A HUMANISTIC AND CROSS-CULTURAL APPROACH TO ORGANIZATION MANAGEMENT AS A FACTOR OF PEOPLE'S DEMOCRACY

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Abstract

The relevance of the research of the European humanistic personnel management vision as a factor in humanocracy development acquires great importance in the modern era, since in organizations as in living systems, a person stands above everything, and this equates to humanocracy. For this, all management mechanisms should be changed from the bottom up in order to create an effective functional organization in which a person is the subject of all processes. It should be noted that today there are no companies in which humanocractic conceptual works, there are no step-by-step instructions on how to switch to the humanocractic mode. **The purpose and formation of the goals in the article** (statement of the task). **The purpose of the article** is to develop a humanistic and cross-cultural approach to the organizational management as a humanocractic factor. **The object of research** is organizational management phenomenon as a humanocractic factor. The subject of the research is a humanistic and cross-cultural approach managing the organization as a humanocractic factor. **The research methodology** is the use of systemic, structural-functional, and axiological analystic methods to manage the organization as a humanocractic factor. Thus, the systematic method helped to combine all the scattered facts into a coherent system, the humanistic approach helped to show the organizational human-dimensional factors, based on which man is the measure of all things; the cross-cultural approach helped to provide a comparative analysis to the organizational management and to identify common and commonalities, peculiarities and differences in it; the axiological approach helped reveal the organizational management values as a humanocractic factor. **The result of the research:** 1. The humanistic approach to the organizational analysis as an inclusive factor, socially just and ecologically sustainable development was studied. 2. An analysis of the cross-cultural approach managing the organization as a complex sociocultural system is presented. The principles and approaches to the humanistic vision of managing the organization as a humanocractic factor have been formed. In organizations, humanism is usually considered indirectly from the corporate social perspective responsibility, diversity and sustainable development.

Keywords: organization, humanistic approach, cross-cultural approach, humanocracy, digitalization, organization management, inclusive, socially just and ecological development throughout the organization/

Statement of the problem in a general form and its connection with important scientific or practical tasks

During the pandemic, the transformation of organizations is happening at a rapid pace, the HR function is in demand more than ever, it can support and modernize the changes. Implementing digital tools for the home office and virtual communication is not enough. HR is heavily involved in the digital transformation of many organizations, but the field itself often lags behind in digitization. The research examines the opportunities that digitization opens up for HR or human resource management, as well as the tasks, responsibilities and roles that the department will take on in this process. Digital transformation has now reached almost all companies, especially due to the coronavirus pandemic crisis. With the use of remote work, the use of digital tools such as video conferencing has become common in many companies. They help companies maintain day-to-day operations. But in the age of digital technologies, it is not enough for companies to implement new technologies, they must support the digital transformation of the entire company. It is about adapting technological progress to the cultural company structures. New thinking is needed among employees and managers – structural, systemic, reflective, analytical, digital. Organizations' leaders must adapt to the digital working world conditions and to be ready to acquire new necessary skills (Andriukaitene, Cherep, & Voronkova, 2022).

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Highlighting previously unsolved parts of the general problem, to which the specified article is devoted to

Humanocractic concept should take into account such mechanisms as planning, resource allocation, project management, product development, labor efficiency assessment, salary increases, staffing, and training. Each of these mechanisms should work according to the humanocractic principles. This is not the same as moving the information system to a cloud service or launching a new portal for recruiting quads. It must be created carefully, approaches must be developed that will be revolutionary and evolutionary at the same time, radical in their goals and pragmatism, and in practice this involves many experiments. This is how managers can weed out unreliable ideas without destroying the entire organizational structures. At the same time, approaches cannot replace competencies, as competencies are knowledge, experience, skills, practice, dedication, and hard work. Let's analyze the crowdfunding concept, which was developed in one of the organizations. According to team members, many promising ideas often lack attention when they conflict with important priorities. Each organization must determine the bureaucratic ailments that cost the organization the most, determine the rules that suppress stability, initiative, and self-sacrifice. Among them should be mentioned: extravagance, fragmentation, autocracy, monotony, timidity, politicking and other bureaucratic machine "diseases", which lead to a decrease in the organizational effectiveness. It should also be clarified which management processes and rules – planning, setting goals, budgeting, staffing, product development, promotion, training, development are the most responsible for these problems. It should be determined which post-bureaucratic principles (property, markets, meritocracy, community, openness, experimentation and contradiction) will most help to overcome this mess. The European humanistic personnel management vision as a factor in the humanocracy development requires radical changes in human heads, teams and key organizational processes.

The purpose and formation of the goals in the article (statement of the task). The purpose of the article is to develop a humanistic and cross-cultural approach to the organizational analysis as a humanocractic factor. **Objectives of the study:** 1) to study the humanistic approach to the analysis of the organization as a factor of inclusive, socially just and environmentally sustainable development; 2) to characterize the cross-cultural approach to managing the organization as a complex social and cultural system; 3) to formulate the principles and approaches of the European humanistic vision of managing the organization as a factor of humanocracy. **The object of research** is the organizational management phenomenon as a humanocractic factor. The subject of the research is a humanistic and cross-cultural approach managing the organization as a humanocractic factor. **The research methodology** is the use of systemic, structural-functional, and axiological analystic methods to manage the organization as a humanocractic factor. Thus, the systematic method helped to combine all the scattered facts into a coherent system, the humanistic approach helped to show the human-dimensional factors of the organization, based on which man is the measure of all things; the cross-cultural approach helped to provide a comparative analysis to the organizational management and to identify common and commonalities, peculiarities and differences in the organizational management; the axiological approach helped reveal the values of organizational management as a humanocractic factor.

Presentation of the main research material with justification of the obtained scientific results

1. A humanistic approach to the organizational analysis as a factor of inclusive, socially just and ecologically sustainable development

Management must also adapt to new flat and flexible structures, digital transformation is not possible without organizational changes, as digitalization changes the development of people. Digitization is synonymous with dynamism when it comes to personnel development. Employees want quickly take on responsibility, expand their skills, and receive immediate feedback. This requires flexible structures outside the hierarchy, self-control and self-discipline. New disruptive technologies can create progress for organizations, forming the basis for the all departments digitalization. HR supports the digitization process by providing appropriate framework conditions, as well as training or consulting. Challenges including proactively aligning employee skills with business strategy, designing staff development activities that facilitate transition. In business practice, this includes the activity identified areas by the CCL Center for Creative Leadership, which can be specified as follows: 1) new decision-making forms; 2) RTL – Real Time Leadership – the need to make decisions in real time; 3) leadership

in flexible and flat structures; 4) development of new thinking and acting ways instead of teaching content, as well as refusal to learn and overcome established its patterns; 5) a person's clear responsibility for his own development, as autonomy and personal responsibility generate internal motivation, as HR sees itself as a partner in development; 6) the development of a new leadership understanding, which considers it as a collective process, moving away from the "myth of the great man" about the heroic leader and defining the leading functions based on influence and effectiveness, rather than according to a formal hierarchical role; 7) moving away from content-oriented staff development activities in favor for development processes based on self-awareness and coaching, as well as a 360° approach that equally involves the employee, his manager and colleagues (Voronkova, Cherep, & Cherep, 2022a).

For the human resources development, this requires a change of role from an educational intermediary to the organizational development facilitator process, which constantly disseminates new knowledge and experience in the network. The focus is on informal employee learning supported by new learning technologies, social media and coaching. Recognizing that education is a cornerstone of peace, tolerance, human rights and sustainable development, the Secretary-General of the United Nations announced in a report entitled "Our Common Agenda" which he presented to the United Nations General Assembly, his intention to organize summit on education transformation in 2022. The purpose of this summit is to mobilize actions, ambitions, solidarity and exchange in solutions in order to transform education by 2030 in order to achieve the world and organizational sustainability. The research highlights the importance of having a strong organizational culture based on human values for the implementation of a PD system in a company. What service will allow the company of tomorrow to promote the personal development of its employees? sustainable performance? work that allowed them to draw up a future conceptual services for their company, personal development and family well-being, corporate social responsibility, which emphasizes the relevance of the personal development (PD) implementation in the company, the conditions of its application, as well as its impact on the employee well-being, the person and the company (Voronkova, Cherep, & Cherep, 2022b).

The humanistic approach is based on the economically inclusive vision, socially just and ecologically sustainable social and organizational development; on a vision that recognizes the knowledge system diversity, worldviews, and well-being concepts while affirming the common core existence of universally shared values. It is a vision that promotes an integrated approach to the analysis of organizations as complex socio-economic and socio-technological systems that are interested in the development of personnel, recognizing the multiple personal, social, civic and economic goals of development of both the individual and the organization. Digital technologies are destroying our orientation. Big data, artificial intelligence, digital offerings are just getting started. All predict a real human, professional and social revolution. Maybe this is a great opportunity to bring people together and make life easier, opening the way to a shared and united world, or is it a risk of dominance by algorithms and those who control them, without humanity? For those who want to be part of the continuity of humanism, the task is daunting. How to preserve and implement the network of humanistic values, the idea of Man and the desire for a society that resonates and motivates humanity? While some see digital technology as the beginning of the end, others see it as a great opportunity to expand the humanistic gesture (Voronkova, 2014).

The incredible digital acceleration of the world and relations, the redistribution of the power balance between citizens/business/state, some life tasks automation, even their replacement, tracking of actions and gestures, systematic transparency but also uncertainty puts us in tension between submission and decision-making. Regardless of the anxiety and excitement, collective reflection on our responsibility is a fruitful way to infuse the practical humanistic spirit into the changes that are taking place. We are convinced that digital technologies are a powerful lever continuing the making our world project more humanistic. It is a challenge and a demand that involves everyone. The humanist spirit is present in this awareness that man is our most valuable possession and that it is a matter of inventing the relational, technological, professional, social and political conditions that suit him.

In the incredible spatial, temporal and personal reconfiguration that today's digital world imposes, we have to draw the human future contours. This is our responsibility. Computer technology has

been widely democratized and globalized. Moore's Law, according to which the number of transistors will double every 18 months at constant prices, has come true: for 50 years, computing has boomed. Computers are one of the technologies most rapidly being adopted by households. Its penetration rate was very high: in less than 20 years, the Internet gained more than three billion users. This adoption and such high democratization of computing is the several phenomena result: The rapid growth of computer power and the prospect of quantum computers In addition to Moore's Law, advances in parallel architectures and storage technologies continue to increase the processing capabilities of computers. Development of wired and wireless networks The 1990s were marked by the creation and Internet distribution offers for the general public (Kyrychenko, 2019).

Over the past half century, technological advances have profoundly changed our relationships with the world and others, as well as the way we work and consume. McLuhan described as a global village, that is, a world "where we will live at the same time, at the same pace, and therefore in the same space." Digital transformation and its acceleration are the result of three converging forces: technological innovation in IT and telecommunications, the evolution of Internet use, and globalization advent. The functions of software and applications have expanded significantly and become increasingly complex. Today, no traditional business can function without IT. Digital technology is now at the heart of new services or products, whether it's cars or travel bookings, banking subscriptions or streaming. From the very beginning, this evolution is characterized by a particularly intense process of innovation.

We continue to develop and use new technologies that will change and shape the world of tomorrow. We can quote: "Learning programs: With artificial intelligence, machines become capable of simulating human intelligence. The Internet is now everywhere in our daily lives with connected objects (smartphones, connected bracelets, etc.). New tools enable remote work and remote collaboration, facilitating communication within the company. Digital is a real tool of competitiveness and flexibility for every company. Consumption, because the Internet allows not only e-commerce development, but also easy and often free access to many new services. Digital technologies are changing customer demands and attitudes and requiring companies to modify their business model.

Thanks to digital, the customer has good memories of the companies that themselves use this lever to personalize their services (geo-location and personalized marketing) to better meet customer needs. To undermine professions or entire activity sectors (transport, public catering, hotels, culture, press, etc.). Then we talk about uberization. This is about a head-on collision between traditional companies and 100 % digital brands that have recently entered the market and have no physical assets. This could weaken the historical players in the sector or even lead to their disappearance in the long run. One of these digital giant characteristics is that they grow their business by establishing a direct relationship with the customer and are willing to intervene between producers and consumers for entire sectors. One of the most striking examples is Amazon (Oleksenko, 2017).

An important difference from current questions about the appropriateness of a humanistic management approach is that it is no longer a question of thinking as specific to the professional individual profile or certain organizational stakeholders, but as a vision through which full self-fulfillment can be achieved. and act in the world so that a harmonious human community is born. Thus, applied humanism takes several forms, changes depending on the context and its evolution, as emphasized in 1965 by Professor Jean Guillaume in a critical analysis of the various humanism forms and its transposition into our society, each of ones humanistic attitudes testifies to man needs, the aspiration between spirit and matter, subject and object, tradition and innovation. Humanism must find a way, define relations and connections, ensure harmonious coexistence in organizations and achieve sustainable development, because humanism can be understood only in action. In organizations, humanism is usually considered indirectly from the corporate social responsibility perspective, diversity and sustainable development. In January 1999, within the Francophone Association framework of Human Resource Management (AGRH), a research group on "Humanism and Management" was created with a research project that calls for a radical change in the current management, society, and man orientations.

A modern organization should be built on a humanistic model, and not on a mechanistic vision that makes a person a cog in some giant machine. Today, faced with globalization and the market complexity, organizations are forced to radical

changing way they organize and work in order to achieve creativity. In this context, we see new organization paradigm emergence, based on a humanistic approach and sustainable development achievement, for which it is based on a high human resource management value in addition to the management system, so that the organization and procedures also become servants, rather than being satisfied with they are the hosts (Oleksenko, Voronkova, 2020).

2. Cross-cultural approach managing the organization as a complex socio-cultural system

Some studies highlight the problems and difficulties arising in cross-cultural team building approaches and positive operationalization in the organization, based on: cultural concept; nationality consideration as a surrogate for culture; cultural homogeneity/native heterogeneity; cultural perception as a dependent or independent variable; specific versus universality phenomena; influences caused by the researcher's culture; operationalization of business ethics; differences in language; analystic and interpretative problems. Cross-cultural research is extremely sensitive to methods, techniques and tools. There are two important methodological choice aspects. The first is strategy, methods, techniques and appropriate tools in relation to the objectives right choice. The second aspect concerns the good methodology adaptation in relation to the cultures considered in the research. In order to adapt the question to the culture being analyzed, it is necessary to know the its specificity dimension. A possible solution is to collaborate with local researchers who know the details and appropriate methods of constructing questions and interpreting the answers obtained.

There is an epistemological cross-cultural original approach, with which many researchers oppose each other without realizing the consequences they bring. A reductionist cultural view is very favorable to research with the obtaining specific results idea in a short period of time and using empirical results. In this context, culture is united and inextricably linked with dimensions. Culture is a totality, a whole, for which each component only generates effects in connection with others. Theoretically, it is possible to single out, for example, the individualism/collectivism dimension (in Hofstede's sense) in order to involve only this dimension in (organizational) analystic culture. There is no clear distinction between multicultural and cultural management, on the one hand, and between cultural management, comparative management, international management, or organizational culture, on the other. Thus, we quite often draw conclusions about organizational management type based on a more or less correct hypothesis derived from a multi – or other cross-cultural approach.

To avoid such mistakes, there are some important rules to follow in any cross-cultural approach. 1. Correctly define and operationalize cultural concept. 2. Precisely establish the objectives of the approach to the solution or problem to be solved. 3. Take a clear position regarding the point of the research view. 4. Advertise relevant professions for each research criterion. 5. Photograph the cultural reality as such (as it is) at the research time and, if possible, at the valorization time of the results. 6. Identify cultural specificity from the cultural perspective in question, if necessary, through cross-research taking into account other points of view (results obtained by researchers from other cultural backgrounds). 7. Adapt the correct methodological strategies. The goal is not to unify everything, but to find agreement on some basic guidelines of intercultural approaches, particularly in organizational management. 8. Cross-cultural approach has become not just a word for which the dictionary offers appropriate definitions; it is associated with the word management (Cherep, Voronkova, & Cherep, 2022).

Intercultural management is a concept that is more common among management and economic theoreticians and professionals than for other disciplinary profiles. The special translation of this word speaks with connection "between cultures", that is, of what happens when two or more cultures meet. This semantics obliges us to consider three intercultural elements: the encounter, the intended cultures, and encounter consequences or effects. In fact, confusion arises when having to name apparently interchangeable words such as "multicultural", "pluricultural", "transcultural", or even "intercultural". The word "multicultural" expresses a quantitative dimension, the existence of several cultures, the simultaneous presence of two or more culturally different elements or components in the same territory, the same region, the same country or company/organization. By the appropriate words we simply recognize a state, any reality, and not the movement, transformation, change, evolution of the intended structure. Therefore, the multiculturalism or pluriculturalism state expresses the existence fact with the set of communities with different cultural

origins or is characterized by different cultural specific (nationality, ethnicity, religion, language, profession, etc.) dimensions.

We even use the word cross-cultural as a set of closed communities, taking into account biological ones (gender, race, ethnic community). At this level, we separate assimilation approaches from multicultural approaches to make a distinction between individual and community societies, to develop and convince in an ideology of cultural and social integration or to prioritize an ideology that promotes a social construction based on the recognition and autonomy of the community spirit and, therefore, accepting the whole functioning. Since the organization brings together people from different cultures (national, regional, professional, hierarchical, religious, etc.), the organizational culture must take them into account (Voronkova, Cherep, &. Cherep, 2022).

Building such an organizational culture is, in principle, the task of the organization's management and manager. In principle, there are three ways to achieve organizational culture: 1) allow it to form and function independently; 2) to impose any cultures (norms and certain cultural values); 3) analyze and interpret the norms and suppliers' cultural values and build the organizational culture. We can even identify organizational cultures formed in this way: 1) natural cultures; 2) imposed cultures; 3) rational cultures. The first perspective is fully consistent with the second: a proper study of organizational culture has no pragmatic purpose either for the company in question or for theory, particularly management.

To be more consistent, we must recognize that we study organizational culture in order to know and appreciate it better, or to know and improve it in order to improve the organization performance in question. Therefore, it can be seen that organizational culture remains an extremely important organization reality, which is the research object for various disciplines and researches. The management of the organization must accept a significant organizational cultural part as a research object and decision-making at the same time. In order to better understand the organizational cultural essence, it is customary to associate it with the community culture in the general sense of the latter. This connection is almost mandatory when it comes to culture. But, all the same, a very specific culture where the norms and values that grow are more individual than collective. There are as many values and individual standards in an organization

as there are individuals. Mixing and limiting these norms and values will lead to a more or less effective organizational culture. Quite often, natural organizational cultural creation is the most creative and effective organizational culturak voice. Ethics obliges us to adopt rational voice, but we must not completely abandon the totalitarian modality, at least when it comes to very strong leadership in fairly homogenous organization and well focused on the market.

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Moreover, the intercultural has become a concept by which mean the implementation of a specific approach to relations arising between cultural communities of a certain group or between different cultures is considered, for ones there are at least: geopolitical autonomy; specific cultural dimensions; more or less systematic relations. Perhaps the most important characteristic of any cross-cultural approach is that one seeks to identify and analyze differences (more than commonalities and similarities) in order to find, identify and profitably evaluate the responses that each culture (individual and group of speakers) provides to meet another culture. This feedback itself can be either cross-cultural research object in the natural feedback form (which occurs naturally when relevant cultures meet, come into contact or have relationships), or in the form of a possible solution to the communicative problem, exchange, construction, etc. It is this second cross-cultural research goal that becomes the most important for cross-cultural management. The main idea that can be derived for the correct definition of the intercultural concept is that it represents, first of all, an approach to multicultural or pluricultural realities. The intercultural concept is rather the philosophical intercultural approach content to the meta-level, conducive to the favorable

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development and positive relations between different cultures (O'Neill K., 2020). This approach type uses relevant concepts regarding its philosophic dimension: 1) "transcultural mediation" (tourists, professionals, businessmen, specific partnership or international cooperative institutions, mass media, etc.); 2) "transcultural identity" (family, professional group, school, etc. – identification of an individual in relation to a group located at the same or different levels); 3) "cultural syncretism" (the fact and consequence of the fact caused by the mixing two or more cultures, that is, cultural groups); 4) "transcultural society" (modern society is considered as the contact result and different cultural mixes), etc.

We delved a little deeper into the generally accepted "cross-cultural" concept meaning in order to be able to better emphasize the differences of the "intercultural" concept. While intercultural expresses a pragmatic and more concrete dimension of the approach to relations between different cultures and especially to the feedback (natural reactions or constructed solutions) of the respective relations, transcultural characterizes rather a meta-theoretical level, thanks to which we want to achieve the construction of a better society, whether it is transcultural. Thus, in principle, there are no clear differences between the approaches marked by two different terms (intercultural and cross-cultural), which forces us to consider them completely interchangeable. The corresponding differences are perceived as adaptation of management to different cultural features, adaptation by style and application methods, and not by principles, rules and general management methods. Management standardization, generalization system means of rules for companies that, even due to the planetary spread of business, are obliged to come into contact, communicate with each other and obey the same rules to form a joint team. Cross-cultural management will always find its application wherever a business is started, created or developed, based on the need to increase the effectiveness of actions by taking into account the cultural organizational specificity. Team management is a manager's ability to execute and coordinate a team to accomplish tasks and common goals, set goals, create a positive culture that helps everyone stay efficient and organized (O' Riley T., 2018).

3. Humanistic vision of management of personnel organization as a humanocractic factor

Changes are needed that would lead to real breakthroughs, and the organization should not resist these changes, because the "changing concept" is progress, great reorganizational program values, a new organizational and corporate culture. The reorganization must be divided into components and distributed among small teams, this is how Amazon software developers work. All organizations suffer from bureaucratic pressure, which is why they are inert, clumsy, inhumane. Therefore, in large companies, the only way to combat outdated management practices is to implement organizational changes that put people above bureaucracy. The model of creating a completely human organization, in which people are the main priority of the regeneration of organizations, and humanocractic concept develops from the individual to the result, which is based on innovation. To bring about changes in the organization and to overcome the bureaucracy, the leadership qualities of the managers and the creativity of many people are needed. The inability to play ahead, the inability of leaders to initiate changes and effectively solve problems is another centralization and bureaucratization drawback, which work against the person as the subject of all the processes, and the need to challenge the suffocating orthodoxy. Organizations and leaders are needed that cultivate creativity as a critical component in the value creation process, and therefore the need to break away from patterns, offer new answers and see solutions where no one has seen them. The importance of knowledge, information, and the appropriate innovative culture as raw materials for creativity is widely recognized by leaders who seek changes directed toward humanocracy. In an innovative organization, there is a tangible connection between innovation and information workers, whose activities are related to processing existing information and obtaining new information. Leadership and management are two sides of the same organizational coin, where both roles are part of the job of a successful manager. In the organization as a lively organism, there are self-organized teams that work on the basis of AGILE-management, on the basis of self-organization and humanocracy, based on which the person is the highest value. If the manager feels that the company is not allowed to develop, it is forbidden to approach creatively to solve problems, then the organization lacks humanocractic concept and simple approaches to it (employee motivation, development and self-development). The problem of complex organizations remains bureaucracy and excessive attention to formal

processes, while employees are deprived of basic opportunities to express themselves. Dissatisfied employees with no prospects for development translate into inefficiency and low company performance, so systematic problem solving can save it from gradual decline. The organization model based on the concept of humancracy is a view focused on people, relationships, empowerment, development of competences, the person who is above all; a view on the management of humanocracy 3.0 as the Bible of managers (Pinker S., 2019).

To comprehensively deepen the reforms, we must stimulate the hidden vitality of the market. The vitality of the market comes from people, especially from entrepreneurs, from the spirit of entrepreneurship. What is entrepreneurship and entrepreneurship? Economist Knight believes that entrepreneurs are those who make decisions in an environment of extreme uncertainty and bear all the consequences of their decisions. In the same way, entrepreneurship refers to the core values that entrepreneurs adhere to in their practical activities, mainly including the spirit of adventure, perseverance, sense of mission and innovative spirit. Entrepreneurship can often manifest itself through entrepreneurial behavioral strengths such as strategy, decision-making, temperament and virtues. It should be noted that the different origins of the social system have different effects and demands on the political positions of entrepreneurs, thinking patterns, egoism and altruism. Mainstream economics in the West focuses on the dynamics of personal capital driven by selfishness and seeks to maximize the benefit of personal capital. In the traditional capitalist market system, the basic forms of social existence are the zero-sum game, the law of the jungle, and the law of the jungle (Porter M., 2019).

First, learn to share. In the modern management of the organization, the social division of labor is specified, and each enterprise is a participant in the industrial chain. You have to learn to cooperate with each other, to coexist and win, and you can't "my light is on, and others are black". If we take the sharing economy as an example, one of its original intentions is to enable all organizations in the industrial chain to live well. Organizations can find a wide space for mutually beneficial coexistence and development, creating more consumption and a bigger market. Mutually beneficial cooperation is required. A conflict of interest will inevitably arise in business transactions. Only in a spirit of altruism,

rather than a zero-sum game, can competitors compete and cooperate and advance the cause together. Leaders must create an environment. Modern organizations are no longer independent in the traditional sense. From a broader perspective, social responsibility is multifaceted. For example, the environment, ecology, society, etc. must be considered by all organizations. Only by promoting harmony between altruism and the environmental and general interests of society in our activities can we contribute to sustainable development. Globalization of the economy has caused the connection of the market. People are an end, not a means. Second, we must be bold in innovation, be researchers, organizers and leaders of innovation and development, be bold in promoting innovation in the organization of production, technology and the market, give importance to technological research and development and investment in human capital, effectively mobilize creativity employees and strive to turn the enterprise into a strong subject of innovation. Thirdly, to set an example of honesty and law-abidingness, to contribute to raising the morality and civilized level of the entire society. We must take social responsibility, strive to stabilize jobs, take care of workers' health and overcome difficulties together with them. Fourth, we must expand our international horizons, look at the world, improve our ability to understand international market trends and demand characteristics, improve the ability to understand international rules, improve the ability to develop international markets, the ability to prevent international market risks and encourage enterprises to develop at a higher level (Cherep, Voronkova, Cherep O., 2022).

Conclusions

With the advent of the knowledge economic era, the organizational management theory is constantly developing, improving and innovating. The humanistic vision embodies the importance and encouragement of people, has humanistic concern and humanistic spirit, so it can fully mobilize people's enthusiasm, initiative and creativity. The humanistic vision is the humanistic theoretic management transcendence in the economic knowledge era. It not only pays attention to people and considers people as management core, but also emphasizes the use of culture (including cultural knowledge, science and technology and ideas) to develop human resources. The humanistic vision considers people as productive and managing center, as enterprise and management masters; pays

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attention not only to the workforce, but also to talents; not only on the physical characteristics of a person. power, but on the human mind, soul and innovative spirit. Humanistic enterprise management should develop from personnel management to human resource management, so that each employee can be self-esteem, self-confidence, self-confidence, self-love and self-improvement, and each group can respect, understand and treat well people soft management is just the opposite: it focuses on people management, a relaxed and harmonious atmosphere and flexible leadership. Because humanistic management focuses on "people", it must be soft management. People are a management resource because this kind of resource is accumulated, manifested, used and developed through culture, or rather, it is a human resource. Human resources are different from human resources. Humanistic management believes that people are both the subject and the management object, they are both the starting point and the end point of management. The organization is people. The wealth of organizations is created by the abilities of people, therefore, the development of humanistic qualities is an important content of the humanistic vision (Cherep, Voronkova, & Cherep, 2022).

The main management body of the organization is all employees. Management of the company should be based on the wisdom and employees' strength. The implementation of "management of all employees" contributes to the correct work and business goal realization. A developed corporate culture is not only an important factor in increasing the organization's material productivity, but also an important its comprehensively strong symbol. The organization gradually creates a unique and excellent culture and constantly strengthens the humanistic enterprise management. The organization will form a strong competitiveness from the inside out, in which the corporate atmosphere, corporate image and other aspects have an impact, allowing the company to win in the fierce competition.

Список використаних джерел

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ГУМАНІСТИЧНИЙ ТА КРОС-КУЛЬТУРНИЙ ПІДХІД ДО УПРАВЛІННЯ ОРГАНІЗАЦІЄЮ ЯК ЧИННИК ЛЮДИНОКРАТІЇ

Анотація

Актуальність дослідження європейської гуманістичної візії управління персоналом як чинник розвитку людинократії набуває великого значення у сучасну епоху, так як в організаціях як у живих системах людина стоїть понад усе, а це рівняється людинократії. Для цього слід змінити всі механізми управління знизу вгору, щоб створити ефективну функціонально діючу організації, в якій людина є суб'єктом усіх процесів. Слід відмітити, що на сьогоднішні день відсутні компанії, у яких би пропагувала концепція людинократії, немає покрокових інструкцій, як перейти у режим людинократії. Мета та формування цілей статті (постановка завдання). **Метою статті** є розробка гуманістичного та крос-культурного підходу до аналізу організації як чинника людинократії. Об'єктом дослідження є феномен управління організацією як чинник людинократії. **Предметом дослідження** – гуманістичний і кросскультурний підхід до управління організацією як чинником людинократії. **Методологія дослідження** – використання методів системного, структурно-функціонального, аксіологічного аналізу до управління організацією як чинником людинократії. Так, системний метод допоміг всі розрізнені факти об'єднати у цілісну систему, гуманістичний підхід допоміг показали людиновимірні чинники організації, в основі якого людина як міра всіх речей; крос-культурний підхід допоміг надати порівняльний аналіз до управління організаціями та виявити загальне і спільне, особливості та відмінності у керівництві організаціями; аксіологічний підхід допоміг виявити цінності управління організацією як чинником людинократії. **Результат дослідження:** 1. Досліджено гуманістичний підхід до аналізу організації як чинника інклюзивного, соціально справедливого та екологічно сталого розвитку. 2. Представлено аналіз крос-культурного підходу до управління організацією як складною соціокультурною системою. 3. Сформовано принципи і підходи до гуманістичної візії управління організацією як чинником людинократії. В організаціях гуманізм зазвичай розглядається опосередковано з точки зору корпоративної соціальної відповідальності, різноманітності та сталого розвитку.

Ключові слова: організація, гуманістичний підхід, крос-культурний підхід, людинократія, цифровізація, управління організацією, інклюзивний, соціально справедливий та екологічний розвиток організації.