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SPECIFIC CHARACTERISTICS OF ADMINISTRATION IN DEVELOPED COUNTRIES

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Abstract: This article reveals the nature of international management styles, the specific characteristics of interpersonal relationships in different countries. It talks about the art of influencing people in the developed countries of the world, organizational culture, specific features of management in developed countries.

Keywords: management, interpersonal relations, organizational culture, a specific feature of decision-making in developed countries.

Introduction. One of the most common challenges international managers face is understanding and navigating the culture, organizational climate, historical and cultural features, laws, political and economic stability, and other factors of the countries they visit. Therefore, modern managers need not only be experts in their fields but also possess a thorough understanding of these factors in the countries they operate. This is crucial because a company's organizational culture is one of the key elements for effective management and achieving high efficiency.

Methodology. During the research, the methods of a number of countries were studied, which are characterized by specific features of management. Comparative and comparative analysis, induction, and deduction methods were used to illuminate these management methods.

Results. Global demographic trends are increasingly influenced by migration. For instance, the rise in immigration to the United States through programs like the Green Card lottery has highlighted the importance of understanding different cultures. Immigrants from various backgrounds are employed in U.S. firms, from entry-level positions to top management roles. Additionally, the globalization of economies, international cooperation policies, and global trade necessitate that international managers adapt to and comprehend the organizational practices of the countries they operate in.

D.J. March elucidates the concept of bounded rationality in decision-making, highlighting limitations in attention, cognitive capacity, and personal biases, as well as political and organizational constraints. Various strategies for influencing interpersonal relationships have also been explored by researchers, and some of the most popular methods include:

- **Socratic Method:** This dialogue technique involves using logical reasoning to engage the other party. The approach begins with agreeable topics, gradually persuading the counterpart of your perspective. The conversation's ending is crucial, as the final impression often lingers in memory.

- **Three-Round Method:** In the first round, the manager agrees with the other party's conditions to create a positive atmosphere and briefly explain the problem or situation.

In the second round, multiple solutions are presented, including the manager's preferred option. Finally, in the third round, after the manager's option is accepted as the best, they express agreement with the decision. This method emphasizes starting with agreeable points and subtly leading to one's preferred solution.

Each country has its unique style of interpersonal communication. For example:

- In Hungary and Germany, titles or professions are often mentioned before surnames.
- Finns use informal "you" regardless of rank, while Russians address their superiors using full names.
- Americans frequently use name badges across all organizational levels, but leadership office doors rarely display titles.

Discussion. In China, physical appearance carries significant weight—thin individuals may face skepticism. In Taiwan, significant deals may be decided in a humble family home rather than a luxurious office. In Hong Kong, selecting a local business guide is key to navigating the corporate environment. [1]

American management is characterized by a high degree of globalization, prioritizing personal growth over collectivism. Americans value approachability, optimism, equality, honesty, and legal awareness.

Frequent job changes are common, with many individuals changing workplaces up to 30 times during their careers. [2] Performance-based pay is widely practiced, encouraging employees to excel. Success-driven attitudes are deeply ingrained, and bonuses are primarily reserved for senior executives.

Participatory management is another hallmark of U.S. practices, fostering a democratic work environment where employees are actively involved in decision-making, process improvement, and quality control. [3] The basis of participatory management is that it involves employees in the decision-making process, in improving the company, and in controlling product quality.

In the German model of management, we can see that employees are qualified, masters of their profession, and have a solid grasp of their profession. Therefore, 2/3 of the employees have the "Master of their profession" certificate. Managers here are not considered to be such prestigious individuals. Unlike American workers, employees here work at one enterprise for an average of 8 years.

If the characteristic features of German management are foresight and high discipline, then the following are characteristic of English management:

- strong attention to reducing production costs;
- diligent R&D and rapid mastering of the production of sophisticated products (for example, the achievements of English companies in the field of telecommunications and pharmaceuticals);
- flexibility in the application of technological processes (if long-term agreements are held before changing the technological instructions adopted in Germany, then in English firms the modernization and improvement of technological processes is carried out quickly);

- attention to the details and subtleties of production;
- relatively low wages for the workforce (in Germany, high income tax on social security - up to 25%, regular wage growth and the growing exchange rate of the German mark led to the fact that by the end of the 90s the average wage level was almost 2 times higher than in Great Britain) [4]

In Germany, employees are highly skilled, with two-thirds holding a "master of their craft" certificate. Unlike in the U.S., managers do not hold a significantly elevated social status. German workers tend to stay with one company for an average of eight years. German management is known for its long-term planning and high discipline.

British management focuses on reducing production costs, rapid adoption of innovative products, and technological flexibility. Unlike Germany, where changes require extensive negotiations, British companies quickly modernize and improve processes. Additionally, British firms emphasize detail, provide lower wages, and offer lower social security taxes compared to Germany.

A comparative analysis of managerial decision-making practices in industrialized nations is summarized in Table 1.

Table 1. Experiences of industrialized countries in making management decisions [5]

№	Foreign Countries	Experience in making management decisions
1.	Arab countries	They prefer to consult and express a collective point of view without showing off, rather than emphasizing their role in decision-making and negotiations.
2.	USA	The American practice of selecting managers focuses on good organizational skills, not on specialist knowledge. The decision is made personally.
3.	Germany	The German "Rartsburg Model" involves shifting responsibility to lower levels. The idea is to delegate decision-making power to more effective employees, which increases the quality of decisions made at all levels of management. Each employee makes management decisions within the scope of their duties and effectiveness.
4.	Italy	When there are controversial issues, Italians seek a reasonable compromise.
5.	France	The decision is made by a limited number of people at the top. Many important decisions are made not only in the office rooms, but also at the dinner table.
6.	China	The Chinese never make decisions without carefully studying all aspects and consequences of the intended transactions. In addition, decisions on important issues are made collectively, with numerous consultations at all levels. This takes a lot of time.
7.	Japan	The Japanese have a traditional decision-making system ("ring"), the essence of which is that a large circle of people is involved in discussing, considering and coordinating the problem - from the company's management to the ordinary employee. At this stage, specific ways of implementing decisions are determined. The Japanese adapt to the situation, and the manager depends on the decisions he makes. Therefore, the decision of the Japanese side is always implemented and effective.
8	Russia	Decision-making in management is closer to the American approach. The initiative for making a decision comes from the circle of top and middle managers. A ready-made decision in the form of an instruction, order or command is transferred to the lower levels of the management hierarchy for execution.

It is evident from the table above that the decision-making processes in developed countries vary significantly. This uniqueness must be considered by managers.

When discussing Eastern management, Japanese and South Korean management are among the most prominent. A distinguishing feature of management in these countries is the balance between collectivism and providing employees opportunities to express themselves. People must learn to draw correct conclusions from their mistakes throughout life. It is through mistakes that leaders develop the ability to make decisions in uncertainty and risk. Experience is strengthened through errors.

In ancient Rome, Cornelius Tacitus proposed the motto "Omnium consensu" (by everyone's agreement) instead of "I said." [6] This approach is also significant in Japanese management, where the "ringi" method involves decision-making based on the consent of lower-level employees, as seen in the data from the above table.

The Japanese methodology known as "Kaizen," based on the "one-minute" principle, was introduced by Masaaki Imai. [7] According to this principle, if a person dedicates just one minute a day to a specific task at a precise time, they will experience continuous improvement, making the task manageable and less daunting.

In management practices that adhere to meritocracy principles, employees should possess enthusiasm, competence, autonomy, and the ability to critique their colleagues or even their superiors constructively and reasonably. Continuous development and career progression are the keys to success. [8] Meritocracy, derived from the Latin "meritus" (worthy) and the ancient Greek "kratos" (power), is a principle where the most capable individuals occupy leadership positions regardless of social or financial status. [9]

Japanese management expert Hideki Yoshihara identified six characteristics of Japanese management: [10]

1. Guarantee of lifetime employment and a culture of mutual trust.
2. Corporate unity and shared values considered valuable.
3. Information-based management.
4. Management focused on quality.
5. Continuous presence of management in production.
6. Maintenance of cleanliness and order.

Unlike Western management, which focuses on achieving higher profits with minimal effort, Japanese managers emphasize improving labor productivity and developing human emotions. A distinctive feature of Japanese management is the system of "seniorism," where experience helps advance in rank, and respect for elders is prioritized. Other unique aspects include morning exercises, uniforms, loyalty, rewards for working overtime, seniority-based pay systems, and pension benefits for retirees' family members.

Edward Hall introduced the concept of "high-context" and "low-context" cultures to describe differences in information transmission and perception. According to him:

- High-context cultures (Middle East, Asia, Africa, South America) rely more on emotions and intuition than logic. For them, tone, facial expressions, gestures, and behavior are more important than words.

- Low-context cultures (North America, Western Europe) value direct communication and documented arguments. Non-verbal cues, such as eye contact and facial expressions, carry over 70% of the information in communication. [11]

Effective decision-making in management requires efficient information systems. Researcher M.K. Abdullaev [12], in his studies, developed algorithms for the exchange of information flows between workshops, departments, and top management. Implementing these mechanisms in corporate information systems significantly accelerated the decision-making process by 6-8%, improving information flow and control.

Conclusion. The management practices of developed countries cannot always be directly applied to our national enterprises due to differences in mentality and cultural norms. However, the growing global trade and the need to attract foreign investors necessitate that managers study the unique management styles of foreign countries. Recommendations for adapting these practices to national management include:

- Drawing correct conclusions from mistakes, valuing experience, and minimizing losses, as emphasized in Japanese management. Reducing time, resource, and storage losses is a critical factor in enterprise efficiency.

- Providing opportunities for employees to express themselves and develop personally, which will improve enterprise efficiency.

- Ensuring employees are skilled and masters of their profession, which will increase the production of high-quality goods.

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