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Readiness for changes among managers of mining and metallurgy industry: a case of Kazakhstan

Abstract. The object of the study in this article is iron ore mining enterprises of the mineral complex of Kazakhstan. Based on the conceptual provisions of the development of the mining industry of mineral resources of the country, we identified current priorities and constraints to improve the management system of mining and metallurgical enterprises. Also, we have identified the modern world trends in the management of mineral resource companies, which are focused on ensuring sustainable development, including minimal impact on the environment and ensuring social guarantees of companies' personnel. On the basis of the corporate survey of managers of various levels of mining and metallurgical companies, the authors assess the level of readiness of management to carry out appropriate improvements in their companies. The questionnaire was a symbiosis of corporate and expert surveys, implementing the task of obtaining information on both the internal situation and the views of managers as experts in the field of core business represented by managers of LLP «Orken» which is a subsidiary of the largest miner in Kazakhstan - JSC «ArcelorMittal Temirtau».

The subject of the study was the system of representations and installations of managers of mining and metallurgical company on the given parameters of measurement. The practical objectives of the study were to determine the general level of professional competence of managers of mining and metallurgical companies; to identify the main problem areas of process management in mining and metallurgical companies; to develop practical recommendations aimed at correcting the situation. According to the results of the study, the main problem is established from the point of view of the employees of the company. The structure of the organisation cannot be characterised as absolutely optimal and functional. One of the main reasons for the low functionality of the of the company's structure, according to the opinions of its managers, is the lack of clear qualification requirements for the functionality of the management sphere, and as a result of this a weak staff. The management of the company in its main activity does not ensure compliance with the requirements of sustainable development, and this acts as a natural constraint on the competitiveness of the enterprise and its compliance with modern global trends in the management of mining and metallurgical companies. It was determined that the existing management system of the

mining and metallurgical companies of Kazakhstan is poorly prepared for possible changes in the external environment, and it requires the introduction of innovative technologies for managing production and logistics processes.

Keywords: Management of Mining and Metallurgical Enterprise; Corporate Survey of Managers; Implementation of Management Technology; Duplication of Functions of Managers in Mining Industry

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Оцінка готовності до змін серед менеджменту гірничо-металургійної галузі: приклад Казахстану

Анотація. Виходячи з концептуальних положень розвитку гірничодобувної галузі мінерально-сировинного комплексу Казахстану, у статті визначено сучасні пріоритети й обмеження щодо вдосконалення системи управління гірничо-металургійних підприємств. Виділено сучасні світові тренди в управлінні мінерально-сировинними компаніями, які орієнтовані саме на забезпечення стійкого розвитку, що включає мінімальний вплив на навколишнє середовище й дотримання соціальних гарантій персоналу компанії. На основі корпоративного опитування менеджерів різного рівня групи гірничо-металургійних компаній Казахстану дано оцінку рівня готовності менеджменту проводити відповідні поліпшення. Анкета є симбіозом корпоративного й експертного опитувань. Метою її використання було як отримання інформації стосовно ситуації всередині компаній, так і вивчення думки менеджерів як експертів у галузі основної діяльності підприємства. Предметом дослідження виступила система уявлень й установок менеджерів гірничо-металургійної компанії за заданими параметрами виміру. У якості практичних цілей дослідження було визначення загального рівня професійної компетентності менеджерів гірничо-металургійної компанії; виявлення основних проблемних зон управління процесами в гірничо-металургійних компаніях і розробка практичних рекомендацій, спрямованих на коригування ситуації. За результатами дослідження основну проблему визначено з точки зору самих працівників компанії, які наголошують на тому, що структура організації не може бути охарактеризована як абсолютно оптимальна та функціональна. Однією з основних причин невисокої функціональності структури групи компаній, на думку менеджерів, є відсутність чітких кваліфікаційних вимог щодо функціоналу сфери управління і, як наслідок, слабкий кадровий склад. Менеджмент компаній своєю основною діяльністю не забезпечує дотримання вимог сталого розвитку, що виступає природним обмежувачем конкурентоспроможності підприємства та його відповідності сучасним світовим трендам управління гірничо-металургійними компаніями. Визначено, що існуюча система менеджменту гірничо-металургійних компаній Казахстану слабо підготовлена до можливих змін зовнішнього середовища, що вимагає впровадження інноваційних технологій управління виробничими й логістичними процесами.

Ключові слова: управління гірничо-металургійним підприємством; корпоративне опитування менеджерів; впровадження технологій управління; дублювання функцій менеджерів; менеджмент добувної галузі.

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Оценка готовности к изменениям среди менеджмента горно-металлургической отрасли: пример Казахстана

Аннотация. Исходя из концептуальных положений развития горнодобывающей отрасли минерально-сырьевого комплекса Казахстана, в статье определены современные приоритеты и ограничения по совершенствованию системы управления горно-металлургических предприятий. Определены современные мировые тренды в управлении минерально-сырьевыми компаниями, которое ориентировано именно на обеспечение устойчивого развития, включающего минимальное влияние на окружающую среду и обеспечение социальных гарантий персонала компании. На основе корпоративного опроса менеджеров различного уровня группы горно-металлургических компаний Казахстана дана оценка уровня готовности менеджмента проводить в своих компаниях соответствующие улучшения. Анкета представляла собой симбиоз корпоративного и экспертного опросов, реализуя задачи получения информации по внутриорганизационной ситуации с учетом мнения как менеджеров, так и экспертов в области основной деятельности предприятия. Предметом исследования выступила система представлений и установок менеджеров горно-металлургической компании по заданным параметрам измерения. Практической целью исследования стало определение общего уровня профессиональной компетентности менеджеров горно-металлургической компании, выявление основных проблемных зон управления процессами в горно-металлургической компании, а также разработка практических рекомендаций, направленных на корректировку ситуации. Результаты исследования показывают, что, по мнению самих работников компаний основной проблемой является то, что структура организации не может быть охарактеризована как абсолютно оптимальная и функциональная. Одной из основных причин невысокой функциональности структуры компании ее менеджеры считают отсутствие четких квалификационных требований по функционалу сферы управления и, как следствие, слабый кадровый состав. Менеджмент компании в своей основной деятельности не обеспечивает соблюдения требований устойчивого развития, что выступает естественным ограничителем конкурентоспособности предприятия и соответствия современным мировым трендам управления горно-металлургическими компаниями. Определено, что существующая система менеджмента горно-металлургических компаний Казахстана слабо подготовлена возможным изменениям внешней среды, что требует внедрения инновационных технологий управления производственными и логистическими процессами.

Ключевые слова: управление горно-металлургическим предприятием; корпоративный опрос менеджеров; внедрение технологии управления; дублирование функций менеджеров; менеджмент добывающей отрасли.

1. Introduction

From a conceptual point of view, the role of the mineral resource sector in ensuring stable rates of socio-economic development of countries with rich mineral resources is defined in different ways. The concept of «commodity dependence» or the so-called «commodity curse» (Auty, 1993) is being considered, which is based on expectations of the low quality of such a socio-economic development of a commodity country. Excessive development of the mining sector does not allow the rest of the economy to develop; it stimulates the dependency of the remaining industries, where they are only engaged in the redistribution of raw material income (Kaplan, Bayev, & Tereshina, 2018). Altogether, this leads to a weighted structure of the national economy and a low level of innovation-technological and service development. All this generally affects the global competitiveness of the country and the prospects for its long-term development.

2. Brief Literature Review

On the other hand, despite the relatively high development of the extractive sectors, there are examples of countries that demonstrate the optimal quality of socio-economic development, such as the USA, Canada, Norway, etc., that could transform their rich natural resources into a powerful factor of global competitiveness and sufficiently sustainable socio-economic development of the country in the long term (Guriev, Plekhanov, & Sonin, 2010; Altymyshbaeva, 2017; Dynkin, Telegina, & Khalova, 2018).

Based on this, it is possible to draw the main conclusion regarding the role of the mineral-raw complex in the economic development of the country, which is not in the volume of raw materials extracted (Sherov, et al., 2018), but in the presence of a competent state policy on its use, the availability of innovative technologies for its further processing. The level of processing of the mining sector's products is determined by the multiplier effect of the development of related industries and sectors of the economy (Davletbayeva, Taubayev, & Kuttybai, 2018), and while in Kazakhstan, the products of the mineral sector will be exported as feedstock, the quality of our country's socio-economic development and its global competitiveness will remain relatively low.

Thus, the further socio-economic development of Kazakhstan with the prospect of including in the international and regional technological chain the chain of creation of goods with high added value (Taubayev, Akenov, Ulybyshev, & Kernebaev, 2017) depends on the development and

implementation of the state strategy for the development of the mineral resource complex, taking into account the introduction of innovative technologies (Ulybyshev et al., 2017) for processing extracted raw materials.

As the object of the research is the iron ore enterprises of the mining industry of the mineral and raw materials complex of Kazakhstan, we consider the possibility of assessing the readiness of the management of mining and metallurgical enterprises (Zubarev & Zhukova, 2011) to carry out relevant improvements in their companies based on advanced conceptual provisions defining priorities and constraints on improving the management system.

One of the main global trends in the development of the mining company management system is the priority of sustainable development, i.e. the functioning of the company should cause the minimum harm to the environment and provide social guarantees for the company's personnel and, at best, for both the region and country (Asr, Kakaie, Ataei, & Mohammadi, 2019). It is complicated to create conditions for this trend because of the specifics of the production of mineral raw materials sector, where subsurface resources management is one of the main environmentally complex types of production. In order to solve these problems, countries develop their mining sectors and management systems of enterprises in this area, and widely use modern innovative technologies (Aznar-Sánchez, Velasco-Muñoz, Belmonte-Ureña, & Manzano-Agugliaro, 2019), 3D-modeling and risk management (Amirshenava & Osanloo, 2018), programs to restore abandoned mines (Unger, Lechner, Kenway, Glenn, & Walton, 2015).

Issues of sustainable development of mining companies should be taken as the main priority for the company's management in this industry, as evidenced by analytical studies in this direction (Gorman & Dzombak, 2018), and should demonstrate the complete readiness of the corporate management system of such enterprises (Hilson & Murck, 2000), which ultimately leads not only to certain improvements, but a noticeable increase in key performance indicators (Prusek & Turek, 2018), all this will indicate readiness and management for improvements.

In Kazakhstan, along with adopting these global trends, mining enterprises are introducing innovative production and management technologies. Yet, the pace of these processes is still low and hampered by the strict administrative barriers of the state policy in relation to the mineral sector. According to the results of the annual survey of mining companies of the Fraser Institute, the mining industry of Kazakhstan ranks 74th out of 104 places in the 2016 index of investment attractiveness (Fraser Institute, 2017). Foreign investors note that the main problems in the mining sector of Kazakhstan are related to strict requirements of the state policy regarding the local content, and compliance with social requirements for personnel. Nevertheless, following the OECD review, Kazakhstan has a high investment potential for proven mineral reserves (OECD, 2018). However, the peculiarities of the national policy in the field of mining industry and the readiness of companies' management act as constraints to the investment attractiveness and sustainable development of the industry.

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3. The purpose

On the basis of generalisation of the main trends in the development of iron ore mining in Kazakhstan to determine the management capabilities of LLP «Orken» to ensure the strategic development of the company, taking into account the prospects of development of the mineral complex.

4. Methods of research

To determine the effectiveness of the management system of the mining and metallurgical company in the period from 22 November 2018 to 29 November 2018, we conducted a corporate survey of managers of LLP «Orken» at various levels.

Corporate surveys are conducted to determine the following:

- the degree of loyalty of management personnel;
- the managers' attitude to upcoming or started innovations;
- the level of commitment to the company's prospects (willingness to work in the company for a long time);
- the level of awareness of the managerial staff about the life of the company;
- the level of involvement of management personnel in solving corporate problems.

As part of the current study, a number of key parameters of the standard corporate survey were used. However, it should be noted that the questionnaire was a symbiosis of corporate and expert surveys, realising the tasks of obtaining both information on the intraorganisational situation and opinions of managers as experts in the field of the company's core business (Ulanov, 2015).

The obtained indicators should have a certain criticality of reading, since a number of factors, combined with the so called «situation with the survey», could affect the responses of managers, since the managers of the organisation have no experience of participation in such surveys, the survey was conducted by representatives of a third-party organisation, taking into consideration that the officially announced topic of the survey was formulated in the context of an expert survey, not a corporate one.

Managers of LLP «Orken» represent the object of the research.

The subject of research is the system of representations and installations of managers of LLP «Orken» on the set parameters of measurement.

The practical objectives of the study are to determine the general level of professional competence of managers of LLP «Orken», to identify the main problem areas of process control in LLP «Orken» and, if necessary, to develop practical recommendations aimed at correcting the situation.

A statistically representative sample model with the application of method of the main array of at least 60% of the total population is used in the study. Therefore, with $N = 55$, the sample was $n = 49$ people.

A quota sample model was also applied, taking into account the practical goals and objectives of the study, as well as the ability to use data about respondents.

With regard to the focus of the study, we determine the following composition of the sample quota: the gender of the respondents, the position of the respondents and the period of work in the organization. In our opinion, these quotas show a variety of respondents' opinions depending on their status and experience in the organisation, which, in turn, will allow us to avoid the mistakes in assessing the competence of the respondents in the analysis of their answers to certain questions of the questionnaire. However, it should be noted that only a small number of those who took part in the survey filled in the «information about themselves» field. Thus, the high percentage of

respondents who evaded the answers to quota questions made it impossible to rank the analysis of respondents' answers and build correlations of their competence.

When calculating the indicator under option «other», all the respondents' answers were grouped by meaning.

As for the calculation of indicators, in those questions where respondents were asked to make one choice, it was made on the basis of one hundred percent of the total sample size. Regarding issues where the number of elections exceeded one, the division was made not by the final sum of the elections, but by a sample, therefore in total the figures exceed one hundred percent.

According to the results of the corporate survey the relevant conclusions, were made and the main problems of improving the existing investment management system of the research object were identified.

5. Results

The mining and metallurgical industry is one of the most competitive and dynamically developing sectors of Kazakhstan's industry. It employs almost 164.5 thousand people of main professions. Kazakhstan holds 30% of the world's reserves of chrome ore, 25% of manganese ore and 10% of iron ores. The total geological reserves and forecast resources of coal of the Republic of Kazakhstan are estimated at 150 billion tons. Of the 105 elements of the periodic table in the bowels of Kazakhstan, 99 were identified, 70 reserves were explored, and more than 60 elements were involved in the production (State Statistics Committee of Kazakhstan, 2019).

The mining and metallurgical industry of the Republic of Kazakhstan is the second largest industry for the country's economy. The products of the mining and metallurgical industry are represented in the Kazakhstan export list, although their share is much less than that of the oil and gas industry.

About 18% of GDP of the country falls to the share of the industry. The share of metallurgy in the processing industry is 44%. During the 2010-2017 period, about 80 projects were launched and 15 thousand jobs were created (State Statistics Committee of Kazakhstan, 2019).

The largest miner - JSC «ArcelorMittal Temirtau», whose iron ore department is represented by a subsidiary of LLP «Orken», is in the key «iron» regions of Kazakhstan. The department brings together the mining enterprises of the corporation's iron ore sector in three regions.

LLP «Orken» is the largest enterprise in the industry, the main activities of which are mining, processing and enrichment of iron ore deposits, such as Lisakovsk, Kentobe, Atasu and Atansor, and the subsequent delivery of finished products, as well as iron ore concentrate, to the main consumer - JSC «ArcelorMittal Temirtau».

LLP «Orken» is a complex of four enterprises in Kazakhstan: the Lisakovsk branch of LLP «Orken» (Kostanay region), «Orken-Kentobe» representative offices of «Orken» LLP (Karaganda region), «Orken-Atansor» representative offices of LLP «Orken» (Akmola region), representative offices of «Orken-Atasu» LLP «Orken» (Karaganda region).

To determine the effectiveness of the investment management system, in the period from 22 November 2018 to 29 November 2018 we conducted a corporate survey of employees of LLP «Orken» regarding the opinion of the company's managers on the effectiveness of the management system.

Question 1: «Why did you choose LLP «Orken» for your work?»

As an introductory question of the questionnaire, we used the question of motivation regarding the choose of LLP «Orken» as a place of work. This question, in addition to its main purpose to introduce the respondents to the situation of the survey, had an indirect function, namely to determine how managers of the company are motivated to perform their work as managers of the organisation. Thus, according to the results, most of the managers are motivated by the interest of their work - 40.8%. Another 34.7% prefer to work in the company as it corresponds to their work profile. 26.5% of the respondents indicated a good salary as the main motive of work. About 20.4% of the respondents chose the options «career prospects» and «a good starting point for work in the field of management». Only 12.2% of managers consider their work in this organisation prestigious, and 8.2% consider the work useful - and this is the lowest rate of all the proposed options.

The analysis of the above results, apparently, suggests the presence of a positive attitude to the work being performed, since interest in it should be sufficient motivation for high indicators of labour results. As for the profile of the work performed, here, probably, we can indirectly judge the managers' assessment of their professional suitability for their position and the functional responsibilities that she assumes. However, in addition to the positive characteristics, it is

necessary to pay attention to the motivation index of the utility of the work performed and its low percentage, which suggests that managers either do not consider that the work they do benefit or believe that their individual efficiency is not realised full force in their work activities.

Question 2: «What are your responsibilities in LLP «Orken»?»

As the second question of the questionnaire, we used the question of the functional responsibilities of managers of the company. The open nature of the question could cause some difficulties. Nevertheless, it is significant that almost twenty-five percent of respondents could not formulate their functional responsibilities - 24.5%. The remaining 75.5% listed areas of their occupation, however, it is noteworthy that the managers who acted as accountants and lawyers gave the most clear and detailed formulations of their professional activities, while the majority of the rest gave the most generalised formulations.

Question 3: «Are your functional duties performed only by you or are they assigned to other employees as well?»

In our opinion, the fundamental point in assessing the effectiveness of the organisational structure and evaluating the efficiency of its managers is the presence or absence in the organisation of a system for the functional responsibilities duplicating.

According to the obtained data, 24.5% of the respondents consider that they perform unique, not replicable functional duties. However, 22.4% percept that their functions are duplicated, which may be dictated by the volume of performed work.

The «no answer» («I do not know») option was chosen by 38.8% of the respondents, which is logically, because a manager who does not understand his/her functional responsibilities is not able to evaluate them in terms of duplicability. The remaining 14.3% chose an open answer, proposing their wording: «several tasks are assigned to each employee at the same time», «my tasks are checked by the head of the department», «only I work with the legal part», «in case of vacation or time off, another manager performs my functions», «functions are transferred according to the necessity». Some of these wordings indicate that respondents confused the concepts of duplication and interchangeability.

Thus, the results obtained in the framework of the respondents' answers to the third question of the questionnaire indicate that the company's managers are mostly interchangeable and probably universal in terms of fulfilling common functional duties (Figure 1).



Figure 1:

Distribution of the respondents' answers to the Question 3:

«Are your functional duties performed only by you or are they assigned to other employees as well?», %

Source: Authors' own compilation based at the results obtained within the corporate survey of managers of LLP «Orken» (2018)

Question 4: «If your functions are duplicated, do you think it is rational (effective)?»

The fourth question of the questionnaire was answered only by those respondents who indicated the duplicate nature of their functional duties in the previous question, namely 22.4% of the total number of respondents. Among them, the majority have a positive attitude towards the duplication of their professional duties (32.7%). Of those, the options «yes, it allows you to perform work faster» and «yes, it allows you to perform work more efficiently» accounts for 14.3% and the remaining 4.1% falls on the option «yes, it allows sharing responsibility». Only 4.1% of respondents spoke negatively about the practice of duplication of functions.

Question 5: «In your opinion, the existing structure of Orken LLP ... (finish the sentence)»

According to indirect conclusions made on the basis of the analysis of the respondents' answers on the distribution of functional responsibilities within the organisation, it was suggested about not a full optimum structure of LLP «Orken».

The answers of the respondents to the fifth question of the questionnaire provide direct confirmation of this assumption: only 49% of the organisation's managers consider its structure to be optimal and functional.

The option «has average functionality» was indicated by 22.4% of the respondents. Another 2% called it dysfunctional. The remaining 26.5% of managers avoided a direct answer. Such a high non-response rate indicates either a poor awareness of respondents in this question, or that their vague idea of their functional responsibilities is a consequence of the vagueness of the structure of their distribution and, as a result, the difficulty of determining the functionality of the structure itself.

Thus, from the point of view of the company's managers themselves, the structure of their organisation cannot be characterised as absolutely optimal and functional (Figure 2).

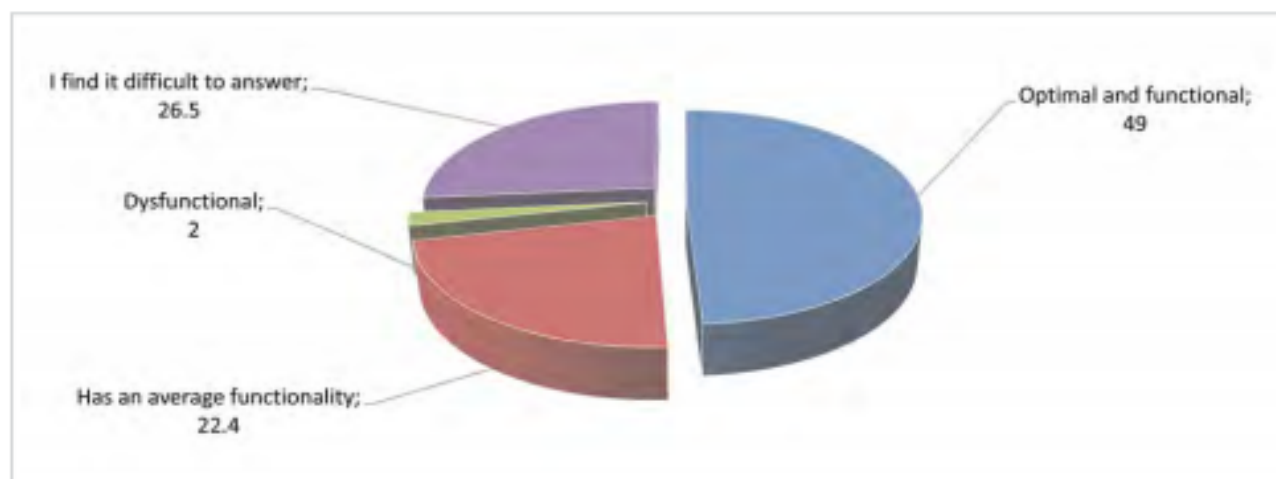


Figure 2:

Distribution of the respondents' answers to the Question 5: «In your opinion, the existing structure of Orken LLP ... (finish the sentence)», %
Source: Authors' own compilation based at the results obtained within the corporate survey of managers of LLP «Orken» (2018)

Question 6: «Why do you think that the current structure of LLP «Orken» does not meet the requirements of functionality?»

Only those respondents who indicated partial or complete dysfunctionality of the company's structure in the previous question answered the sixth question of the questionnaire (24.5% of the respondents). They were asked to explain their choices and formulate arguments for their low evaluation of the functionality of the company's structure. As the main dysfunctional aspects of the operating structure of LLP «Orken», the managers of the organisation themselves indicated: «uneven load», «no interaction between departments», «there is no clear segregation of functional duties and responsibilities», «qualification requirements do not correspond with functional responsibilities», «weak personnel», «it is necessary to optimise the auxiliary departments», «there are problems of interconnection of links with each other», «a lack

of understanding of the common goal, the result of the work». 4.1% of the respondents experienced difficulties in answering this question.

Thus, one of the main reasons for the low functionality of the company's structure is that its managers consider the lack of clear descriptions and qualification requirements for the managerial positions and, as a consequence, weak staffing.

Question 7: «Have modern management technologies been introduced in LLP «Orken» (in your department)?»

One of the mechanisms designed to ensure the functional effectiveness of an organisation is its management system and its compliance with the demands of the organisation itself and its external environment.

In the seventh question of the questionnaire, the respondents had to list the management technologies functioning within the organisation. The received answers indicate that the company, in addition to the quality management system, which received 63.3% of the choices of the respondents, does not have other unified management systems or the managers have very little idea about them. This conclusion is based on the following results regarding awareness about the modern technologies introduction in the company: «Balanced Scorecard» (6.1%), «Business Engineering» (4.1%), «Management by Objectives» (36.7%), «Performance Management» (14.3%), «Project Management» (12.2%), and «KPI (Personnel Performance Management)» (4.1%).

At the same time, 14.3% of the respondents believe that modern management technologies are not introduced in the company at all, and 2% believe that they exist, but do not work.

Thus, if the company implements management technologies in addition to the quality management system, most of the managers do not know about them. Therefore, it is difficult to talk about their effectiveness (Figure 3).

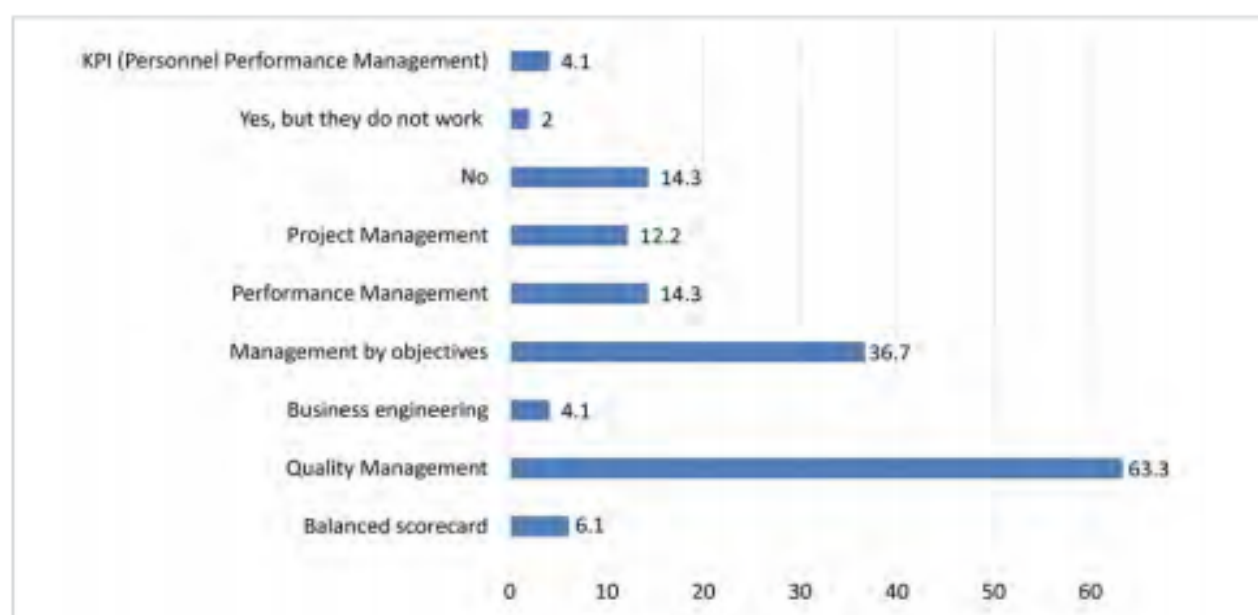


Figure 3:

Distribution of the respondents' answers to the Question 7: «Have modern management technologies been introduced in LLP «Orken» (in your department)?», %
 Source: Authors' own compilation based at the results obtained within the corporate survey of managers of LLP «Orken» (2018)

Question 8: «What can prevent the introduction of new management technologies at LLP «Orken»?»

In our opinion, the main obstacle to the introduction of new management technologies may be the low awareness of managers about them. However, 42.9% of the respondents believe that there are no such reasons.

Other respondents are more precise, indicating the following reasons preventing the introduction of new management technologies at LLP «Orken»: «limited financial resources» (42.9%), «limited

organisational resources» (14.3%), «insufficient competence of the staff» (10.2%), «few examples of successful implementation» (8.2%), «corporate culture» (8.2%).

Thus, according to the respondents, the main obstacle to the introduction of new management technologies in the company is the lack of financial resources (the same reason has also been mentioned in the works by Krutkova (2018) and Alferova (2010)). The human factor is gaining 32.6%, which is also quite high and, from our point of view, may be a much greater problem than the limited funding (Figure 4).

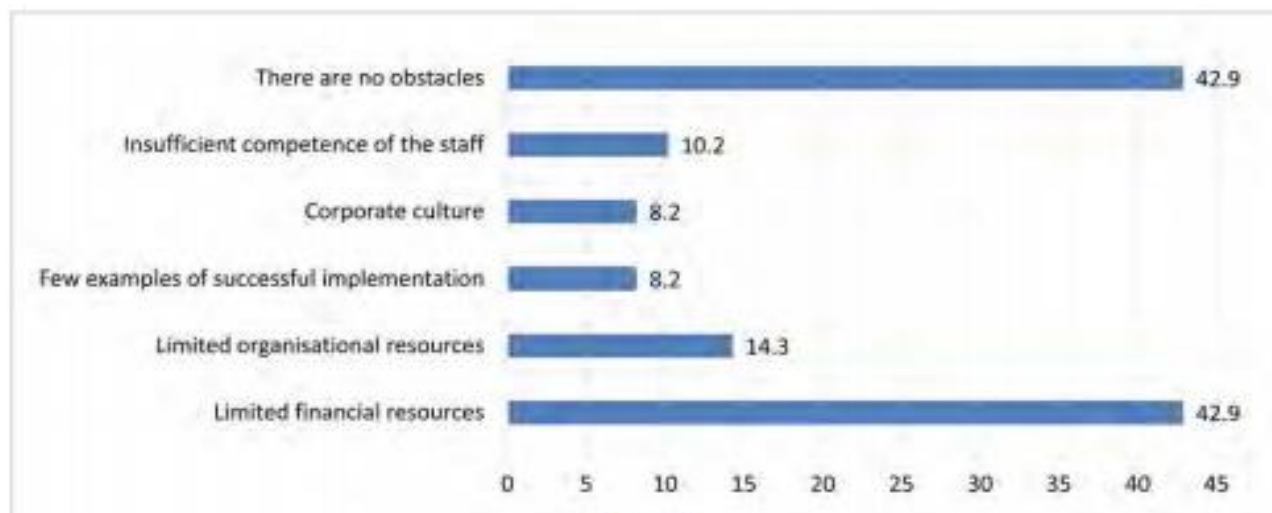


Figure 4:

Distribution of the respondents' answers to the Question 8:
«What can prevent the introduction of new management technologies at LLP «Orken»?», %
 Source: Authors' own compilation based at the results obtained within the corporate survey of managers of LLP «Orken» (2018)

Question 9: «Is there a practice at LLP «Orken» to study the experience of similar foreign organisations?»

In view of the lack of domestic experience and the presence of certain issues in the activities of the organisation, it is appropriate to refer to the foreign experience of such organisations (as also propose Starodubov (2017) and Tsvetkova (2015)).

As the results of the survey showed, the company's managers can be divided into two groups: those who claim that the company actively exchanges and practices the experience of foreign organisations (26.5%) and the others, those who believe that there is no such practice in the company (63.3%). Taking into account the significant numerical superiority of the latter, especially since 51% of them believe that such a practice would be very useful for the organisation, it can be assumed that just over a quarter of respondents were either not entirely correct in choosing a response, or this exchange of experience is «behind the scenes» and has a very limited distribution, while the scale of the organisation does not create any difficulties for the dissemination of information. In any case, such indicators cannot support the effectiveness and efficiency of these practices, even if they are available. Furthermore, 10.2% of the respondents could not answer this question (Figure 5).

Question 10: «How do you see (evaluate) the development prospects of LLP «Orken» in 5 years?»

A good indicator of the real assessment of the company's personnel (employees) by its level and performance is the managers' opinion of the organisation's development prospects for the near future. In our case, five years.

The obtained data suggest a low assessment by the respondents of the company's immediate prospects. Only 24.0% of the respondents believe in the bright future of the company.

Almost half of the managers (48%) do not make predictions that, given the low level of competence (almost forty percent of the respondents) looks quite logical. At the same time, 24% of managers forecast that in 5 years LLP «Orken» will be a positive, successful company without losses, developed and prosperous.

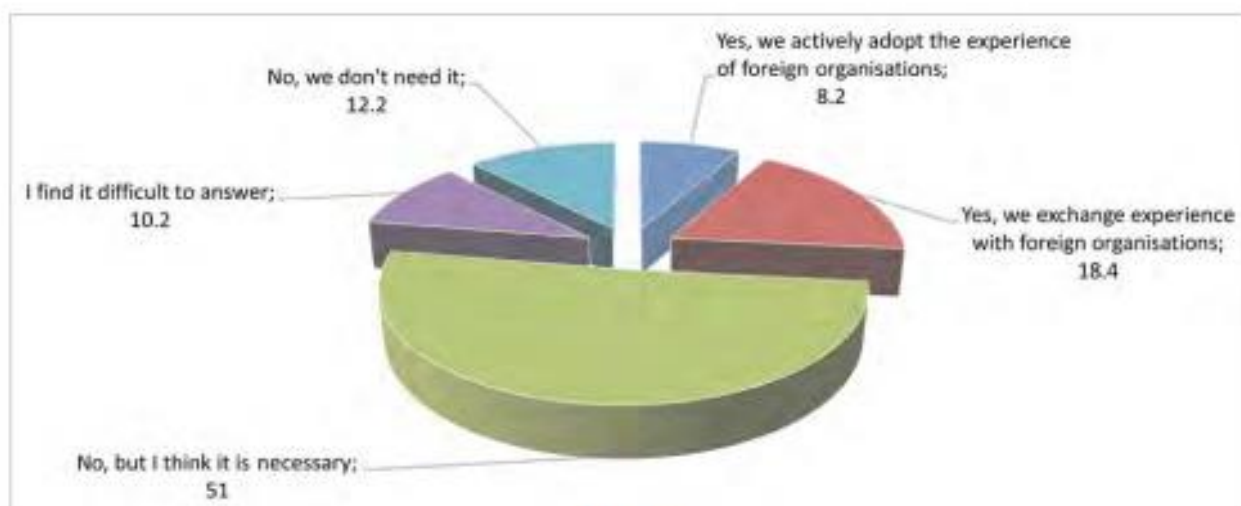


Figure 5:
Distribution of the respondents' answers to the Question 9:
«Is there a practice at LLP «Orken» to study the experience of similar foreign organisations?», %
 Source: Authors' own compilation based at the results obtained within the corporate survey of managers of LLP «Orken» (2018)

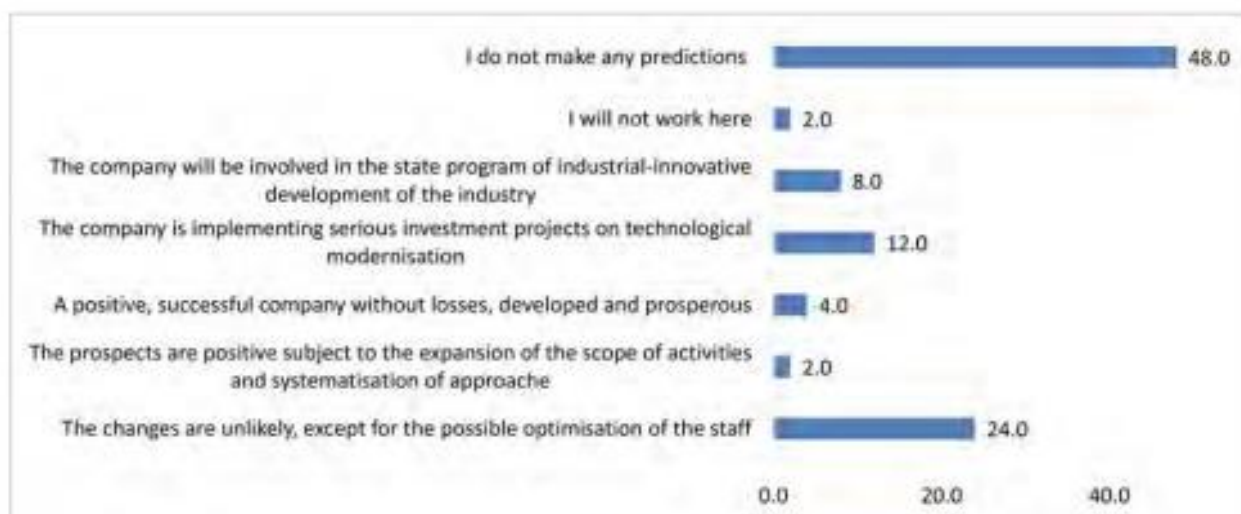


Figure 6:
Distribution of the respondents' answers to the Question 10:
«How do you see (evaluate) the development prospects of LLP «Orken» in 5 years?», %
 Source: Authors' own compilation based at the results obtained within the corporate survey of managers of LLP «Orken» (2018)

The remaining 28.0% give recommendations and forecasts regarding the company's future prospects. They believe that the company «is implementing serious investment projects on technological modernisation» - 12%. Some of the respondents consider that «the changes are unlikely, except for the possible optimisation of the staff» (2%). Others see the prospects as positive «subject to the expansion of the scope of activities and systematisation of approaches» (4%). Another 8% of the respondents predict that «the company will be involved in the state program of industrial-innovative development of the industry», and they see the future of the enterprise in financial support of the government and the emergence of more serious investors. Some managers plan a breakthrough to a new level and give the answer that they «will not work here» in five years (2% of the respondents).

6. Conclusions

1. When making general conclusions from the data obtained, it should be taken into account that the issues of evaluating the activities of the organisation in which the respondent works, traditionally cause certain concerns, and therefore it can be assumed that a certain number of

managers were not sufficiently frank in answering them. Thus, the results should not be taken as absolute, because the respondents could give incomplete answers or not entirely sincere answers. In addition, the data obtained do not provide an opportunity to assess the quality parameters of the results of the company.

2. The management of organisation may need to focus on specific critical comment and suggestions of individual managers, despite their low percentages, because these self-formulated answers are a consequence of the analytical approach, awareness and, most importantly «non-indifference», as well as understanding of one's own responsibility for the results of the organisation's work and its future fate.
3. A great influence on the interpretation of the obtained data had a high percentage of «no answers», i.e. respondents who avoided direct answers to the questions posed and chose the option «I find it difficult to answer.» According to the logic of the analysis of applied research, such formulations of evasion from the answer allow us to classify these respondents as incompetent. Thus, a general analysis of the preferences of response options showed that respondents who were freely feeling and well oriented (competent) in the questions asked accounted for only 48.7 (+/- 0.3% error) of the total number of respondents. For expert surveys, this is an extremely low figure.
4. An analysis of the main reasons for choosing a company as a place of work seems to suggest that the majority of managers have initially positive attitudes to work to be performed, since interest in them (work) should be sufficient motivation for high indicators of labour results. As for the specifics of the performed work, it is likely that we can indirectly judge the assessment by managers of their professional compliance with the post and the functional duties, the performance of which it involves.
5. From the point of view of the company's employees themselves, the structure of the organisation cannot be characterised as absolutely optimal and functional. One of the main reasons for the low functionality of the company's structure is that its managers consider the lack of clear qualification requirements for the management function and, as a result, a weak staff.
6. Even if the company introduces any management technologies in addition to the quality management system, most of the managers do not know about them and, therefore, it is difficult to talk about their effectiveness.
7. The managers identified the lack of financial resources as the main obstacle to the introduction of new management technologies in the company. The human factor in total is gaining 32.6%, which is also a fairly high indicator and, from our point of view, can represent a much greater problem than the limited funding.
8. As the survey results showed, company managers can be divided into two groups: those who claim that the company actively exchanges and practices the experience of foreign organisations and others - those who believe that there is no such practice in the company. Given the significant numerical superiority of the latter, especially since 51% of them believe that such a practice would be very useful for the organisation, it can be assumed that just over a quarter of the respondents were either not entirely correct in choosing a response, or this exchange of experience is «behind the scenes» and has a very limited halo of dissemination, while the scale of the organisation does not create any difficulties for the dissemination of information.
9. The obtained data suggest a low assessment by respondents of the immediate prospects of the company. So, only a quarter of the interviewed managers believe in the bright future of the company. Almost half of the respondents did not make predictions that, given the expected low level of competence, almost forty percent of the respondents look quite logical.

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