workers labour behaviour – contractor, intrapreneur, intellectual capitalist – were distinguished and characterized. The evaluation of motives of labour behaviour distribution among the staff was made. The diagnostic technique to evaluate the balance of development and saving function, new elements development, relationship properties was suggested. The technique to measure harmonic behaviour through verification of the correspondence to golden proportions rule of the internal sources distribution of labour behaviour motivation was offered.

Key words: personnel, labour behaviour, motivation, gold proportion, the model of the worker, harmony, expert evaluations.

ФУНКЦІОНАЛЬНА ГАРМОНІЯ ТРУДОВОЇ ПОВЕДІНКИ ПЕРСОНАЛУ

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Обґрунтовано актуальність проблеми забезпечення гармонійності поведінки колективу в умовах інтелектуалізації праці; виділені та охарактеризовані внутрішні мотиви трудової поведінки трьох типів працівників: виконавця, інтрапренера, інтелектуального капіталіста; здійснено оцінювання розподілу мотивів трудової поведінки в колективі, запропонована методика діагностики трьох варіантів її стану: балансу функції розвитку та збереження, розвитку нових елементів, властивостей, відносин, збереження елементів; запропонована методика вимірювання гармонійності поведінки через перевірку відповідності правилу золотих пропорцій роз-

поділу в колективі характеристик внутрішніх джерел мотивації трудової поведінки, що формують результативність трудової поведінки.

Ключові слова: персонал, трудова поведінка, мотивація, золота пропорція, модель працівника, гармонія, експертні оцінки.

ФУНКЦИОНАЛЬНАЯ ГАРМОНИЯ ТРУДОВОГО ПОВЕДЕНИЯ ПЕРСОНАЛА

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Обоснована актуальность проблемы обеспечения гармоничности поведения коллектива в условиях интеллектуализации труда; выделены и охарактеризованы внутренние мотивы трудового поведения трех типов работников: исполнителя, интрапренера, интеллектуального капиталиста; выполнена оценка распределения мотивов трудового поведения в коллективе, предложена методика диагностики трех вариантов ее состояния: баланса функции развития и сохранения, развития новых элементов, свойств, отношений, сохранения элементов; предложена методика измерения гармоничности поведения через проверку соответствия правилу золотых пропорций распределения в коллективе характеристик внутренних источников мотивации трудового поведения, формирующих результативность трудового поведения.

Ключевые слова: персонал, трудовое поведение, мотивація, золотая пропорция, модель работника, гармония, экспертные оценки.

The personnel labour conduct, which consists of spontaneous actions, destroys the orderliness of the staff characteristics as well as processes taking place inside it. This phenomenon should not be ignored while examining the reserves for the development of team labour in an information saturated environment. Present-day personnel which can be considered as a small social formation, is an open system interacting with the environment and changing in time from extremely regulated and ordered state to total disorder or chaos. At the same time both formal and informal organization is typical for it, and it features some harmonic dynamics to create the tools to evaluate for ordering the personnel conduct at work. In connection with that there is a need to elaborate a theoretic and methodical basis for managing the employee's labour conduct as well as its impact on the proportionality and co-ordination of the staff specifications.

The conceptual idea of diagnosing the personnel functional harmony is formulated on the basis of works of such philosophers as V. Bekh, V. Spitsnadel, V. Andrushchenko and M. Mikhalchenko, who were promoting the knowledge of functioning and development of social systems laws in terms of matter – conscience; such sociologists as V. Yadov and S. Kuzmin suggesting new approaches to evaluate and model social systems structures; V. Radayev, V. Verkhovin and V. Zubkov working in the field of economic sociology and substantiating the need to use enriched model of human resources in economic environment; experts in the field of analyzing and modeling

complex systems of different origins: A. Davydov, V. Korobko, G. Nemirovsky and I. Mokin, acknowledging and promoting the use of "golden section" idea for the evaluation of social systems functional harmony. In addition, we also analyzed the works of A. Doronin and V. Nazarova who have already made an attempt to evaluate the harmony of the labour reasons system and specifications of the personnel organizational culture.

On the crossing of the ideas on labour conduct research and personnel harmony we formulate the following hypothesis: 1. The functional harmonic state of personnel labour activity conditions can be assessed on the basis of the golden proportions principle. 2. Each labour team develops its own system of preconditions and results of functional harmonization for its state and employees' labour behaviour.

As for the first hypothesis, recommendations of such scientists as A. Davydov, M. Marutayev, S. Korobko, S. Kuzmin and A. Ivanus have been used to prove it [1 – 5]. Prior to analyzing and generalizing their conclusions, K. Valtuk recommended, that in evaluations of economic systems the non-linear nature of their development, historicity and variability of measurement units, necessity in using a body of indices for evaluation should be taken into consideration. Some of them are intended for individual components, others for a system of components or processes, the third – for evaluation of relations between the components [6, p. 9–11]. Under the conditions of intensified turbulence in the environment of industrial organizations as socioeconomic systems violating

their internal structure, such issues have been supplemented with the need to determine the criteria of harmony evaluation.

Since the application domain and technology chosen for studying the functional harmony of the personnel labour behaviour lie in sight of different sciences, it is possible to suggest several ideas concerning the connection between the personnel labour conduct, functional personnel harmony and results of their verification on the basis of empirical data. The essence of the first idea is in recognition of the fact that nowadays all sciences studying human behaviour are to be focused on a basically new world image built on the use of theory of society modular construction achievements. The theory is currently in "stage of preparation", though it is being developed at a high rate in the Russian Academy of Sciences by A. Davydov and his followers. Largely successful experimental tests of the modular analysis and construction of society theory made it possible to formulate another idea that the theory could be a tool for multi-parameter collective diagnostics to define whether there are any preconditions for the creation of tension atmosphere and predict any transition to a new qualitative state.

Such diagnostics enables managers to get important information for the purposes of decision making or taking potential measures to preserve the current state of the team as a group of individuals or make careful changes in the team.

A. Davydov, chief researcher from the Sociology Institute, Russian Academy of Sciences, is the highest reputed scientist studying the harmony of social systems. He notes in his publications that social system is extremely intricate, comprises an infinite number of mutually interacting components, and evolves by means of self-organization between order and chaos [3, p. 70]. To be eligible to use A. Davydov's recommendations for studying the personnel labour conduct, it is necessary to substantiate the relevance of considering labour collectives as a social system. S. Kuzmin provided such substantiation by identifying the following features for considering social objects under examination to systemic ones: endurance, capability to accumulate and share knowledge and heterogeneity. According to the scientist, the essence of a social system unfolds in the course of studying its components, their relations and results of such relations. Thereafter, the average labour team is a dynamically stable social system [4, p. 39–40]. A well-known expert in the field of economic sociology Ye. Babosov supports this idea. He indicates, that to ensure the stable functioning of the team, some points must be protected, in the first place, principal structural components of it as a system; secondly, relations between them which have been transformed into the process of transition of the system to a new qualitative state and generating its new structure (such as, the "workplace owner – employee"); thirdly, new human and material resources created in the process of the system operation [4, p. 104].

S. Kuzmin emphasizes the important point in the course of studying social systems including teams: "Obviously, the simplest component of a social system is an individual in all diversity of his functions, targets and behavioural patterns. In the features of the simplest already laid potential opportunities for multiversion, unpredictability of building relations inside the system" [4, p. 40].

The doctrine of harmony in social systems requires the necessity in its quantitative measurement. Researchers of many mass phenomena in nature and society believe that existing duration of systems of different nature and qualitative peculiarities of their conditions depend on availability of the quantitative relations between their characteristics being equivalent to Fibonacci numbers and those that reproduce the so-called "golden ratio" (for example, [1, p. 7–8]). They are

embodied in works of architecture, music, poetry and many literary works. In the course of solving the problem of measuring and optimizing the development of a social system V. Korobko recommends to take into consideration the fact that three principal components characterize such a system: elements, properties and relations, which correspond with the ideas shared by Ye. Babosov and S. Kuzmin. They interact with elements of properties and with properties to relations, or in the reverse order.

A. Davydov wrote about the same property: "In a society one can identify hypothetic theoretic construct to be described by the number of components and parts, their mutual relations and functions, which we call "social module". Based on the level of generalizing the theory of social systems, the construct can be presented as a unified subsystem of the society, comprising the components and parts, the interaction between which ensures preservation and development of the system within certain spatial and temporal constraints" [3, p. 15–16].

The proportion to disproportion ratio as a part of characteristics of a social system serves as an important diagnostics index reflecting the quality of the system's functions and potential ways of its development. V. Korobko suggests the following list of such functions and characteristics: development of the elements, properties and relations of the social system; balance of the preservation and development functions; maintain relations, properties and elements of the system; the state of chaos and collapse of the system. As indicated above, the respective functions are implemented in the social system when the system achieves a certain ratio between its major and minor parts. Selecting the structure of models to diagnose the functional state of the collective proportionality, we can take into account A. Davydov's recommendations. He believes that through their psychological characteristics in products of people's material and mental activities two- or three-component modules will be found more often [1, p. 71].

Concerning the personnel labour conduct, to preserve the team's activity and development under conditions of the knowledge economy, qualitative diversity in behaviour of its individual employees, on the one hand, as well as synthesis of the diversity, on the other hand, is needed. It is reflected, first of all, in the ratio of the number of employees possessing certain qualities, and, secondly, in the prevalence of certain characteristics, conditions and factors in the team, which are important for its survival. Thus, any personnel at present time is a complex system of interacting employees whose behaviour is difficult to predict. However, the employees have certain characteristics, which can be measured quantitatively, their prevalence in the collective can be evaluated, and we can assume that the collective behaviour depends on the prevalence of marked characteristics among the team members [2; 10]. The standard approach towards the measuring of harmony, proportionality of a complex system using "the golden ratio" parameters provides for the possibility of consistent dividing it into two unequal parts with the smaller one being related to the greater one as the latter is related to the whole, and vice versa, the whole is related to its greater part as the greater part is related to the smaller one. According to A. Davydov, the ratio between different parts of a social system is a definite indicator of its condition or function (such as chaos, development of elements, development of properties, balance of the development and preservation functions, maintain relations, maintain properties, save elements, collapse) [3, p. 75].

Namely, on the basis of the ideas, a functional analysis of the proportions, in which team members and characteristics

of their inner motives for labour conduct are distributed into two parts was conducted. Since the employees' attitude to their work and their behaviour in the course of their relations with their colleagues and managers depend in many aspects on internal sources (the employee's models such as contractor, intrapreneur, intellectual capitalist), such characteristics were the first to be used to verify the harmony of the labour activities in the collective (Table 1).

Table 1

Internal motives for the employee's labour conduct as a purposeful system

Employee model	Internal motives of labour conduct
Contractor	Focus on material incentives of labour activities (C 1)
	Opportunity for informal positive communication with colleagues (C 2)
Intrapreneur	Opportunity for the uttermost implementation of one's potentials at work (IN 1)
	The right to make independent business decisions (IN 2)
Intellectual capitalist	Absolute freedom to use the knowledge and intuition at work (IC 1)
	Opportunity for permanent improving the knowledge for the purposes of making more efficient decisions at work (IC 2)

It is supposed that the nature of prevalence of the mentioned motives provides sufficient diversity required to maintain the activities and development of the staff. It reflects the following in certain proportions: the ratio between the number of employees with certain combinations of labour behaviour motives; development level of the motives, driving the formation of the new quality of the team in the context of the analyzed parameters; the state of balance between the development and save functions concerning certain personnel qualities.

As reference standards, enabling to ascertain the presence of "golden ratio" within the social and psychological parameters of the collective, the standards suggested by A. Davydov and V. Korobko [3, p. 76–77], allowing to diagnose one of four options of its harmonicity, were selected.

Fig. 1 with the use of dynamic characteristics of the social system, described by A. Davydov [1, p. 72], shows the interpretation of the options for a potential state of the staff.

First, the most preferred version of the system state is short-term, ideal. The proportion indicating the optimal allocation of resources between providing traditional and innovative components of the system operation is formed.

The second state of the system (generation and development of innovations) indicates that the system's components are evolving: emergence of new and previously unregistered components, removal of contradictions related to the composition of the system elements. The system properties are developed at the same stage: emergence of new, significant for the elements and system in general characteristics on the basis of a positive synergy. Relations evolve, and contradictions in mutual relations between the elements vanish. The quality of such relations gets complicated and organized.

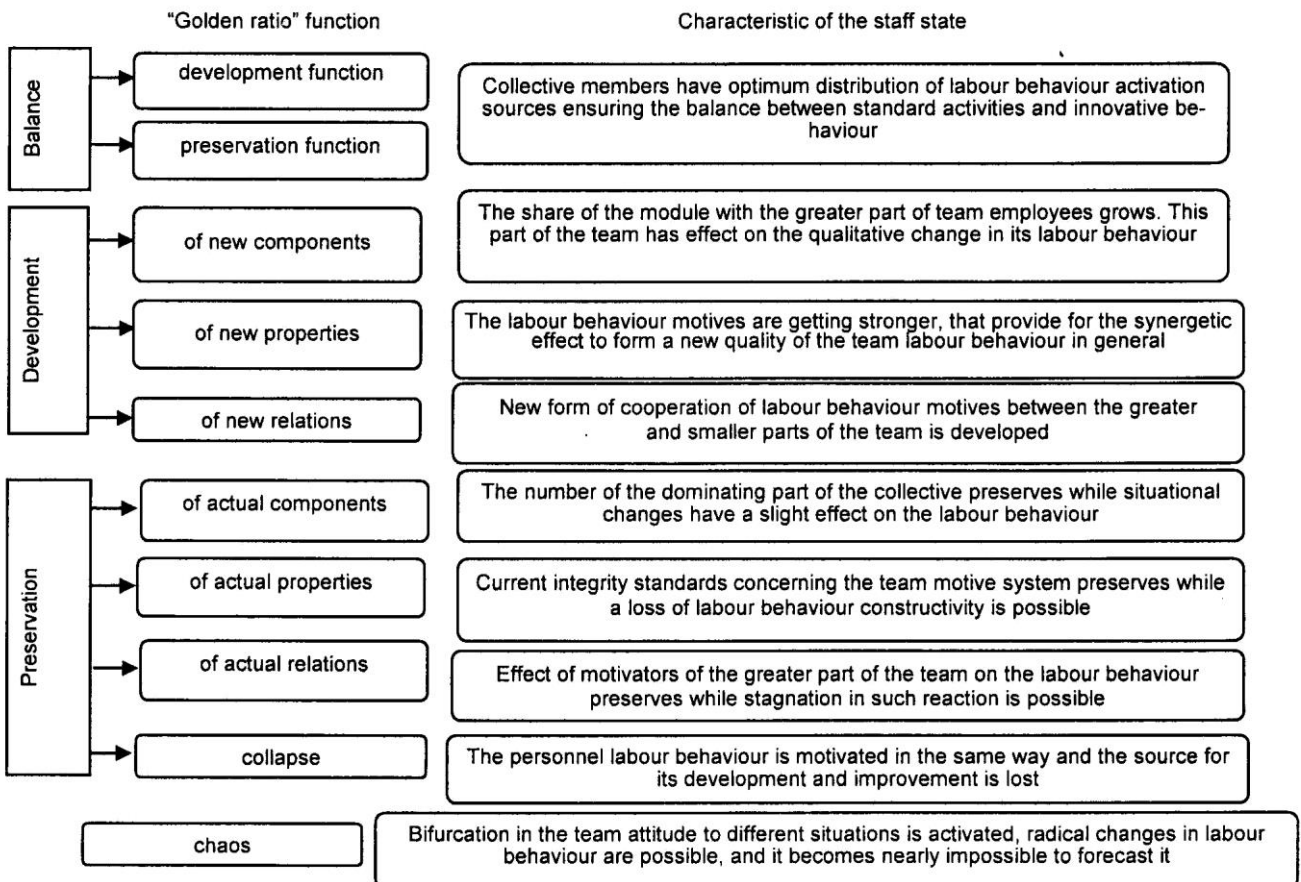


Fig. 1. Characteristics of possible variants of the collective members' labour behaviour

The third variant of the system includes accumulation of internal, latent and not settled in time contradictions, which are dangerous for its activity. Such conditions include: maintenance relations (relations between the element which remain unchanged for a long time); retention of properties (qualitative characteristics of the elements not updated for too long, that is dangerous); preservation of elements (the same composition of the elements remains in the system); collapse (in the system contradictions disappear, which are sources of development).

The version of "chaos" indicates that the system has accumulated contradictions that destroy any of its harmony. The system is at a bifurcation point. Possibilities for developing any regularity are not clearly evident, complex dynamics of composition, qualitative characteristics of components and relations between them is taking place. The system can not be forecasted and unpredictable tendencies are possible.

Let us present the results of using the golden ratio standards for analyzing the harmony of personnel conduct. Staff members having their own intentional vectors for inner motives of purposeful labour behaviour (employee's model) serve as social system components, contents of inner motives of labour behaviour serve as properties, and orderliness of relations in the system of subordinates' labour behaviour promoted by leaders serve as relations.

For the quantitative measurement of behaviour a complex vector is used that is derived from the ratio of expert appraisals: from total positive approval by all members of the collective characteristics of the employee's model to a complete inability or unwillingness to provide such an appraisal. Using the relations it is possible to make a complex assessment of behaviour, previously selecting reflected in Table 2 its standard options: cooperation (partnership), competition (conflict), negotiations (compromise). The assessment is as follows:

$$P 5 + P 4 + P 3 + P 2 + P 1 = 100\%, \quad (1)$$

where P 5 is percentage of replies "yes"; P 4 is percentage of replies "rather yes than no"; P 3 is percentage of replies "rather no than yes"; P 2 is percentage of replies "no"; P 1 is percentage of replies "yes" or "I do not know".

The manager's behaviour depends on their combination, and the manager is to select the tools to effect the subordinates' opinion and change their attitude to the situation when required [8].

Table 2

Indicator of the behavioural form of collective members' labour activities

Manifestation of the behavioural component		
Weak	Average	Dominant
P 5 = max	P 4 = max; P 3 = max	P 1 = P 2 P 1 + P 2 = 100%
Variants of behaviour		
Partnership (P)	Negotiations (N)	Conflict (C)
Potential actions from the manager's side		
Democratization of relationships, delegation of authorities. Self-management	Trainings, instructions. Coaching, mentoring. Development of the own leader's potential	Discussions, social psychologist's consultations. Changes in the team membership. Change of a manager

Team members were assigned to groups for studying particular features of "golden ratio" and functional states of collectives concerning prevalence of inner motives of employees' labour behaviour was made by using covariance analysis. The results of such distribution by assessments for actual and target condition of using inner sources to activate subordinates' labour behaviour by team managers on the example of two functional departments of management system, GNPP "Obyedineniye Kommunar", are given in Fig. 2.

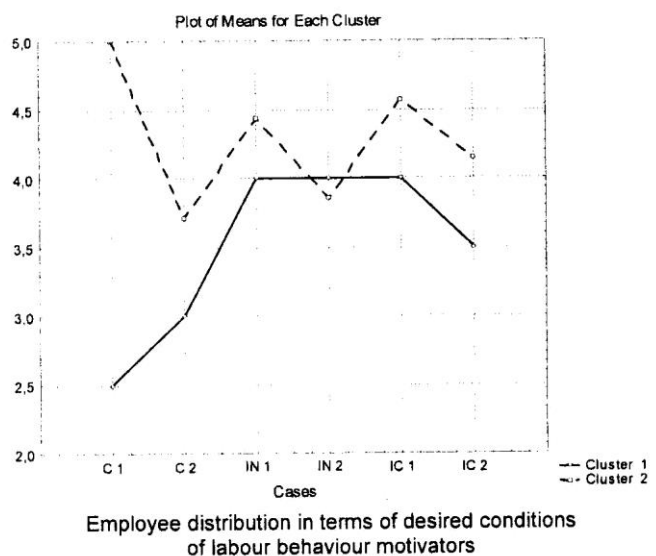
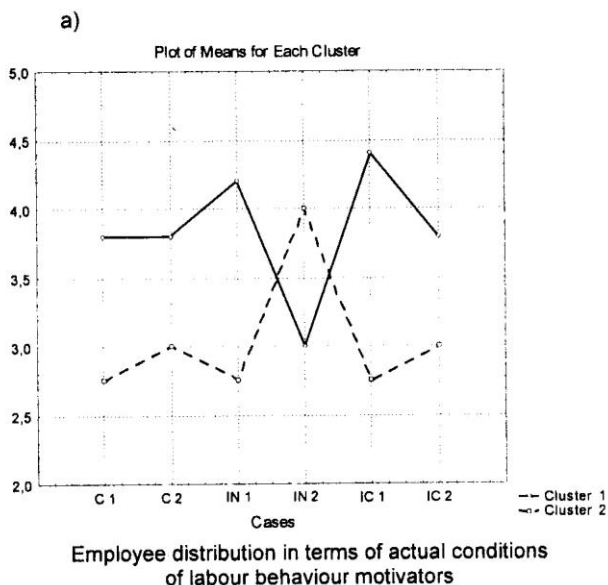
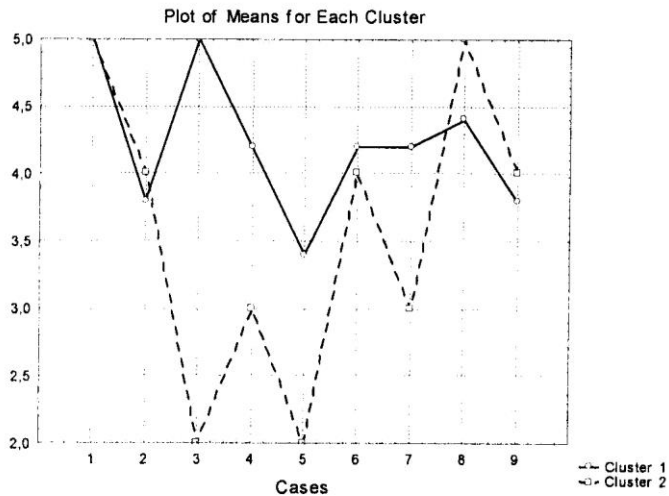
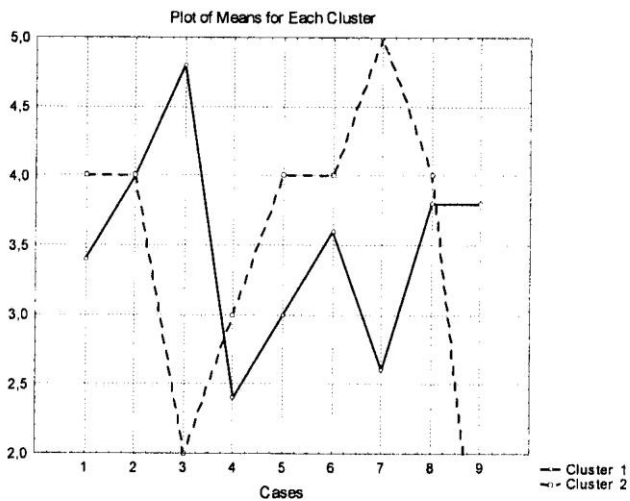
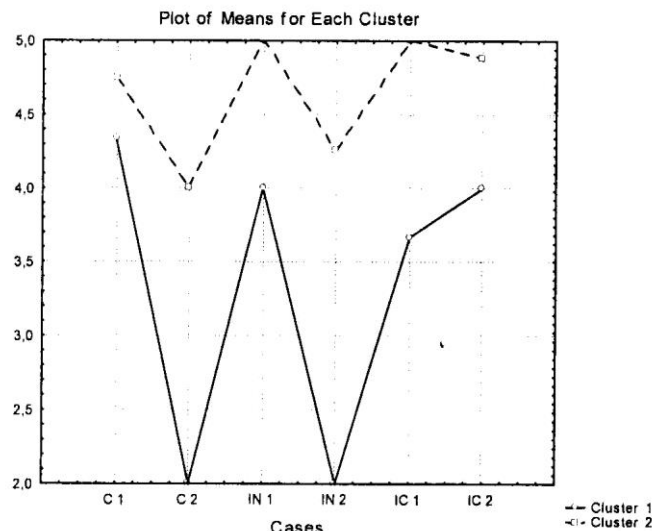
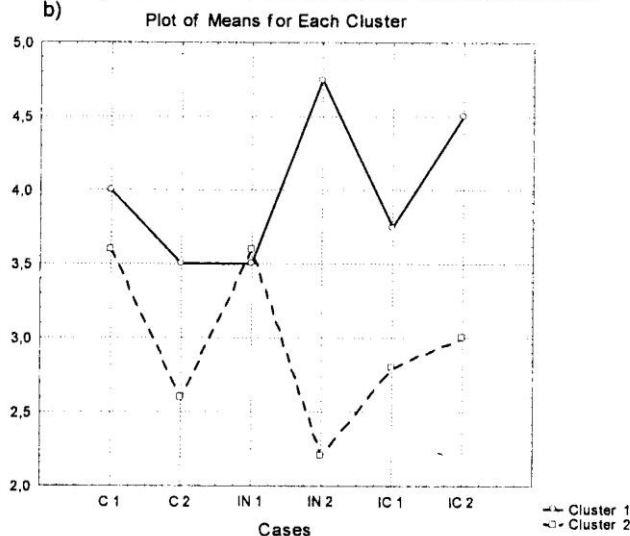


Fig. 2. The results of modelling the functional harmony of two teams in terms of inner motives of labour behaviour (to be continued)



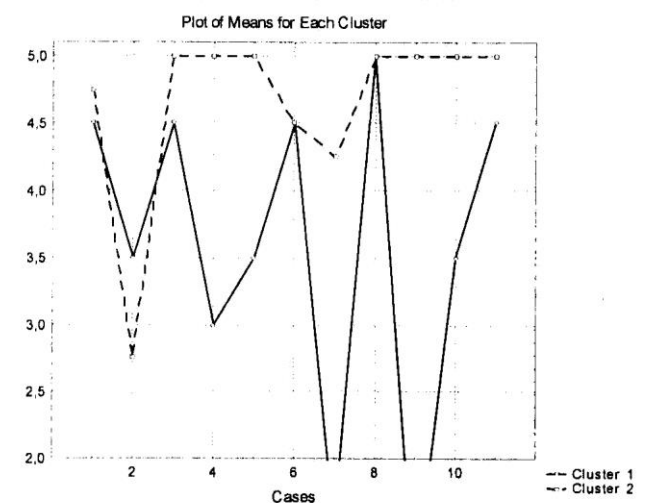
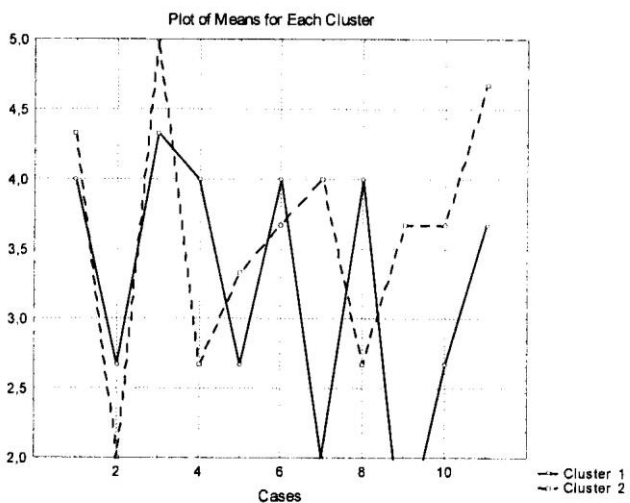
Actual prevalence of inner motives of labour behaviour in the team
b)

Desired prevalence of inner motives of labour behaviour in the team



Employee distribution in terms of actual conditions of labour behaviour motivators

Employee distribution in terms of desired conditions of labour behaviour motivators



Actual prevalence of inner motives of labour behaviour in the team

Desired prevalence of inner motives of labour behaviour in the team

Legend: a) analysis results are based on data from the first subdivision; b) analysis results are based on data from the second subdivision

Fig. 2. The ending

So the division of the team into two parts is, first of all, ambiguous, and, secondly, the part giving top grades to motivator assessments increased their value in the desired condition of labour behaviour motivators. It is possible to conclude that there are reserves for the development of personnel labour behaviour in the subdivisions, and their managers are to keep in mind that their subordinates are aimed at changing the inner sources for labour activity motivation under certain conditions.

Regarding the prevalence of inner motivators of personnel labour behaviour, such prevalence is more evident in the first subdivision than in the second. Following the results of the assessment and additional interviews with managers, it is possible to predict that the efforts on the part of the first department manager concentrated on implementing certain activity-related training activities would be better-ordered and more efficient.

Actual motivators of labour behaviour are more disorganized in the second team; however, the tendency towards more distinct distribution of desired motivators is encouraging. The state of being informed with the consequences of the analysis results can lay the foundation of constructive influence on the labour activity of subordinates for the managers. Such effect can be enhanced on the basis of getting knowledge and experience in the field of educational and training effect on the personnel activity.

Estimates of the distribution of the employees' in the coordinates of internal sources enhancing labour behaviour and distribution of motivations as an artist, intrapreneur and intellectual capitalist to standards of the "golden ratio", and functional characteristics of the personnel are given in Table 3.

Additional personnel analysis let the comments to the data given in Table 3 be made. Although the members of both teams are divided into two groups based on assessment of the actual condition of labour behaviour motivators, such function as development of its components, the quality of the function is ambiguous. There is a tendency toward an increase in the number of team members giving top grades to labour behaviour motivators in the first department while the number of team members with lower motivator assessments tends to grow. Assessments of the desired state in both departments diagnose the trend towards the balance of the development and preservation functions; however, it is more reliable in the first group (deviation from the standard is 1.6 %) and it is less distinct in the second group (deviation from the standard is 3.4 %). So, we can expect that the efforts on the part of the first department manager to achieve "the golden balance" in the functional harmony of the team are going to be twice as much reliable.

Assessments of the proportional prevalence of labour behaviour motivators in the first department supports such function as preservation of relationships, which can be considered as a warning message for the manager. The manager is to develop a training program and use other motivators along with making substantial changes in the job character or conditions. Indices of the second team prove that there is a state of chaos (bifurcation point) in distribution of labour behaviour motivators among employees. This situation is quite complicated. However, if the manager possesses such highly developed components of professional potentials as competence, high-quality knowledge of management methods and well-developed emotional intellect, there is a chance to positively transform the state of the team, at the expense of educational and training activities.

Table 3

The results of modelling the team harmony in terms of employee's model characteristics

Assessment	Department No. 1		Department No. 2	
Current situation				
Division of the employees into two groups, %				
Fact	55.5	44.5	54.0	46.0
Standard	55.3	44.7	55.3	44.7
Deviation	0.2		1.3	
Function	Development of components		Development of components	
Prevalence of motives among employees, %				
Fact	83.3	16.7	50	50
Standard	80.9	19.1	50	50
Deviation	2.4		0	
Function	Preservation of relations		Chaos	
Desired situation				
Division of the employees into two groups, %				
Fact	78.0	22.0	73.0	27.0
Standard	76.4	23.6	76.4	23.6
Deviation	1.6		3.4	
Function	Development and preservation balance		Development and preservation balance	
Prevalence of motives among employees, %				
Fact	83.3	16.7	66.6	33.4
Standard	80.9	19.1	69.1	30.9
Deviation	1.6		2.5	
Function	Preservation of relations		Development of relations	

Relative to the desired state of motivator prevalence in the first team, the same signals would apply to its manager as for the factual condition. In the second part there is strong evidence that the constructive activities of the second department manager can get strong support from the subordinates because they want changes in their relations.

In general, the following conclusions can be made based on the analyzed materials. Company staff is a dynamically stable social system. The implementation quality of the team functions depends on the availability of quantitative relations between their characteristics being equivalent to Fibonacci numbers and reproducing the so-called "golden ratio" principle. The personnel labour conduct which consists of spontaneous actions destroys the orderliness of both the team characteristics, and processes taking place in it. The quantitative assessment of the team harmony can be performed using the ideas from the modular construction theory of the social system by A. Davydov.

The proportion to disproportion ratio as a part of characteristics of the personnel labour conduct serves as an important diagnostics index reflecting the quality of its functions and defining the ways of its development.

Further studies are to be aimed at the analysis of the connection between the harmony of the personnel labour conduct and the strategy of the enterprise, values of its organizational culture, manager's competence and personnel socionic analysis.

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