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Economical Problems of Sustainable Development



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CULTURAL INFLUENCE ON MANAGEMENT STYLE IN AN ORGANIZATION (TANZANIA EXPERIENCE)

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Management and leadership style tend to differ from one country to another around the world, meaning that management and leadership style in an organization or enterprise is highly affected by the local culture which plays a great role in shaping the management system of an organization.

Culture can simply be referred to as the way of life in which people live, the values, norms, principles and practices that govern a particular community or country at large. Generally management can be defined as individuals or a group of individuals responsible for organizing, controlling, planning directing and coordinating all the essential activities in the organization.

Management style is referred to as the unique way in which managers choose to handle his/ her team (employees) and other activities in the organization or enterprise. We usually consider the following 3 managerial style types:

1. Autocratic style (authoritarian): is a form of management where one leader typically has complete control over a work area or project and making all strategic decisions for subordinates.

2. Democratic style: is a management style whereby the managers allows or involves his/ her subordinates or employees in the decision making, therefore everything is agreed upon by the majority.

3. Liberal style: manager sets the tasks and gives staff complete freedom to complete the task as they see fit. There is minimal involvement from the manager.

Lets consider culture influence on the management and leadership style in the organization in Tanzania. Tanzania is one of the most culturally diverse countries in the world, culture is a delightful mix of influences with over 120 tribes, which form 95% of the country's population and the remaining 5% consist of the Arabs, Asians and the white inhabitants.

Despite considering Tanzanian business base as conservative and hierarchical, after the government changed the direction from socialism to open, market-oriented, competitive economics to ensure fruitful cross cultural management, we may see positive and major changes in the business environment.

The management and leadership style has been changing over the years, in the managerial context in Tanzania there is no specific style of management and leadership in Tanzania it all depends on individual organization and conduct.

In Tanzania a good manager must have the following qualities are education, experience, people skills, being hard working, her/his personality, flexibility and ability to carry through.

The most successful managers are those who are open to new ideas and are ready to show their leadership skills when it really matters. Most Tanzanians regard highly leaders who can make difficult decisions and stand by those decisions. The paternalism between manager and employee means that the role of managers often extends beyond the working life, Managers will often invite their employees to their homes for a dinner or other social events and it is polite to always accept and attend even if one does not stay for long.

Tanzanian organizations often have a clearly defined hierarchical structure that usually involves the Director (or highest ranking officer) as the centralized decision maker. The Director is often the founder of the organization, who drives and directs the organization. Staff are accustomed to receiving orders/directives from the Director and will not usually be very vocal about an initiative they are interested in undertaking. They will either abandon it or proceed without first checking with their supervisor.

Managers rely on rules and regulations that employees obey without question. Managers must learn to motivate employees. Some intercultural sensitivity is essential and you should remember that it is important never to chastise or criticize an employee publicly.

Challenges facing managers in Tanzania:

1. Building a team: Tanzania being a diverse country sometime it may be very difficult to build team work, in the past, employees preferred to work with others from the same ethnic origins. With the advent of more westernized business practices, managers must spend more time on team building strategies and guiding employees to treat each other with mutual respect.

2. Workplace Diversity: as explained above Tanzania is among the most diverse country in the world, sometimes it difficult for managers to deal with different people cultures and religious beliefs, sexual orientation etc.

3. Motivational Approaches: this is a result of our individual needs being satisfied (or met) so that we are motivated to complete organizational tasks effectively. As these needs vary from person to person, an organization must be able to utilize different motivational tools to encourage their employees to put in the required effort and increase productivity for the company.

4. Ethical conduct: In making decisions, managers must consider how their decisions will affect shareholders, management, employees, customers, the community at large, and the environment.

5. Workforce and social trends: Changing society values, cultures and interests have a great impact on the work of managers since some of the managers have to deal directly with employees, they have to take into account social trends. The managers also have to bear in mind the demographic changes while planning, organizing and controlling.

Therefore culture can be major factor that influence on the management and leadership style, it has been evidence that different countries has different types of management some democratic, liberal or even mix of all.

PROBLEMS OF STAFF MOTIVATION

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The problem of personnel management is widely examined on modern enterprises. Modern technologies, innovative ideas never will be effective, to be of the maximal use without highefficiency work, proper preparation and qualification of human capitals. A management of personnel is a complicated process, because everybody is provided with an intellect, and ability to think. Nowadays, the basic problems of management of personnel is selection, forming of shots with the modern economic thinking, providing of efficiency of employees labor, maintenance of favorable climate in the company.

Staff is a basic staffing employees of the organization that perform various production and economic functions. Staff is determined by the nature, scope, complexity of production processes, their degree of mechanization and automation.

Personnel Management - a set of principles, methods, means and forms on interests, behavior and activities of employees in order to maximize the use of their intellectual and physical abilities during labor function.

In today's strong market competition, the success of the enterprise depends on the creativity of workers. Therefore, one of the main tasks of the manager is the motivation of staff. Most scientists believe that the mechanisms of stimulation of workers are complex systems impact management organization of workers that directly involves the interaction between manager and employee. Today motivation mechanism in Ukraine is outdated and ineffective; it does not meet the needs of today, the strategic objective of social and economic development.

Experts distinguish five main ways for staff motivation:

- 1) Give your employees feel that they are involved in company;
- 2) Do not motivate, but make workers happy;
- 3) Stand-alone mode also motivates;
- 4) Encourage employees to ensure that they have expressed their complaints about the work;
- 5) Hire leaders and motivate them.

System of staff motivation should be based on thorough study and consideration of the needs of workers. Motivation is used to provide some orientation activities and operations. Building an effective mechanism of motivation is very difficult, because there are so many human needs and the means