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DOI: [https://doi.org/10.32515/2663-1636.2022.8\(41\).245-252](https://doi.org/10.32515/2663-1636.2022.8(41).245-252)**Ihona Androshchuk**, Associate Professor, PhD in Economics (Candidate of Economic Sciences)**Volodymyr Lypchanskyi**, Associate Professor PhD in Pedagogy (Candidate of Pedagogical Sciences)**Nataliia Pitel**, Associate Professor, PhD in Economics (Candidate of Economic Sciences)*Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine*

Self-management as a tool of improvement of the quality of management of modern enterprises

The paper is devoted to the study of self-management as an effective tool for improving the quality of management of modern enterprises.

The modern approaches to the practice of self-management is analyzed in the paper. The place of self-management in the structure of general management of enterprises is defined. It has been established that the majority of scientific works consider self-management exclusively as a means of increasing the productivity of a specific employee, which collectively ensures increasing in the overall productivity of the staff. The hypothesis was put forward that there is a direct relationship between the practice of self-management and the indicator of the enterprise's financial income. An analysis of modern approaches to the phenomenon of self-management was carried out. The key components of self-management are defined. It has been established that currently self-management has undergone three stages of development. The first stage involves studying the experience of individuals regarding the effectiveness of various techniques in their personal work by trial and error. The second stage reveals the development of such skills as memory training and rational reading. The third stage is due to the systematization of technical knowledge of individual work.

It has been established that self-management significantly affects the profitability of modern enterprises, regardless of their specifics and size. The effective methods by which self-management can have a positive effect on the company's profit are identified, namely by reducing costs, increasing motivation, expanding innovation and improving quality. The main methods that make it possible to establish the relationship between self-management and the company's financial indicators are: analysis of financial indicators, employee surveys, comparative analysis with competitors, customer reviews.

The article provides examples of empirical studies that confirm the proposed hypothesis regarding the existence of a direct relationship between the practice of self-management and the company's income indicator. The main ways of self-management that could improve the quality of management at modern enterprises are proposed, namely: expanding opportunities, adaptability, innovativeness, responsibility and constant self-improvement. It has been established that self-management is a valuable tool for modern enterprises that seek to improve the quality of their management practices.

enterprise, self-management, efficiency, personnel, income

Problem Statement. The relevance of this paper is explained by the fact that in the modern conditions there is no more difficult and responsible career in the economy than the career of a manager. The specificity of this profession lies in its complexity, as it requires a person to have various skills. Researches have shown that an important factor that prevents the sustainable development of enterprises is insufficient organization of managers. At the same time, effective management and organization of managers' activity is a prerequisite for the successful business operations.

The emergence of self-management as a new direction in traditional management is associated with the public need for using and development of creative potential of managers and employees.

Self-management is consistent and purposeful using of the effective work methods in everyday practice with optimal using of own resources to achieve personal and professional goals.

Analysis of recent research and publications. In the economic literature considerable attention is paid to issues of management efficiency and management systems,

which form the basis of the implementation of self-management, its functions and technologies. The issues of management and labor organization of personnel at enterprises, their motivation, as well as further prospects for the development of self-management are widely considered in the works of such authors as Stephen R. Covey, in his book «The 7 Habits of Highly Effective People», which became a bestseller in more than 40 countries. The book describes the principles of self-management and teaches how to develop a personality and achieve success [6]; Peter Drucker, a famous economist and writer who made significant contributions to management theory. He expressed ideas about self-management as an effective management tool that allows to develop the employee's personality and ensure his efficiency [7]; Charles Handy, author of "Myself and Other More Important Matters". The book is dedicated to self-development and self-organization, which allows you to achieve success in work and personal life [12]; Brian Tracy, author "21 Success Secrets of Self-Made Millionaires". The book describes various self-management strategies and teaches how to effectively manage time and achieve goals [17]; David Allen, author of "Getting Things Done: The Art of Stress-Free Productivity", which describes a time and task management system that allows you to achieve greater productivity and efficiency at work [1, 6, 7]. Along with that, most scientists consider self-management from the point of view of the individual effect, and not at the level of the enterprise, which is quite important from the point of view of the occurrence of crisis situations and the need for a timely response of all team members, regardless of the functional duties of each. And what is important, self-management is relevant not only from the point of view of the management of personnel resources of enterprises, but also of the entire enterprise as a whole.

Statement of the objective. The purpose of this paper is to carry out an analysis of self-management from the point of view of strengthening the qualitative component of the management process of the modern enterprises in general and to confirm the hypothesis regarding the existence of a direct relationship between practice of self-management and the financial indicators of the enterprise.

The main material. Self-management is the ability to control and regulate one's own thoughts, emotions, and behaviors in order to achieve personal and professional goals. It involves taking responsibility for one's actions and making conscious decisions that align with one's values and priorities. Self-management is a key aspect of personal growth, and it is particularly important in today's fast-paced, constantly changing world.

Self-management refers to the process of managing oneself effectively, often with the goal of achieving personal or professional goals. It involves taking responsibility for one's actions, making informed decisions, and engaging in behaviors that promote well-being and productivity. Effective self-management requires a range of skills and strategies, including goal-setting, time management, organization, prioritization, and self-reflection.

Self-management skills are essential for success in all areas of life, including education, career, relationships, and personal growth. People who are skilled at self-management are often better equipped to handle stress, adapt to change, and pursue their goals with confidence and resilience. They are also better able to maintain a healthy work-life balance, prioritize their time effectively, and make informed decisions that support their long-term goals.

Some common strategies for self-management include setting clear goals and priorities, establishing a routine or schedule, breaking down larger tasks into smaller, more manageable steps, practicing self-care and stress-management techniques, seeking out support and guidance when needed, and regularly reflecting on one's progress and areas for improvement. With practice and dedication, anyone can develop strong self-management skills and achieve their desired outcomes.

As is commonly believed, key components of self-management include:

Self-awareness: This involves understanding one's own strengths and weaknesses, as well as one's emotions, thoughts, and behaviors.

Self-regulation: This involves the ability to control one's emotions and impulses, as well as to manage stress and maintain a positive outlook.

Time management: This involves setting goals, prioritizing tasks, and effectively managing one's time in order to achieve those goals.

Motivation: This involves staying motivated and focused on one's goals, even in the face of obstacles or setbacks.

Decision-making: This involves making thoughtful, well-informed decisions that align with one's values and priorities.

Communication: This involves effectively communicating one's needs, wants, and ideas to others, as well as actively listening to others.

By developing these skills, individuals can improve their overall effectiveness and achieve greater success in their personal and professional lives.

In general, it is evidenced there are three stages in the development of self-management (Figure 1):

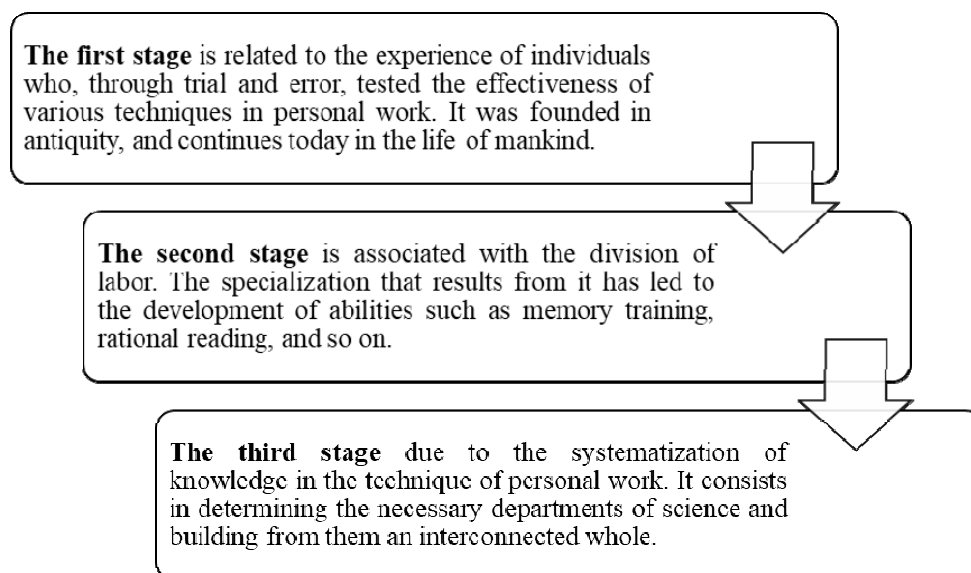


Figure 1 – Main Three stages in the development of self-management

Source: [2]

The first level refers to the experience of individuals testing the effectiveness of various techniques in their personal work through trial and error. It was created in ancient times and continues to this day in human life.

The emergence of the second stage is related to the division of labor. The resulting specialization led to the development of skills such as memory training and rational reading. Today, the autonomous division of labor continues to deepen. Developments in areas such as the ability to make business calls, control emotions, and the art of listening to the other person.

The third stage is due to the systematization of the technical knowledge of the individual work. It consists in identifying the necessary scientific divisions and forming a coherent whole out of them (Figure 1).

Today, the division of employees in self-management is becoming more and more apparent. It is important to develop the ability to manage emotions during business phone conversations, the art of listening to the interlocutor, and more [2].

It should be noted, self-management has the highest, positive relationship with

individual productivity. This means that improving self-management skills may lead to an increase in the individual productivity, both quantitatively and qualitatively. Self-management also has the second highest positive connection with team productivity, after space for collaboration [15].

We have indicated, self-management has been suggested as a process helpful to entrepreneurial success [8, 11, 16].

We conclude that self-management can have a great impact on the company's income. Self-management is the process of self-management, which means the ability of employees or managers to independently make decisions, plan their work and carry it out without external pressure or control. Here are some of the ways in which self-management can positively affect the income of the enterprise:

Cost reduction: Self-management helps employees to be more efficient and productive, which can help reduce labor costs and improve the efficiency of production processes.

Increased motivation: When employees are empowered to self-monitor their work and use their knowledge and skills to achieve goals, they can be more motivated and engaged in their work, which can lead to improved productivity and revenue.

Enhancing innovation: Employees who are empowered to make decisions and freely express their ideas can be more creative and innovative, which can help a business attract new ideas and improve its products and services.

Improving quality: Self-management helps a business attract and retain skilled workers, which can help improve the quality of products and services and customer satisfaction, which in turn can lead to.

There are several ways to prove that self-management has a positive effect on the company's profit:

Analysis of financial indicators: it is possible to analyze the financial indicators of the enterprise before and after the introduction of self-management. If the company's profit increased after the introduction of self-management, this may indicate a positive effect of self-management on the company's income.

Employee Surveys: Employee surveys can be conducted to find out their views on the implementation of self-management and its impact on the productivity and profits of the enterprise. If they respond positively to the implementation of self-management and its impact on their productivity, then this may indicate its positive impact on the company's income.

Comparison with competitors: you can compare the company's financial performance with competitors that use self-management and those that do not. If enterprises with self-management have a higher profit, then this may indicate its positive impact on the income of the enterprise.

Customer reviews: you can collect reviews and reviews from customers about the quality of the company's products and services before and after the implementation of self-management. If the rating of products and services increased after the introduction of self-management, this may indicate its positive impact on the company's income.

In general, it is worth noting that numerous studies by scientists and research centers testify to the existence of a direct relationship between the practice of self-management and the company's profit.

For example, study in 2016, which was conducted by the Confederation of British Industry found that companies that allow their employees greater autonomy and self-management have better financial performance than companies with more traditional management approaches. According to the study, 55% of companies with self-management reported an increase in profits, compared to 45% of companies with traditional management methods.

The study also found that companies with self-management have higher productivity, which can be attributed to higher levels of employee motivation and greater responsibility for their work [5].

In another study the authors explore the self-management system used by The Morning Star Company, a California-based tomato processing company, and its impact on the company's profitability. The self-management system at Morning Star is based on the principles of self-organization, peer review, and personal accountability.

“Selfmanagement is, at a very-very high level, exactly the way you live when you go home from work,” said Green. “We just ask you to keep that hat on when you come to work at Morning Star.” He continued, “Our way of doing things is driven by our philosophy: people are productive when they are happy; people are happy when they have control over what they do [9].”

The authors collected data on the company's financial performance, productivity, and employee engagement and compared it to industry benchmarks. They found that Morning Star consistently outperformed its competitors in terms of profitability, productivity, and employee engagement.

For example, from 1990 to 2011, Morning Star's revenue grew from \$12 million to over \$700 million, while its workforce remained stable at around 400 employees. During this same period, the company's profitability consistently exceeded industry averages.

This case study provides compelling statistical evidence that self-management can have a positive impact on a company's profitability. It also highlights the potential benefits of employee empowerment and accountability.

R. Semler in his study describes how he transformed his family's company, Semco, from a traditional hierarchical organization into a self-managed one. The author shares the statistical evidence of the benefits of self-management on the company's profit. He explains how Semco's revenue grew from \$4 million to \$212 million, and its employee base expanded from 90 to over 3,000 employees. Additionally, Semco's profit margins improved from 4% to 12%, and the company experienced a significant decrease in employee turnover.

The author attributes these impressive results to the company's adoption of self-management practices, such as democratic decision-making, flexible work schedules, and open communication. He argues that by giving employees more autonomy and empowering them to make decisions, the company was able to tap into their creativity and innovation, leading to increased productivity and profitability.

This case study provides a compelling example of the benefits of self-management on a company's profit and offers valuable insights for other organizations considering similar changes [18].

At the same time, it is worth noting that the high level of self-management of the company's staff can negatively affect the functioning of a modern enterprise. For example, Gibson, J. L. & Gibbs examine how different aspects of a virtual work environment affect team innovativeness. They find that self-management can be negatively related to innovativeness, especially if the team consists of people working remotely. The authors recommend that managers stimulate cooperation and communication in the team to increase innovation and work efficiency [10], which is now surprisingly important.

Comparing the pros and cons of self-management, we consider that there are more advantages, and therefore it is important to teach self-management.

Laloux identifies various ways of teaching self-management:

One option is to simply remove control mechanisms or staff functions, allowing people to self-manage in the ensuing creative chaos. People who have a strong psychological attachment to their work are more likely to succeed in this situation because they do not want

to disappoint anyone.

The second option is just to attract individuals to participate in the organization's redesign process. In the above way, you can incorporate people's knowledge and experience with the organization. External instigators, such as coaches, can also assist with the change process. People need clarity about their future prospects before the process begins because their previous jobs will be eliminated and replaced by new roles.

The third way should be to specify a unique switch schedule including using an established framework that includes a direct new structure and practices that can be implemented. Besides, a great deal of knowledge and expertise is shared on internet platforms and at events centered on self-management and teal organizations [14].

It could be indicated, that the key skills of effective self-management are:

- the ability to manage oneself - the ability to make full use of one's time, energy, skill, the ability to cope with stress.
- reasonable personal values, clear, adequate to modern reality.
- clear personal goals: clarity in matters of business and personal life, realistic goals in life.
- emphasis on continuous personal growth problem-solving skills: having effective decision-making strategies and the ability to solve contemporary problems.
- creativity and the ability to innovate: ingenuity, the ability to generate enough ideas to solve a problem.
- high ability to influence others: to provide support and participation, to influence their decisions.
- knowledge of modern management approaches ability to lead, ability to train and develop subordinates the ability to form and develop effective working groups [13].

Self-management is becoming an increasingly important tool for improving the quality of management in modern enterprises. By promoting self-management skills and encouraging employees to take responsibility for their own work, organizations can increase productivity, improve employee engagement, and achieve better business outcomes.

Here are some ways self-management, which could improve the quality of management in modern enterprises:

Empowerment: Self-management empowers employees to take ownership of their work and make decisions that align with organizational goals. This can lead to increased motivation and engagement, as employees feel a sense of pride and responsibility in their work.

Adaptability: In today's fast-paced business environment, self-management can help organizations become more adaptable and responsive to change. By encouraging employees to be flexible and proactive in their work, organizations can quickly adapt to changing market conditions and stay ahead of the competition.

Innovation: Self-management can also foster innovation and creativity within an organization. When employees are given the freedom to experiment and explore new ideas, they are more likely to come up with innovative solutions that can improve business outcomes.

Accountability: Self-management promotes accountability by requiring employees to take responsibility for their own work and performance. This can lead to a culture of accountability throughout the organization, where employees hold each other accountable for meeting goals and delivering results.

Continuous Improvement: Finally, self-management can support a culture of continuous improvement. By encouraging employees to reflect on their work and identify areas for improvement, organizations can continuously refine their processes and practices to achieve better outcomes.

Conclusions and prospects for further researchers. Thus, self-management is a valuable tool for modern enterprises looking to improve the quality of their management practices. By empowering employees, fostering adaptability and innovation, promoting accountability, and supporting continuous improvement, organizations can achieve better business outcomes and stay competitive in today's dynamic business environment.

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Самоменеджмент як інструмент підвищення якості менеджменту сучасних підприємств

Стаття присвячена дослідженню самоменеджменту як ефективного інструменту підвищення якості менеджменту сучасних підприємства.

У роботі проаналізовано сучасні підходи до практики самоменеджменту. Визначено місце самоменеджменту в структурі загального менеджменту підприємств. Встановлено, що більшість наукових праць розглядає самоменеджмент виключно як засіб підвищення продуктивності конкретного працівника, що в сукупності забезпечує підвищення загальної продуктивності праці персоналу. Висуното гіпотезу про наявність прямого взаємозв'язку між практикою самоменеджменту та показником фінансового доходу підприємства. Проведено аналіз сучасних підходів до явища самоменеджменту. Визначено ключові компоненти самоменеджменту, а саме: самосвідомість, саморегуляція, управління часом, мотивація, прийняття рішень, комунікація. Встановлено, що на даний час самоменеджмент пройшов три етапи розвитку. Перший етап передбачає вивчення досвіду окремих осіб щодо ефективності різних технік у своїй особистій роботі методом спроб та помилок. Другий етап розкриває розвиток таких навичок, як тренування пам'яті та раціонального читання. Третій етап обумовлений систематизацією технічних знань індивідуальної роботи.

Встановлено, що самоменеджмент значно впливає на дохідність сучасних підприємств незалежно від їх специфіки та розміру. Виокремлено ефективні способи, за допомогою яких самоменеджмент може позитивно вплинути на прибуток підприємства, а саме за рахунок зниження витрат, підвищення мотивації, розширення інновацій та підвищення якості. Основними способами, які дають змогу встановити залежність між самоменеджментом та фінансовими показниками підприємства є: аналіз фінансових показників, опитування співробіт

підприємство, самоменеджмент, ефективність, персонал, дохід

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