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SOCIAL FACTORS OF ECONOMIC GROWTH, ANALYSIS OF THE EFFECTIVENESS OF TOURISM AND MANAGEMENT

Collective monograph

ISBN 979-8-88992-704-4 DOI 10.46299/ISG.2023.MONO.ECON.2 BOSTON(USA)-2023 ISBN – 979-8-88992-704-4 DOI – 10.46299/ISG.2023.MONO.ECON.2

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. Boston 2023

Library of Congress Cataloging-in-Publication Data

ISBN – 979-8-88992-704-4 DOI – 10.46299/ISG.2023.MONO.ECON.2

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> Published by Primedia eLaunch https://primediaelaunch.com/

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The recommended citation for this publication is:

Social factors of economic growth, analysis of the effectiveness of tourism and management: collective monograph / Kaplin M., Makarov V., Bilan T., Perov M. – etc. – International Science Group. – Boston : Primedia eLaunch, 2023. 249 p. Available at : DOI – 10.46299/ISG.2023.MONO.ECON.2

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DOI: 10.46299/ISG.2023.MONO.ECON.2.4.2

4.2 Integral intelligence of the collective of enterprises as the basis of ensuring its competitiveness

As the analysis of scientific works proves, most researchers investigate only the theoretical and methodical basis of investment and innovation development of enterprises [68-70] in technological and technical aspects without focusing sufficiently on the personnel aspect. Indeed, the investment and innovation process at enterprises is based on the use of the human and intellectual potential of individual workers, but its effectiveness increases when using integrated intelligence.

The effectiveness of research is largely determined by collective activity. Not all problems can be solved individually. This is determined by the labor intensity and the methodology, which sometimes requires a diversity of bits of intelligence, education, and psychology of researchers. However, the collective activity of researchers also has its efficiency criteria and, in certain conditions, can be less effective than individual research work. Independent thinking does not combine with the characteristics of conformal intelligence, just as mobility, or creativity of thinking, with the qualities necessary for non-creative scientific work.

The highest degree of formation and functioning of collective intelligence is integral intelligence, which reflects the combination of abilities and intellectual potential of researchers, the synergistic effect of intellectual activity, and the effect of mutual complementation and mutual reinforcement.

Turning to the scientific opinion about integral intelligence [71-73] proves the existence of such a definition – it is the deliberate and conscious use of an extended mind in such a way as to ensure the successful activity of an individual in a particular external environment. It is defined by the human mind, which recognizes its own spiritual and suprapersonal knowledge base.

We will translate the psychological aspect of integral intelligence into a socioeconomic one and form the author's vision of collective intelligence. The general scientific principles of the system approach allow analyzing any object, including intelligence, as a whole structure of interconnected elements. The integral properties

of the system are not a simple sum of the properties of the system elements; its place in the overall structure determines the properties of any element of the system. The behavior of the system is determined by its internal structural features. Integrability is a general characteristic of the unity of intragroup connections and relations in the process of joint activity. From the standpoint of the systemic approach, integrability is considered one of the most essential group-forming qualities. Integrativeness is a measure of unity, indivisibility, and commonality of team members with each other. This means that each team member must have a clear understanding of his role and contribute to the joint work, taking into account the needs and goals of other team members. Integral intelligence is the effect of combining the intellectual capabilities of various aspects of human intellectual activity, including mental abilities, emotional and social intelligence, creativity, intuition, spirituality, and other aspects that affect our ability to analyze, solve problems, make decisions and interpersonal interactions with the help of their appropriate selection and organization of joint activities.

That is, the integral intelligence of the collective is determined by the trinity of, firstly, the internal content of the personnel (emotional, spiritual, moral, intellectual qualities of the individual), secondly, the model and character of interpersonal relations in the collective and intergroup relations (between collectives), the association and the effectiveness of the joint activities of team members.

The theory of collective intelligence is based on the following methodological foundations, which establish the states of such integral intelligence. Including:

- autonomy, which we propose to consider through the autopoiesis of the system, which is the integral intelligence of the enterprise's collective. The ultimate goal of the company's management is to create a single integrated autonomous organizational closed system, which is a collective, which combines components - employees and interactions - information processes (interpersonal, group, through various means of communication).

- coherence - the phenomenon of preserving the relationship between the phases of various oscillatory processes with the designation of phase synchronization of the wave functions of the elementary particles that make up a specific structure. A system-

coordinated, collective behavior (macro level) and its constituents (microlevel) can lead to effects such as superconductivity. That is, considering the integral intelligence of the collective, we define its coherence as the ability to create new functions and properties thanks to the coordinated interaction of its elements;

- the synergism of the collective intelligence - the process of integrative analytical and synthetic activity-thinking of the members of the collective, which arises as a result of their interaction in the course of purposeful, mediated, and generalized cognition

- the speed of reaction to changes in the external environment determines the activity of any economic entity. That is why one of the essential qualities of the integral intelligence of the collective is intellectual strength, which is its ability to quickly intellectually analyze and understand complex problems, solve problems using creative approaches, as well as the ability for effective communication, leadership, cooperation, and interaction with other team members.

One of the components of the team's integral intelligence is the moral basis of the personnel's daily activities. When forming and developing the integral intelligence of the collective, there is also the reverse side of the problem – the desire (openness) of employees to participate in the vital activities of the collective. In this sense, forming a spiritual and moral management model at enterprises is essential. The nature of labor activity is determined by the impact on the employee of numerous factors acting with different forces in different directions. The formation of motives for work occurs to a large extent individually. The following individual characteristics of a person can stand between perceived needs and formed motivators, influencing motivation: education, health, value orientations, interests, and ideals. Motives for labor activity can be strengthened by external factors – incentives. Any external factor turns into a stimulus for a specific person only on the condition that he perceives it, perceived as the target object of satisfying a particular need and arouses a conscious interest in him -amotivating motive for action. Today, the progressive principles on which work motivation is built are strong beliefs, values, culture, respect for the individual, career opportunities, a holistic approach to employees, staff participation in management, etc.

These principles should contribute to such capabilities of employees as accepting, generating, analyzing, synthesizing, and predicting information changes, as well as adapting their abilities to such changes.

The use and development of the integral intelligence of the collective occur as a result of interpersonal and intergroup interaction of employees. Interpersonal interaction is a form of communication in the broadest sense of the word. It is one of the forms of social interaction, the content of which involves the exchange of communicative activity. In communication, a person realizes his needs as a member of the human community, shares accumulated experience, and assimilates the social experience of other people as a whole. Communication structure in a generalized form includes three interconnected sides: communicative, interactive, and perceptive. The communicative side of communication consists of the exchange of information between people, and the interactive side involves the exchange of knowledge, ideas, emotions, and actions. The perceptual aspect of communication plays a significant role in communication in the problem of interpersonal perception and illuminates the mechanisms of establishing mutual understanding between partners. In the author's understanding, intergroup interaction occurs between the collectives of the structural divisions of the enterprise and between the collectives of the enterprises of the association. The result of the implementation of the integral intelligence of the team is innovative research activity, which is carried out by the efforts of the entire team. The following implementation principles will determine its effectiveness:

- the possibility and unobstructed consultation by those employees who have achieved the highest competence in the field of knowledge, which are used in the process of achieving the goal of innovation and research activity;

- minimization of control, which provides correction, feedback, and connection of activities but is not a limiting factor of creative activity;

- scientific equality of performers, manifested in the free expression of ideas, proposals, and hypotheses by any team member, regardless of age, social and professional position, and scientific recognition. Formation of an environment for the generation of ideas, their competent evaluation, and practical implementation;

- acceptance of the right to use only constructive criticism, which has the form of a mild objection, and suggestions, additions, and new approaches to solving the problem, which contributes to the search for the final correct solution, which is the result of the realization of the intellect of the entire team. Not rejecting from consideration even fantastic ideas that can become an impetus for finding and defining rational solutions;

- combination and harmonization of individuality and collectivity in the innovative and research activities of the team;

- recognition of the right to the creative activity of every employee, exclusion of the possibility of limiting creative self-realization and experimentation;

- the favorable psychological and moral climate in the team, which "warms up" the creative activity of employees, removes psychological restrictions, and raises the participants' self-confidence in the team's innovative and research activities.

Ensuring the formation and implementation of the integral intelligence of the team is under the influence of several factors that have both direct and indirect influence.

It should be recognized that the critical link of the integral intelligence of the collective is the integral intelligence of the individual, which, first of all, is formed as a result of the intellectual development of the individual to the level that would allow him to implement the tasks and achieve the set goal by traditional and creative means. In this process, the primary role belongs to the existing education model chosen in the country and the training model formed at the enterprise.

In addition, according to the authors, the direct influence on the formation and implementation of the integral intelligence of the collective of enterprises is exerted by the factors that are combined into the general group «internal factors of highly effective organizations» – these are:

- opportunities to acquire new skills; valuing and rewarding learning; mutual learning as a norm; professional training, in addition to acquiring technical skills, also concerns interpersonal relations;

- obtained by the employee the right to make independent decisions regarding

the performance of work; planning job duties so that their performance requires many skills; the relationship between the performance of the employee and the success of the final product or service, which is traceable;

- the approach to management is revealed in helping subordinates to become successful; managers encourage innovation and support feedback from subordinates; encouraging open communication between management and employees; not allowing a person who does not have high skills of working with people to a managerial position;

- the central unit in the team is the work team; the employee identifies his activity with the final product or service produced by the enterprise;

- members of the team are constantly focused on determining the wishes of consumers and the means of meeting their needs; employees are familiar with the standards for determining the quality of the final product or service and how to ensure their compliance with these standards;

- the enterprise and its staff expect changes in the external environment and quickly adapt to new requirements; the team quickly adopts new technologies and applies innovative methods of using existing technologies; the construction of information systems of the enterprise is designed for the unimpeded exchange of information and knowledge;

- developed mutual assistance between employees; the structural divisions of the enterprise clearly cooperate as they clearly understand the set goal and the planned result; each worker shares the company's values and uses them to make decisions;

- the system of motivational payments to personnel is built on the principles of dependence of their work and the efficiency of the work of the entire team; remuneration is a consequence of the acquired knowledge and skills of employees;

- attitude to personnel and technologies as equal resources; the introduction of new technology is accompanied by the involvement of personnel in making a decision on its acquisition and use.

The last factor, which, according to the authors, directly affects the formation and implementation of the integral intelligence of the team, is R&D.

A significant number of factors affecting a group of enterprises' competitiveness requires improving the competitiveness management system, which is only possible with a preliminary appropriate assessment. Many approaches to assessing the level of competitiveness of objects have been formed in the scientific literature.

The assessment of the competitiveness of the enterprise team is based on the determined partial analytical indicators that reflect the actual level of each characteristic and, accordingly, the availability of reserves for its improvement. The integrated coefficient of competitiveness of the team is the resulting value of partial analytical indicators. Calculation of partial indicators is carried out using the method of expert evaluations.

An essential stage of the assessment is the selection of experts. The procedure for selecting such persons at the enterprise has the following general form: the leading specialist of the enterprise (as the one who has the most competence in personnel management at the enterprise) names the five most competent specialists in this field. They simultaneously participate in a further survey and have the right to name their five candidacies. Each named has the right to speak about this issue as well. The final list of experts was formed from the official who was chosen by the authors of the assessment and those experts who were called respondents the most number of times. The formed list of experts can be considered a broad set of specialists competent in this field of knowledge, some of which was 29 people in the author's research. They all meet the requirements: professional competence and the availability of research and practical experience in the field of management; creativity; scientific intuition; interest in objective results of expert work; independence of judgment; and objectivity.

At the beginning of the expert survey, a questionnaire was distributed to each expert, where the characteristics for assessing the team's competitiveness were indicated in an accessible form. Each expert needed to establish the specific weight of each characteristic in the overall system and the presence of a particular characteristic in the enterprise team. Each expert assessed the relative importance of each characteristic and its relative weight on a 10-point scale. At the same time, the relative importance should reflect how significant the presence of characteristics is in the work

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of the company's team (at the time of the evaluation). These estimates can be accepted as reliable if the deviations in the estimates of individual experts correspond to a normal distribution and if they are sufficiently consistent with each other. That is why we will check and determine the deviation of each expert's assessment from the average value for each characteristic that we have chosen to assess the team's competitiveness.

The root mean square deviation calculation has a significant subjective color, which can cast doubt on the evaluation results. For this, in expert methods, the calculation of the consistency of experts' opinions is used using the concordance coefficient:

$$W = \frac{12}{d^2 (m^3 - m)} \cdot S, \qquad (1)$$

де d - number of experts; m - the number of indicators; S - squared error

The integral indicator of the competitiveness of the enterprise team is calculated according to the formula of the geometric mean, which is explained by the difficulties in determining the weight of the characteristics that are included in the integral indicator.

The obtained result, which establishes a quantitative measurement of the level of competitiveness of the enterprise team, can be interpreted in the following rating scale: $0 < K_{\kappa} < 0.33$ - the state of competitiveness of the collective is catastrophic or has deficient development and requires immediate, profound changes in the organization of personnel management, including strategies for its anticipatory development; $0.34 < K_{\kappa} < 0.66$ – the uneven development of individual characteristics characterizes the level of competitiveness of the collective, the enterprise does not fully adapt to the needs of the market and is unable to provide the collective with high living and working conditions; $0.67 < K_{\kappa} < 1.0$ – mainly the comprehensive achievement of strategic goals for the development of personnel and the enterprise as a whole, which allows attracting highly qualified, creative and innovatively active personnel who

quickly adapt to changes and are committed to the enterprise.

Thus, the conducted assessment gives a clear idea of the average level of competitiveness of the team. With a more detailed examination, we observe the lowest level of such characteristics as, first, the effectiveness of organizational culture; the level of attractiveness of workplaces that are provided with competent personnel, which prove that the members of the company's team are not satisfied with the conditions and organization of their activities at the company; secondly, the team's ability to act in an integrated manner and the level of employees' compliance with the provisions of the quality management system, which indicates a low level of team cohesion around the common goal of increasing the efficiency of the industry and its competitiveness.

Acknowledgment. The paper is prepared within the scientific research project "Sustainable development and resource security: from disruptive technologies to digital transformation of Ukrainian economy" (No 0121U100470) and "Fundamentals of the phase transition to the additive economy: from disruptive technologies to institutional sociologization of decisions" (No 0121U109557).