

# THE IMPLEMENTATION OF MANAGEMENT THEORIES AT THE LEADING BELARUSIAN ENTERPRISES

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This article considers the ways to distinguish management theories. The main management theories are described using the examples of Belarusian enterprises. The article illustrates the relevance of the theories under study. The purpose of the study is to show the importance of the implementation of managerial theories at the enterprise.

**Key words:** management; theory X; theory Y; enterprises; motivation; system; strategies.

Management is the effective and productive achievement of an organization's goals through planning, organizing, directing, and controlling organizational resources.

The main theories of management offer measurable criteria for its improvement on the basis of mass forms of attracting employees to participate in management.

The first person who coined the X and Y theories was Douglas MacGregor. He believed that at an enterprise where Theory Y would be applied, people were willing to work (as they were motivated). As for Theory X, people had no obvious desire to work there. Moreover, according to Theory X, the average individual is stupid, lazy, and tends to avoid work at the first opportunity, so workers need to be constantly forced, controlled to work hard to achieve the company's goals. Contrary to Theory X, Theory Y assumes that the average individual, with appropriate training and conditions, does not only accept responsibility, but also strives for it.

Both theories are based on the foundation of corporate culture, which can be viewed as a complex set of different behavioral systems that affect both employees and managers. In a sense, it plays the role of a «carrot and stick», motivating employees to comply with the accepted rules and at the same time giving confidence in the future and the opportunity to move up the career ladder. Accordingly, in enterprises where Theory Y is used, the corporate culture is friendly and formed in such a way that people themselves want to work.

The purpose of my research was to analyze the corporate culture of the leading Belarusian enterprises and the application of management theories in their performance.

These leading enterprises managed to overcome the following problems like: the heritage of the planned economy management system, which as-

sumed the dominance of the administrative form of management. They took advantage of the generally accepted factors that provide advantages for effective management practices: motivation and commitment of employees; the use of modern technologies in production; high education and highly qualified personnel; the use of innovative approaches in the manufacturing process.

The research methods that were applied in the analysis of enterprises, are as follows:

1. Secondary research (for example: website analysis, analysis of online articles, etc.);
2. Review of press coverage;
3. Overview of the financial data;
4. Feedback from former employees.

The Belarusian enterprises under investigation are A1, Epam, Savushkin Product, Milavitsa. We will consider these companies in more detail.

A1 is considered to be one of the largest companies in the country. This company has a stable salary and a system of bonuses. The company offers many career opportunities. Moreover, employees, have access to the refresher courses thus having an opportunity to constantly learn something new.

The website of the company declares the following: «Inside A1, you can try different roles and positions. Therefore, our employees do exactly what they like, constantly develop professionally and occupy interesting positions. We value modern and creative employees. Our large team works on a variety of tasks in various fields. Choose a direction for your professional growth! Our values are Team, Trust, Flexibility» [1]. This statement clearly describes the essential elements of the foundation of Theory Y with its accent on employee's importance and value for the company.

Let us concentrate specifically on the goals that affect the development of the company (team, trust, flexibility) and evaluate their current importance. According to the same website the «team concept» is declared as: «We work together and use all of our shared resources and strengths to meet our customers' expectations. It is important for us to be open, transparent and consistent in what we say and do, and we speak openly with our customers, colleagues and partners» [1]. The focus on trust follows this pattern: «Trust allows us to create an environment where curiosity, openness, and collaboration are key. We are open and transparent in what we say and do, sincere in our behavior and actions.» The company's website also points out that the concept of flexibility heavily relies on «choosing our activities and goals and feeling responsible». Considerable attention is also paid to business ethics and responsibility: «The conduct of the employees of the A1 Unitary Enterprise is based on the principles of business ethics. It's not just about achieving our business goals that matters, but also how we do it.» Moreover, the company pays major

attention to the team development and support that results in an increasing market share and gaining market power.

The following enterprise JSC «Savushkin Product» is the leader of the dairy industry of the Republic of Belarus and one of the largest producers of natural dairy products in the Eastern European region. The company occupies a leading position in the ranking of the most efficient food industry enterprises in the country, moreover it has been a favorite of consumer preferences of Belarusians for more than 18 years. In addition, the products of «Savushkin Product» are recognized internationally in such prestigious competitions as the Superior Taste Award and Monde Selection, Belgium.

The company's mission of «making people happy and healthy» focuses on the core values like:

5. 1. «Leadership as an integral part of the company;»
6. 2. «Quality is a very important criterion in the production of any product;»
7. 3. «Employee responsibility affects the quality and safety of production;»
8. 4. «Fair and open business policy;»
9. 5. «Professionalism is as valuable as the contribution of each employee to the development of the company;»
- 10.6. «Respect for people being the main value of the company;»
- 11.7. «Independence: Each employee is free to make decisions within their competence» [2].

Based on the company's goals, we may conclude that Savushkin uses Theory Y in relation to employees. Consequently, the use of this theory helps the company continue to develop and reach the top in the market of milk and dairy products.

EPAM Systems is an American IT company founded in 1993. The world's largest manufacturer of custom software, a specialist in consulting. EPAM has many branches around the world, and in this article, we will review the mission statement of the Belarusian branch.

We suggest considering the very basic mission steps of EPAM Systems, described on their website [3]: «All people are different, and all companies are different. EPAM started without any strong strategy and mission-we just always set practical goals for ourselves. Therefore, we believe that the most important thing in employees is desire and talent.» Obviously, Theory Y uses the same approach of focusing on the manifested employees' qualities such as willingness and responsibility intertwined with inherent creativity.

The key to success according to Arkady Dobkin, the founder of this business entity is expressed in the following equation: «TALENT + EXPERIENCE = \$40 MILLION \$» [3].

The Belarusian company Milavitsa is one of the largest companies in the CIS for the production and sale of women's underwear. Located in Minsk, Belarus. As for this company, it employs people striving for maximum results, that are ready for productive and multitasking work, that are able to flexibly approach changes. The major focus has been on constant self-improvement and learning new things [4].

Thanks to clearly defined tasks and well-coordinated teamwork, as well as the application of Theory Y in practice, this business entity enjoys a huge share in the market for the production of women's underwear.

In conclusion, we would like to acknowledge that thanks to this research, we realized that Theory Y and the corporate culture of the enterprise play a significant, if not the main role in the development of enterprises around the world. Moreover, the enterprises that heavily exploit Theory Y, gain further advantages evaluated in terms of an increased profit through better performance of happy and fulfilled employees.

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