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SCIENTIFIC ORGANIZATION OF MANAGERIAL WORK IN MODERN CONDITIONS.

Scientific organization should be understood as such organization of work of management workers, which is based on the use of achievements of science and advanced experience, progressive forms of management, application of technical means and allows to establish in the best possible way and constantly improve interaction of employees with each other and with workers, as well as with the technical means used in the process of implementing management functions and engineering, technical and economic support of production. The main goal of scientific organization of work is to increase labor productivity while maintaining the health of workers.

Scientific organization of managerial work includes the following terms:

- division of workers and their cooperation, both on the scale of the enterprise and within each division;
- selection and placement of workers and ensuring their qualification level in accordance with job responsibilities;
- organization of the activities of management workers as part of the production team for its management and for its engineering and technical support;
- organization and equipment of workplaces;
- use of progressive work methods;
- creation of favorable working conditions;
- assessment of individual and collective work;
- use of technical means of management;
- stimulation of work.

The need to improve management processes arose in our country and abroad relatively recently - in the late 50s - early 60s of the 20th century. Foreign authors associate the "revolution in administrative management" with the growth of the management apparatus and its costs, the growth of administrative (office) work, the emergence of new types of management functions at enterprises (advertising, social insurance, public relations), a sharp increase in the volume of information and document flow and, as a consequence, the need for a clear organization of management work, rationalization of management processes, that is, comprehensive actions to improve management activities. Rationalization of the organization of the work of a manager, a specialist requires accounting for all work performed, systematic monitoring of their working time, and a study of the structure of work time costs. This makes it possible to analyze the use of working time, draw up reasonable plans for personal work and activities for the scientific organization of the work of management workers. To study the content of the work of management workers. The following methods can be used to study the content of work and the structure of the working time expenditure of managers and specialists:

- active and oral surveys are conducted to study the employee's opinion on how rationally his work is organized: whether his duties are clearly defined from the employee's point of view, whether he has to perform work that is not included in these duties (what and for how long), whether his work is planned and what is the proportion of unscheduled work, whether there are losses of working time (their amount, reasons), what mechanization and office equipment are used in the work (their use), whether the employee is satisfied with the organization of his workplace and working conditions and, finally, what suggestions the employee has for improving the organization and increasing labor efficiency;
- a photograph of working time, used to establish the structure of its costs during the planned observation period. In this case, the study of working time costs is carried out by observing and measuring all time costs without exception in the order of their actual sequence. A photograph of working time is taken by a specially designated person, it can be continuous (i.e. throughout the entire working day) or selective;
- when self-photographing working time, the accounting of working time costs is carried out directly by workers under the supervision of scientific labor services. It is carried out using special self-photograph sheets, in which all completed work or breaks in fixing intervals, constituting a certain part of an hour, are recorded;

- the method of momentary observations, used to study the content of labor and working time costs of various categories of engineering and technical workers and employees. The principles and methods of conducting observations are basically the same as in the study of labor costs of workers, there are only some special features. In the absence of an employee at the observer's workplace. In the absence of an employee at the workplace, the observer can obtain information about the reasons for his absence from the mark made by the employee in the journal. Scientific organization of management work in modern conditions includes the use of modern technologies, methods and approaches to improve management efficiency. Here are some key aspects:

1. Adaptation to change: Modern organizations face rapid changes in the external environment. This requires flexibility in management and the ability to quickly adapt to new conditions.
2. Information technology: Implementation of digital solutions and management systems (e.g. ERP, CRM) helps optimize processes, improve communication and increase the efficiency of decision-making.
3. Team approach: Modern organizations are increasingly focused on teamwork, which requires the development of management skills among employees and the creation of cross-functional teams.
4. Leadership and motivation: Effective leadership includes motivating employees, creating a comfortable working environment and developing their potential through training and support.
5. Analytics and data: The use of analytical tools to evaluate productivity and efficiency allows for more informed decision-making.
6. Innovation and creativity: Stimulating innovative ideas and creative approaches in management helps organizations remain competitive.
7. Sustainable Development: Taking into account environmental and social factors in management is becoming an increasingly important aspect, which requires the integration of sustainable development principles into strategic planning. These elements help to create a modern organization capable of functioning effectively in the conditions of dynamic changes and competition.

The main directions and principles of the scientific organization of management work include:

System approach

- Management organization is considered as a system where all elements interact: people, processes, technologies and the external environment.
- Analysis and optimization of all management processes to improve their efficiency.

Use of information technology

- Implementation of digital platforms for process automation, such as electronic document management and project management systems.
- Use of data analytics to make informed management decisions.

Flexibility and adaptability

- Development of flexible organizational structures capable of quickly responding to changes in the external environment.
- Use of Agile and Lean methodologies to improve efficiency and minimize losses.

Teamwork and delegation

- Encouraging cross-functional teams to solve complex problems.
- Delegation of authority to increase responsibility and employee involvement.

Leadership and personnel development

- Development of leadership and management skills among managers.
- Investment in employee training and development to improve their qualifications and motivation.

Sustainable Development and Social Responsibility

- Consideration of social and environmental factors in the management process.
- Development of strategies aimed at sustainable development and corporate social responsibility.

Innovative approaches

- Encouraging creativity and innovation within the organization to improve processes and products.
- Application of new management methods, such as design thinking and open innovation.

These elements help organizations adapt to modern challenges, improve efficiency and achieve their strategic goals. [2]

Each method of studying the content of work and the structure of time costs is applicable to certain conditions, has corresponding advantages and disadvantages (Table 1).

The importance of organizing the workplace and working conditions of administrative staff as factors that directly affect labor efficiency is difficult to overestimate. Research by specialists has shown that due to these

factors, implemented taking into account the requirements of ergonomics, psychophysiology, sanitary hygiene and technical aesthetics, the labor productivity of administrative staff increases by more than 50%.

Rational organization of executive workplaces involves their correct layout, furnishing with furniture and the necessary means of organizational equipment, office supplies and auxiliary devices.

Rational organization of the workplace and creation of the best working conditions for administrative staff include the following set of key issues:

- layout of work spaces based on the study and analysis of the technology for performing the main and most common types of work and information flows at an enterprise or institution;
- placement of furniture and equipment at workplaces based on their functions and the composition of work performed by each employee, and the maximum reduction of physical effort when performing work;
- efficient use of work areas taking into account the requirements of the work process, performance characteristics of the equipment and optimal working conditions.

A special feature of the work of managers is the large proportion of mental operations. This largely determines the requirements for the organization and equipment of workplaces, as well as the working conditions of the manager.

Noise, temperature and humidity conditions, good lighting, a rationally organized and equipped workplace, equipped with modern office and computer equipment have a favorable effect on increasing labor productivity.

The appearance of an office, a cabinet is the face of its owner. The appearance of the office, as a rule, forms a certain impression of the character, taste and intellect of the manager.

The appearance of the office depends on many factors, including such as the gender of the manager, age, character, taste, habits, and the nature of the work.

Just as the absence of a business card is a violation of business etiquette, a primitive, and especially a sloppy appearance of the workplace and office offices causes difficult-to-repair damage to the business reputation of the company.

The basic principles underlying the design of any office are:

1. Furniture, office equipment, lighting fixtures and even office supplies should be in the same style.
 2. Before furnishing your office, the manager needs to study the premises. The size of the office should correspond to the size and number of items to be placed.
 3. It is necessary to decide whether soft lighting will suit the manager or whether the office needs bright light.
 4. If the office windows overlook a noisy street, you will have to think about soundproofing.
 5. It is necessary to resolve issues of decorative design of the office.
- The office should not only be beautiful, but also comfortable for both the manager and the visitor.
7. It is important to consider the environmental friendliness of the materials from which the furniture is made.
 8. The furniture should be arranged conveniently from the point of view of its use. First of all, this concerns the desk. Among the requirements imposed on it, its functionality and comfort should be highlighted first.
 9. The size of the table should be chosen so that any object placed on it can be easily reached or rolled over if the work chair is on wheels.
 10. It is advisable to have two folders: "To be implemented" and "Done", the first on the right, the second on the left.

The office of the head of the organization can occupy different areas and is intended, in addition to working at the table, for receiving visitors, holding business meetings.

The most typical for the workplace of the head is a T-shaped layout, when a table - an extension for conferences is placed perpendicularly to the work desk. The use of a lifting and rotating chair provides ease of use of communication and signaling equipment located on the extension table on the left.

In accordance with current regulations, the area of office premises is established at a rate of at least 4 m per employee. Important components of a modern office are computers, printers, monitors, answering machines, faxes and communication equipment. The main condition that must be met when working on a computer is to make the manager's work easier, not more difficult.

Faxes are an integral part of offices.

The telephone and other peripheral systems should be located so that they can be easily accessed. Some space should be left for auxiliary attributes, such as a notepad, paper, in case you are taking notes on the content

of a telephone conversation.

Office equipment also includes various models of copying machines.

Existing technical means of document processing are designed to perform a wide range of work related to the processing of incoming and outgoing correspondence, organizing a control and reference service, storing documents, accelerating their movement and delivering them to performers.

By purpose, two groups of such means are distinguished: means for document processing and means for storing, searching for and transporting documents.

Document processing means include: equipment, devices and accessories for folding, sorting, fastening documents, dating, registering, addressing and marking them, as well as machines for destroying unnecessary papers.

Table 1

The feasibility of using various methods for studying the content of labor and the structure of employee work time expenditures depending on the complexity of the tasks and the scale of the study

Method	Expediency of use	Advantages	Difficulties in use and disadvantages
1	2	3	4
Self-photograph of working time (without list of work elements)	<ul style="list-style-type: none"> - in the initial study of the organization of labor. - in the simultaneous study of the content of labor and the structure of labor time costs - in small-scale research with elements of a questionnaire survey 	economical	<ul style="list-style-type: none"> - difficulty in grouping and processing data - insufficient accuracy of results. - do not fully identify losses of working time due to the fault of the employee
Self-photograph of working time (with list of work elements)	<ul style="list-style-type: none"> - subject to preliminary study of the content of the work - with a significant scale of research 	easy to use, economical, convenient for data processing	<ul style="list-style-type: none"> - insufficient accuracy of results - do not fully identify the loss of working time
Photograph of working day	subject to preliminary study of the content of the work	<ul style="list-style-type: none"> -higher accuracy of results than with self-photography -can be used to control data obtained by other methods 	<ul style="list-style-type: none"> - uneconomical - highly labor-intensive to implement - has an unsatisfactory impact on workers
Method of momentary observations	<ul style="list-style-type: none"> - used as a sampling method in mass observations - it is advisable to conduct a preliminary study of the organization of labor using other methods. - used as a method for monitoring the results obtained by other methods. 	<ul style="list-style-type: none"> -sufficient accuracy of results -economical 	requires highly qualified observers
Questionnaire and oral survey	when it is necessary to identify the opinions of those directly working on problems and ways to solve them	respondents have a very deep knowledge of the subject of the study and ways to solve the problem	<ul style="list-style-type: none"> -requires high qualifications -questionnaire compiler relies on the subjective opinion of respondents.
Note: compiled by the author based on the source [2]			

In conclusion, it is possible to formulate what any manager needs to know: how to manage his business career, his own time, how to plan affairs and make specific decisions, when and to whom to delegate authority, how to organize his workplace and rationalize his own work, how to speak in public, prepare and conduct individual conversations with subordinates, business negotiations, business meetings, and, finally, how to maintain and improve his performance and control the results of his own activities. At the same time, the science and practice of management convincingly prove the possibility and necessity of effective organization

of the personal work of the manager. After all, in the activities of successfully working managers there are common features that can be formulated in the form of principles, practical advice appropriate for this area of management. Measures to improve the working conditions of employees of the administrative apparatus should be aimed at increasing their performance, maintaining health by creating lighting that meets regulatory requirements; the necessary cleanliness; humidity and air temperature; favorable coloring of the room; eliminating noise; establishing the correct work and rest regime, as well as on the basis of the use of modern office equipment. Significant savings in the time managers spend working with information will allow them to devote more time to working with people and social issues.

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МОТИВАЦИЯ В УСЛОВИЯХ НЕОПРЕДЕЛЕННОСТИ: РОЛЬ ГИБКОСТИ В УПРАВЛЕНИИ ПЕРСОНАЛОМ

Стремительно меняющиеся мировые тенденции, политическая, экономическая, социальная обстановки и развитие процесса глобализации и цифровизации, приводит к возрастанию в мире ситуации неопределенности. Все чаще мы можем наблюдать у себя ощущения неуверенности в завтрашнем дне, сомнения не только во внешне-мировой ситуации, но и личные конфликты на основе всеобщей неуверенности в будущем. Е. В. Авдеев и А. А. Радугин в своем научном докладе на тему «Неопределенность – доминантное качество современного общества» подробно рассмотрели феномен неопределенности и конкретизировали связь этого явления с терминами, которыми описывается современное общество в социогуманитарной литературе, а именно: общество постмодерна, неопределенности, риска, потребления, постиндустриальное, информационное, глобализационное, транзитивное. [1] Так, если мы обратимся к такому явлению, как глобализация, то можно установить, что такое глубокое вторжение социальных структур в жизнь человека разрушает разделение между "личным" и "частным". В итоге человек оказывается почти неспособным хотя бы на время отключиться от риска, поскольку он всегда остается угрозой наступления. А если обратимся к концепции «постиндустриального общества», сама приставка «пост» несет в себе определенную долю неопределенности и расплывчатости. В термине «постиндустриальное общество» скрыта двойственность: с одной стороны, он может указывать на самостоятельное, завершенное явление, а с другой — намекать на некий переходный этап, за которым придет новая, полноценная форма общества. Так можно продолжать раскрывать каждый термин и проследивать неоднозначность, тем самым можно увидеть, что каждый из них связан с неопределенностью. Следует заключить, что неопределенность является главным признаком современного общества. Отсюда можно даже охарактеризовать его как общество неопределенности.

Неопределенность- это состояние ограниченности знаний, когда невозможно точно описать существующее состояние и будущий результат. Находясь продолжительное время в неопределенности, общество начинает чувствовать стресс и ощущение потери контроля. Без точных