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Staff Attitude Analysis Digitalization of Corporate Governance

By Alexander Raichenko
State University of Management

Abstract- The transition to digital technologies for collecting and processing information, organizing and providing decision-making procedures, monitoring the implementation of planned and ongoing impacts is becoming a priority trend in the innovative development of modern corporations. The openly declared recognition of their promise is paradoxically combined with internal fears and destructive reactions of management personnel to participate in these processes. This publication presents an analysis, identified during the author's research in a number of corporations, of the steady reactions of personnel to digitalization of management.

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Staff Attitude Analysis Digitalization of Corporate Governance

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Abstract- **The transition to digital technologies for collecting and processing information, organizing and providing decision-making procedures, monitoring the implementation of planned and ongoing impacts is becoming a priority trend in the innovative development of modern corporations. The openly declared recognition of their promise is paradoxically combined with internal fears and destructive reactions of management personnel to participate in these processes. This publication presents an analysis, identified during the author's research in a number of corporations, of the steady reactions of personnel to digitalization of management.**

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Introduction

Relevance: The success of most corporate development programs is largely determined by the formation of a constructive attitude of personnel towards ongoing changes. The developed program of their implementation directly depends on whether the staff becomes an active ally, a passive participant or a hidden adversary of the planned changes. Support for the planned transformations is necessary provided by the analysis of their perception by the staff and timely response to emerging contradictions. Finally, the obtained results of the ongoing transformations and consistent work to increase the efficiency of their use should be adequately evaluated not only by experts, but, first of all, by the corporation staff, whose content and working conditions they have a direct impact on. This is due not only to relevance, but, above all, to the continuing relevance of research, evaluation and accounting for the manifestations of the relationship of corporate personnel to the development and implementation of innovative transformation programs.

Methodology: The objectives of the study led to the need to adapt the methods of its implementation, providing not only the obtaining of representative materials, but also the possibility of their adequate determination. This is due to significant differences in the definition, understanding and application of the categorically conceptual apparatus for assessing the positions of the subjects in relation to the problems under consideration. The basis of this adaptation was the process approach, which allows registering the relationships shown by subjects in the course of regular professional activities. This allowed us to formulate the first results on the basis of a meaningful analysis of public speaking, free discussions, open documents and other regular sources of information. These circumstances determine the approaches, decompositions, and aspects of the study conducted by the author, the first results of which are presented in this publication.

Analysis: The strategically-oriented digitalization trend is declaratively supported by most modern corporate management personnel, which completely fits into the key trends of the scientific and technological progress of modern society. A substantial analysis of the officially expressed positions of the interviewed management personnel practically does not reveal doubts about the expediency and prospects of digitalizing decision-making processes [1,125]. At the same time, in private conversations with middle and senior managers, specialists and executives of corporate management personnel, a fairly stable range of fears of "decision-makers" is clearly traced by the content and consequences of the introduction of digital technologies in their area of competence. In its most general and highly formalized form, its main positions are distinguished by the following, most often manifesting, critical fears of leaders (executives):

- The inevitability of adapting leadership logic to digital execution formats;
- Submission of the efficiency of decision-making to the rhythm of digital technology;
- Radical expansion of the range of options for the solution in question;
- The need to justify approvals and opinions of specialists;
- Coercion to consider, evaluate and accept stakeholder influences;
- Reduction of the field of peremptory maneuver of decision-making;
- Difficulties in using digital technologies in the management process;
- The prospect of limiting power and weakening the authority of the leader.

Each of the identified positions requires a special study, a constructive assessment and a corresponding reaction, which are now being developed by the author of the publication. At the same time,

Author: Doctor of Economics, Professor, State University of Management, Moscow city, Russian Federation.
e-mail: a.v.raychenko@bk.ru

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general trends draw attention to the need to develop appropriate measures to compensate for open and latent opposition to such innovations. A clear confirmation of the manifestation of such trends is increasingly found in the argumentation of managers' fears about digitalization of decision-making links to software problems of automated decision-making systems "Boeing-737-MAX". Substantiated, including by this example, the positions of managers regarding the digitalization of the management process become quite a serious obstacle to the development of programs for the development and implementation of the most innovative solutions. However, this position of managers has a significant impact on the motivation of specialists to actively participate in the development and implementation of the full range of innovative programs.

As the studies conducted by the author showed, the positions of specialists in the management apparatus regarding the digitalization of information processing processes initially differed from the reactions of managers. They were based on a significant expansion of opportunities that open up for specialists in the process of digitalization of management procedures. This is due to the widely and variably manifested interest and active participation of specialists in the development and implementation of innovative management digitalization solutions. An analysis of the composition and content of the positions of specialists in the administrative apparatus that are formed during the preparation and conduct of the management's ifrovization reveals a fairly wide range of the most frequently encountered aspects of critical concerns. The most contrasting and definite in the spectrum of these concerns are such as:

- Tightening of planning and support for the implementation of special functions;
- Linking the rhythms of innovative developments to the pace of digital procedures;
- Static detailing of communications, limiting creative cooperation;
- Excessive regulation of the terms of research and design developments;
- Strict formalization of information, abstracting from approaches and nuances;
- Limitation of the possibilities of intuitive search and correlation of solutions;
- Increased risks of copyright infringement.

It is significant that already in the formulations of the above trends, fears of unreasonable restriction, in the process of implementing digitalization measures, and the creative independence of the professional activity of specialists in the administrative apparatus, are contrasting. Their identification and classification can be quite diverse, which does not change the essence of the impact of the fears they emanate on the effectiveness of the development and implementation of digitalization management programs. Directly, it reflects significant limitations on the productivity of the participation of specialists in the management apparatus in the processes and results of the preparation and conduct of digitalization measures. This understanding must be adequately evaluated and constructively taken into account when developing, adapting and implementing specific digitalization programs for managing real corporations.

At the same time, the specialists of the administrative apparatus, as a whole, perceive the development and implementation of a wide variety of digitalization programs as the most positive and constructive. The studies conducted by the author showed that it is the experts who are not only the first to participate in the work for the first time started and already carried out activities, but also independently initiate directions, tasks, tools for their determination and implementation. In the analysis of such manifestations and the results of their implementation, it becomes apparent that it is the experts who become the most active participants in digitalization programs and directly interested users of their results. All this significantly increases the importance of research and assessment of the identified fears of specialists in the management apparatus and actualizes the need for substantive study and constructive resolution of the contradictions exposed by them.

Fundamentally different fears, as the studies conducted by the author have shown, are manifested in the reaction of the technical executives of the administrative apparatus, without the direct participation of which the implementation of any topical reformation project is complete. In the practice of managing Russian corporations, this influence is of particular importance, figuratively assessed by the destructive role of "... switchman ..." [2, 91], which is unreasonably often singled out when analyzing and assessing the reasons for the failure to fulfill the plan. Meanwhile, without the meaningful and responsible participation of performers, primarily in solving problems of formalizing the composition and content of the functions actually performed by them, it is impossible to ensure the adequacy and quality of the formulation and resolution of programming problems.

Conducted by the author in a survey format, research on the manifestations of the positions of technical executives of the management apparatus of a number of corporations, regarding the development and implementation of digitalization programs, revealed their fears such as:

- Regulation of labor procedures for the performance of official duties;
- Increase in labor intensity by formalization of load regulation;
- Reduction in the number of performers as a result of automation of labor;

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- Expansion of the area of responsibility of performers as a result of redistribution;
- Strengthening disciplinary action based on the results of continuous monitoring;
- Registration of personal participation in the processes and results of the team;
- Increasing the requirements for the training profile and skill level;
- Improving the efficiency and tightening of the effectiveness of monitoring and evaluation.

The initial functional analysis of the composition and content of the identified fears of the executives of the management apparatus clearly shows their real attitude and possible reactions to the planned and ongoing digitalization innovations. Obviously, these estimates must be taken into account initially, and the risks they emanate must be neutralized even at the stage of development and adaptation of corporate management digitalization programs. The analysis in this publication only indicates the composition and content of the identified concerns and the likely reactions of management personnel to the development and implementation of digitalization programs. For meaningful processing and applied use of the results of this analysis, it is necessary to correlate them with the main characteristics and specific features of corporations that have a significant impact on the identification, development and solution of tasks.

The decompositions and analysis of the relationship of managers, specialists and executives of the management apparatus to the processes and results of the development and implementation of digitalization programs that are presented in this publication should, first of all, be projected on the features of their implementation in large, with a total number of more than 10,000 employees, medium ones from 1,000 employees and small corporations with less than 1,000 employees. This classification is given by the author solely by the number of the entire composition and personnel of corporate governance, since it is precisely this, as the studies showed, that becomes the determining factor in the effectiveness of the detected reactions and their consequences. Moreover, the author collects and processes information in corporations that are steadily working in relatively independent sectors of the economy, which was necessary to ensure the transparency of the results and conclusions of studies formulated on their basis.

As a result of processing the materials already obtained by the author, the research has most clearly manifested itself, and the expected constructive reaction of almost all categories of IT management personnel. Alternatively, the destructive reaction of management personnel and, above all, technical executives, large corporations of the industrial sector of the real economy with conservatively outdated technologies also appeared to be expected. A study of the relations of managers, specialists and executives of medium-sized corporations to the processes and results of digitalization of management shows a steady industry correlation, which is largely determined by the level of elaboration and maintenance of relevant programs. Of particular importance in them is the motivation for constructive participation and incentives for the personally achieved results of each employee of the management apparatus. It is also obvious that the development, adaptation and implementation of effective programs for digitalizing the management processes of almost all corporations of any industry initially requires a transparently explained and deterministically designed administrative support for all implementation procedures at each specific workplace.

Findings: In general, the ongoing research and the first received and processed materials clearly showed not only the possibility of identification and the need to take into account the attitude of corporate personnel to digitalization of management processes. They contrastingly outlined and structured the composition and content of the most stable trends in the formation and development of concerns of corporate personnel caused by the implementation of digitalization programs, primarily administrative procedures. Obviously, implementation support and a constructive reaction to feedback should be ahead of innovation processes, and not to catch up with them, which is not uncommon in busy corporations. Including for these purposes, the author considers it necessary to continue the ongoing research, presenting their results to a discussion of an interested audience, which will allow focusing on key aspects of the problems considered.

Recommendations: Particular attention, as shown by the systematization of the analyzed procedures and already processed research results, requires the study and consideration of the manifestations of the radical relations of corporate personnel to the planning and implementation of significant transformations. Timely identification, analysis of the target impact and the development of a meaningful reaction to the trends they reflect largely determine the effectiveness of the final result of the innovation. The author continues to collect and process information revealing the causes, manifestations and characteristics of the radical reactions of corporate personnel to the development and implementation of transformation and innovative development programs. In this direction, the ongoing research allows us to modernize, test and adapt the adequate tools of the methodology [3, 19] for the development, implementation and support of the implementation of innovations by providing constructive support for corporate personnel.

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