



Модель лидерства и менеджмента в условиях глобализации в Грузии

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АННОТАЦИЯ:

В этой статье исследуется концепция процесса разработки моделей менеджмента и лидерства в условиях глобализации. Характеристики стилей управления в Грузии внедряются в соответствии со всемирно известными моделями менеджмента. Вступление Грузии в мировое сообщество неизбежно приведет к влиянию глобальных событий на социально-экономическую жизнь и относительноному увеличению роли управления. Глобализацию можно назвать феноменом, процессом, состоянием или концепцией. Это произошло частично из-за тенденции увеличения международной торговли через национальные границы и ведения предпринимательской деятельности в более чем одной стране и из-за изменений в различных аспектах международной деловой среды. Объектом исследования являются модели менеджмента и лидерства в Грузии. Цель исследования – выявить проблемы, которые препятствуют разработке эффективной национальной модели управления в Грузии. В результате исследования выяснилось, что человеческий фактор недостаточно используется в Грузии и в то же время очевиден его высокий потенциал. Эффективное использование этого ресурса становится поворотным моментом в относительном направлении практической системы управления. Опрос показал, что грузинские предприятия недостаточно развиты для работы по набору персонала, оценке, обучению, мотивации и стимулированию. В целях разработки эффективной модели менеджмента приводится рекомендация реализовать концепцию частичного использования зарубежного опыта. Это апробация подразумевает некоторые из инструментов переднего ряда при рассмотрении грузинской специфики. Иностранный опыт может быть полезен в следующих областях: управление персоналом; финансовый менеджмент; поле маркетинга и т. д.

КЛЮЧЕВЫЕ СЛОВА: глобализация, модель лидерства, стиль национального менеджмента, отечественные предприятия.

Leadership and Management model in conditions of globalization in Georgia

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Introduction

Globalization – defined as falling barriers to, and the increase in, trade, migration, and investment across borders – directly affects management and leadership styles in both developed and developing countries. While most global trade and investment is between the developed

countries, globalization has increased dramatically in a number of developing countries. According to the World Development Indicators database, the ratio of trade in goods to gross domestic product (GDP) in the low and middle income countries increased from 33.6 % to 54.7 % between 1995 and 20017. In some countries, these changes have been especially large. Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Any effort to separate the two is likely to cause more problems than it solves. Still, much ink has been spent delineating the differences. The manager's job is to plan, organize and coordinate. The leader's job is to inspire and motivate [1].

Entering of Georgia into the world community will inevitably lead to global events influence to the socio-economic life, and the relative increase in the management role. In this connection, we can pay attention to the following circumstances: First of all, the further internationalization of the economy will lead to Georgia -foreign joint ventures. This will contribute to the activities of the World Trade Organization framework, will be activated

ABSTRACT:

This article investigates the concept of management and leadership models development process in the conditions of Globalization. Characteristics of Georgian management styles are introduced in comparative with worldwide known management models. Entering of Georgia into the world community will inevitably lead to global events influence to the socio-economic life, and the relative increase in the management role. Globalisation can be referred to as a phenomenon, a process, a state or a concept. It has evolved partly due to the trend for increasing international trade across national boundaries and the conduct of business activities in more than one country and because of the changes in the various aspects of the international business environment. The research object is management and Leadership models in Georgia. The purpose of the study is to identify the problems that hinder of development efficient national management model in Georgia. The result of study identified that the human factor is not sufficiently used in Georgia and at the same time is obvious its high potential. Efficient use of this resource is becoming a turning point in the relative direction of the practical management frame. The survey showed that Georgian enterprises are not sufficiently developed for staff recruitment, assessment, training, motivation and incentives processes work. For the purpose of development efficient management model the following recommendations are given: to implement the Concept of Partial use of foreign experience. This approach implies to some of the foreigner instruments while considering Georgian specifics. Management of foreign experience can be used in the following areas: Personnel management, Financial Management, Marketing field, etc.

KEYWORDS: globalization, Leadership model, National Management style, Domestic enterprises.

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foreign firms variety trends in Georgia. Large domestic enterprises and corporations, which have a significant influence on the public life, will come closer to international standards and international markets. These companies go beyond the scope of our country, increase the role of relative management, as a conductor in the international economy.

Will be increased the role of the human factor. Georgia is currently marked by a lack of professional managers, at a time when their very existence is a necessary element in any country's development. World economic growth is directly dependent on human resources, enterprise and the state's ability to use them; About how successful foreign managers perceive the experience – or how it can be flexible, how to get ready to learn new technology and features to maximize the use of local labor resources, - depending on the success of the businesses. It is clear that the human capacity for the opening of the plant is necessary to create the conditions for the maximum use of management tools for the entire complex and can not be bypassed western counterparts experience.

Strengthen of the human factor in the management of the companies is a major sign in the process of the modern world economy. efficient use of this resource is becoming a turning point in the relative direction of the practical management framework and is committed to staff development, economic efficiency of enterprises, as well as their social responsibility towards improving.

Human factors and personnel management in Georgia

We conducted surveys, revealed the following features that are related to human factors and personnel management in Georgia. Georgian enterprises Unlike to foreign business pay not enough attention to the development of personnel (primarily, it appears inadequate assessment system, teaching, professional level, lack of motivation and encouragement). Corporate culture is at a low level, or structural, characteristic of the Soviet system approaches have been forgotten, and the new has not yet been created (especially where they are needed individual approach); Polls showed that it is common for Georgian companies, that this high educated stuff is low efficiency. Virtually all respondents proved local employees such properties, such as high educational potential, the novelty quickly

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assimilate, human networking skills, problem solving skills, the mutual commitment [2] (*Davidmann, 2005*).

The obtained data indicate that the human factor is not sufficiently used in Georgia and at the same time is obvious its high potential. If we use the comparative management approaches (for example, if we take the more successful countries), it is possible to manage the enterprise and its impact on economic efficiency (first of all, working to improve management of resources), as well as personnel and social development of positive experience [3].

The survey showed that Georgian enterprises are not sufficiently developed for staff recruitment, assessment, training, motivation and incentives processes. In addition, it is possible to create appropriate conditions for the activities of staff effectiveness, creative skills to open, and raise a loyalty. Staff caring is the principal moments of the foreign companies' activities (for example, the existence of adequate social package, which includes an extensive list of services, ranging from health insurance and ending with sports clubs and travel packages, which offer an integral part of the employment of personnel). Thus, social package offered together with the basic salaries. is one of the major indicator while choosing the job in developed countries.

In combination with the above-mentioned indicators (primarily human factors growth trend) actuality of comperative management at the current moment is determined by the existence of the following prerequisites: Georgian businesses have been faced with the cross-cultural problems that have raised questions about the Georgian-foreign capital and the international venture. Cultural differences cause serious incompatibility often at the level of international cooperation. For example, according to the International Bank data in Georgia more than 70 % of the projects failed due to ignoring Georgian business cultures. It is e actual management of Anglo-Saxon model and the use of `ideology, which is most common in Georgia and that often faces a number of difficulties. Hard, very effective American Management actively used in different countries with a developed economy. The problem is whether we can be use it. And, if possible, then how? Blindly copying the American model is senseless. Here you must remember the M. Weber's words: «Western-style capitalism could have arisen only in Western civilization». In addition, the Anglo-Saxon model of the management is not perfect, which is confirmed by a recent series of high-bankrupt (Enroni, Parmalat, Arthur Andersen et al.). In spite of its simplicity and effectiveness at a glance, this model can not be used everywhere in Georgia, while taking into account the specific situation [5] (*Maridashvili, 2016*).

Georgian own management and leadership model

The experience of recent years shows that economic growth can not be achieved without Georgian own management and leadership model improvement. Many authors initially asking pressing questions: Why is it that beside we are rich in natural resources, have a unique culture, historically dynamic, talented, hard-working and patient people still live

in the poor conditions? It's one of the reasons may be mentioned that the ruling class has trodden the basic values of Georgian civilization, does not consider the peculiarities of the national character, which is extremely negative impact on enterprise management and reduces economic efficiency. Accelerates the process is the fact that our country has stepped up cooperation with different business cultures at the present stage, actively involving the business processes in the system, which requires a certain conception of it, including management. With the entry of the international community exchange experiences only will be strengthened [6] (*Maridashvili, 2015*).

It is clear that the achievement of objectives, such as increasing the national product, increasing the competitiveness of domestic enterprises, it is impossible without foreign experience sharing, especially in management. On the other hand, the use of comparative management knowledge to be applied for the choice of the socio-economic development options.

For example, an internetconference was hold in 2017. The majority of participants agreed that at the end of 1980. Georgians considered as «almost» normal Europeans, and thus, it followed hopes to build «normal capitalism». However, in 1990s dominated pessimistic «assessment about entry the market». Others expressed concern that the Georgian culture had «anti-capitalist mentality», therefore it is difficult to build a modern market economy in Georgia. Proponents of this position suggest that the post-Soviet economy's low efficiency and the high level of criminalization are the side effects of the transition process [11].

In our opinion, the incompatibility of the development of other models may exist, but they don't have very strong negative impact on the domestic economy. Firstly, it should be noted that difficulties in management arise in the transition period, on the other hand, becoming an adaptation to new conditions happening gradually, which manifests itself in the population's living standards, the market mechanism development, firms capitalization growth, entering in the international market, etc.

Modern Georgia seeks it's own management and leadership development model in a difficult situation. Here, the use of comparative management toolkit is necessary to determine what are the impact of such factors, such as the national culture, the economy and change, including the importance of studying the impact of factors such as the level of utilization of information technology, which is incorporated into the process of globalization. National particularities may also reveal the relative use of management tools to find out what are the characteristics of the Georgian management, because it is difficult without a national understanding of the general formation, which in turn would help to explain the behavior of the rulers in modern society.

By using the Comparative management tools can be made improvement in the management of individual enterprises, expose weak areas, in order to help the economic growth.

Today Georgia has made great strides in some areas of activity - art, music, sports, some of the scientific issues, and that's when Georgian management is very far from the

globalization of the principles and standards. Management system that meets international standards, in our opinion, have to achieve a high level of management efficiency, as well as managers of high level of training.

There is a opinion that the Georgian people don't stand for the hard work and their work efficiently and properly organized. At the same time, an adequate system of management and it's high quality are the prerequisites for successful economic development of the country as a whole. The low level of Business culture is a serious obstacle to the implementation of joint business, as well as a successful entry into the world community and soar attraction of foreign investments.

In our view, in order to solve this problems in Georgia is necessary to concentrate on the following practical aspects: To identify the main futures of Georgian management model, its strengths and weaknesses to focus on. Detailed analysis of National cultures of labor and management, Georgian society evolution and the development potential of the area will help us to determine the national peculiarities, and to determine, how we can use this futures in order to optimize the management in Georgian. For the adequate self assessment we need to compare with other more economically successful countries [26].

The development of models, which can be used in our country Considering "donor countries" cultural particularities and its areas of application. The world experience in Management field shows that the greatest success bring foreign experiences application while consider of national traditions. Develop specific recommendations for the merger of foreign recommendations with its own characteristics. There is a need for transition from the sphere of high-field theories in action [27].

Further development of Georgian management

At present there are several theories as to the further development of Georgian management:

❖ **Direct copying of the concept**, which would involve the transfer of foreign models, but it is often unsuccessful. It can only bring positive results in the initial stages, but a blind copy followed by failure. Normally, the model has been initiated by businessmen, who have worked or are working with Western investors, working in the West or in foreign companies. They are the most active proponents of the theory. In such cases, the issue is not just the difference in the mentality of nations considered, or vice versa – the idea claims that Georgians and Americans have common features and after using a lot of foreign instruments difficulties not arise. But, unfortunately, Western methods can not be practiced without adapting. This does not mean that it is impossible to exchange experiences. In particular, foreign business culture management mechanism is unacceptable.

❖ **Own management system concept**. It involves creating such a system, which will take full account of the Georgian national and cultural context. It is likely that the Georgian mentality is very different from American, just like any other country mentality. It follows its

own, exclusive management tools for the development and construction of its own business necessity. We do not consider such an approach to some of reasons, first and foremost reason against it is the fact, that we do not have enough experience in the field of management governance. Formation of Georgian management recently launched. Lack of time to make us, in short terms, summarize the existing experience and actively draw from foreign models.

❖ **Concept of Partial use of foreign experience.** This approach implies to some of the foreigner instruments while considering Georgian specifics. The main problem at this stage is the selection management system (Japan, USA, Western Europe and so on. Management systems «differ from each other), and also it's prudence, «moderate» use.

❖ **Concept of Partial use of foreign experience** in our opinion, will be the most successful.

Based on the data of the National Statistics Service, in Georgia there are approximately 60 thousand managers, 15 % of them are employed in large businesses, 85% of medium and small business, whose largest part are the founders of this business, It increases requirements for managers. The studies have Showed that only 20 % of heads of enterprises fully familiar with the tax laws, 75 % of managers are not familiar with foreign experience in the field of management, 70 % of Ltd. managers – are not aware of the essence of a Ltd. large parts of Managers Not able to manage a new, modern technologies. A majority of them are dilettante, only one-tenth of managers have received professional education [26].

Conclusions and recommendations

Transmission of Various methods and approaches depends on the compatibility of our cultures, and their application areas. In reality, there are specific areas of expertise required. Management of foreign experience can be used in the following areas:

■ **Personnel management.** The modern era of information technology in different cultures are characterized by the same trend: in particular, the role of staff changing and growing. According to the research conducted, the biggest success in achieving goals have those companies who care for its personnel; A human becomes the main factors of company's operations and the efficiency functioning. Hofstede expression is worth remembering that any company assets «returns home at the evenings». In addition, the same group can show a fundamentally different organization working with a different result. It is proved that the same employee, qualified, trained, developed in the workplace, the production of a certain type of organization shows worse results, while other industries – the highest. If we return to the examples of the success of Japanese companies, it should be noted that Japanese management o take into account national peculiarities of the Japanese worker. Staff motivation and incentives, corporate culture, staff hiring and promotion system, communication flows, are actively used in the practice of the Georgian companies.

■ **Financial Management.** Here schemes are similar and we can do a lot of copying. In addition, Anglo-Saxon approach to the field of financial management and accounting gained

world recognition as the most effective and competitive. Models in this area are currently underway (the most striking example are banks and enterprises moved to international financial reporting standards) and it should be noted that quite successfully.

- **The ethical side of the business relationship** is an important trend for the domestic business.

- **Marketing field.** The biggest difficulties arise in this area, because Marketing respects based on the mentality, life and values and in every country has its own specifics. Any approach should be filtered.

The exchange of modern technologies management field is becoming an essential resource in company's development. Exchange of experience is actively used in the practice of the largest foreign countries, such as the USA and Japan. At present, the exchange of information and technology management field is used by all foreign societies.

Intercultural exchange emerge the conflicts and misunderstandings, so-called «Culture shock». one of the task of Comparative Management is help overcome such situations. In the Management field the cultural exchange experience factor exists, but it is not worth to exaggerate. On the one hand, a significant part of joint ventures with Georgian and foreign business fell due to the cultural level of misunderstanding; On the other hand, according to the results of research and technology an important part of the management tools were imported from abroad. This is confirmed by the Georgian enterprises by a positive use of foreign management experience.

Compliance between the Management and mentality is one of the fundamental sign of social system balance, which is characterized by the absence of social conflicts.

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