

**MANAGEMENT ANOMIE AND PERSONAL RESOURCES OF MANAGEMENT EFFICIENCY  
IN TRANSFORMING SOCIETIES****Naira Hakobyan,**  **ORCID ID:** <https://orcid.org/0000-0003-0753-2774>

D.Sc. Professor, International Scientific Educational Centre of the National Academy of Sciences, Armenia

**Anna Khachatryan,**  **ORCID ID:** <https://orcid.org/0000-0001-5761-8838>

Ph.D., Associate Professor, International Scientific Educational Centre of the National Academy of Sciences, Armenia

**Yuliia Chortok,**  **ORCID ID:** <https://orcid.org/0000-0001-5263-0555>

Ph.D., Associate Professor, Sumy State University, Ukraine

**Corresponding author:** Anna Khachatryan, [anna.khachatryan@isec.am](mailto:anna.khachatryan@isec.am)**Type of manuscript:** research paper

**Abstract:** *Modern society's social, economic and civilized transformation is manifested in various fields of life. The peculiarities of the transforming society can be seen in critical conditions, of which the war and the economic crisis are especially important. Under these conditions, the problems of management efficiency are increasing more and more. This research aims to discuss management efficiency in transforming society. The article presents one of the main characteristics of the transforming society - the phenomenon of anomie. The object of research is the phenomenon of management anomie in transforming societies. Management anomie is characterized by certain socio-economic features, among which marginalization of management, work addiction, destruction of systemic market relations, uncertainty in planning, the predominance of situational decisions and absence of personnel policy are noted. The main points of interest during this research are internal (personal) and external (societal) resources of managers' adaptation in the transforming society. There are discussing some ways of solving the problem of management efficiency in transforming society and overcoming management anomie. Results of the research indicate the importance of an interdisciplinary standpoint on the phenomenon of anomie and the development of interdependence of cognitive, emotional and behavioural features of the managers' adaptation under conditions of management anomie. The research emphasizes certain links between emotional, cognitive and behavioural features of personal resources of management anomie overcoming. The research proves that anomie of management is characterized by certain socio-economic and psychological features which impact management activity. The solution to the scientific problem of management anomie investigation is the methodology for studying personal resources of management efficiency. It should also be noted that these phenomena still need to be completely scientifically studied. It is necessary to conduct a multifaceted and interdisciplinary analysis of the problem to determine the signs characterizing the management anomie and personal resources aimed at management efficiency in transforming society. The investigation generalised in this article gives a start to interdisciplinary and versatile studies of the theory of management anomie.*

**Keywords:** management anomie, marginality, stereotypes, transforming society, uncertainty, work addiction.

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**Introduction.** As we know, the rapidly changing processes of the modern world are manifested in various societies. They become obvious in socio-economic, psychological, cultural and other spheres of personal activity (Chortok and Rodymchenko, 2014). It is no secret that social transformations affect the activity of a modern person, as well as the use and effectiveness of personal resources. Social transformations are especially deepened during the war and the economic crisis, when the previous methods and mechanisms of effective human activity are no longer viable, and new ones have yet to be formed. This trend negatively affects management efficiency since not only the management system is transformed completely, but also the manager's attitude to socio-economic and civilizational transformations in society. In such circumstances, the phenomenon of management anomie is manifested. In the conditions of the unpredictability and uncertainty of social expectations, managers cannot plan their activities, foresee and restrain certain risks, and evaluate the personal resources of management efficiency.

The important impact of this research is definition of the marginal type of management in the modern transforming societies. There are discussed the main factors of marginalization of management in the modern societies. The concept of "psychological readiness" to overcoming of managerial anomie is underlined.

The research is constructed according to the follow key points: firstly, the essential issues of some theoretical approaches were presented in literature review aimed to define the phenomenon of anomie and its characteristics; secondly, it was detailed the methodology basis of the study—the principle of "social disorganization" in the theory of N. Smelser is singled out. As a result, the personal resources of anomie-resistance in managerial activity were revealed. The empirical part of the study was based on the Semantic Differential Scale which allows revealing the appropriate socio-role units of cognitive, emotional and behavioral resources of managers aimed to overcoming of managerial anomie.

The key standpoint of the research is classifying the phenomenon of anomie of management by the certain socio-economic features. This statement has scientific importance not only in the sense of adding theoretical view of anomie, but for understanding the modern processes of managerial activity, the main risks of marginalization of the management and forming the contemporary methods of measurement and overcoming of anomie as well.

**Literature review.** Anomie, as an individual human state of mind, has been studied by a number of scientists. The American sociologist and public figure Alvin Powell noted that when the goals of human activity become contradictory, unattainable or insignificant, the state of anomie intensifies. A general loss of value orientations characterizes the same state of anomie. It is accompanied by a feeling of «emptiness» and apathy, resulting in a person feeling meaningless and empty loneliness (Powell, 1958). As a result of this, in an imperceptible way, a person becomes dependent on his business environment and tries to «drown out» an increasing feeling of loneliness and alienation in his work. A person cannot understand that in this situation, his behaviour becomes addicted to the social environment; he cannot fully live in his social environment, on the one hand, and cannot imagine himself without the same environment.

The German sociologist and philosopher Erich Fromm gave another significant characteristic of the manifestation of anomie in a transforming or crisis state of society - the main indicator of the disease of society is indifference to a person. In this regard, the anomic results presented by E. Fromm are observed with the manifestation of such phenomena as «narcissism», «necrophilia», «sadism», «masochism», etc. (Fromm, 1994). The concept of individual anomie belongs to the American sociologist Robert Agnew, whose theory is based on the idea of M. Merton that the emergence of socio-psychological tension in a person reduces the need to use legal means to achieve their goals, as a result of which illegal means to achieve the goal become more in demand (Merton, 1938). M. Merton studied anomie, particularly from the standpoint of achieving economic success. The originality of the actualization of the socio-economic context is determined by the requirements of the time when the process of socialization of the individual and its progress through social stratification largely depended on the economic success of the activity. Unsurprisingly, contemporaries of the era of scientific and economic progress, including M. Merton, proceeded in their scientific research from the concept of using effective means to achieve any goal. According to M. Merton, these funds can be both legal and illegal. Using illegal means to achieve the intended goal reinforces the structural stratification of society since only some have access to legal means to achieve success.

E. Durkheim considered anomie as «industrial», the natural state of capitalist society when society encourages the same goals and values of individual success for everyone. The lack of effective norms regulating and restraining the limited opportunities to satisfy human desires leads many to exhibit deviant behaviour.

To adequately evaluate E. Durkheim's concept of anomie, it is necessary to consider it in the context of his ideas about society as a special reality that stands above individuals and performs a control function. In this context, society presents itself as an environment for the integration of individuals, where the author gives the etiological classification of suicides and distinguishes the nature of the individual-society relationship (Durkheim, 2002).

Although E. Durkheim's concept has been criticized, the main idea of social disorganization lies in the manifestation of deviant behaviour. According to American sociologist N. Smelser «social disorganization» is the state of society when cultural values, norms and social ties are absent or become unstable (Smelser, 1989). After E. Durkheim, the interpretation of anomie developed in 2 main directions. The representatives of the first direction considered anomie as moral anarchy and lack of moral discipline, distinguishing normative tension and the clash of norms, which describes the situation where moral values and norms do not correspond to the possibilities of implementing the invested goals. The representatives of this direction tend to consider any conflict and division of interests as a temporary imbalance of functions and disproportionate manifestations of psychological resources of adaptation (Merton, 1938).

The representatives of the second direction proceed from the theoretical model of society as a system of groups in constant tension and various conflicts, which is an impetus for social changes. This trend continues E. Durkheim's idea that anomie is a reality and a «normal state» of almost any transforming society. In a stable society, the conformity of means and ends ensures the application of normative behaviour. When goals are exaggerated, deviant behaviour occurs; when means are exaggerated, a «ritual» type of behaviour occurs. The simultaneous rejection or substitution of goals and means manifests revolutionary behaviour, rebellion and reversal. The second type of behaviour, when goals play a major role and the choice of means is ignored, leads to antisocial behaviour or crime. E. Durkheim, presenting his theory of the development of society, emphasized the importance of transitioning from an agrarian society to an industrial one, where social order in society takes place through social integration and regulation.

During the transition period from an agrarian to an industrial society, new norms and values spread, destroying the balance formed in traditional society and breaking religious institutions, traditional beliefs and established orders. Therefore, we can say that anomie occurs because the division of labor does not have enough positive contacts. It creates a relationship between members of society and does not create an effective regulation of social relations. Such changes force people to question the effectiveness of old cultural norms and rules, leading to a dramatic increase in anomie (Zhao and Cao, 2010). Comparing the different characteristics of societies, we conclude that a society where differentiation and individualism prevail is more prone to the state of increasing anomie (Konty, 2005).

Thus, the causes of modern anomie emerge due to the complex division and fragmentation of labor in the industrial revolution era. The American economist and sociologist Karl Polanyi also spoke about it in his work, asserting that the absence of regulated societal norms leads to market integration of social relations (Machado, 2011). In this situation, order and control become equivalent concepts that reflect the dynamics of the observed phenomenon since social order is the component created as a result of management. Management, in turn, is carried out by various «tools»: state, mass media, society, ideology, etc.

According to M. Merton, each person adapts to the state of anomie in his own way, showing either submissive behaviour or deviant behaviour, where he rejects the ideas and norms established by society. This is why M. Merton developed five «anomic» ways for an individual to adapt to the environment: conformity, innovation, ritualism, retreat, and rebellion. American sociologist Neil Smelser states that the means to an established goal include traditional methods such as a good education and work. However, when facing reality, it becomes clear that most of the population needs access to socially approved means because many people cannot afford a good education. The best jobs go to a limited number of people (Smelser, 1989). American sociologist and criminologist Howard Becker argued that social imperfection occurs in any society. However, problems of social anomie and deviant behaviour are of great importance in the context of socio-political and economic reforms (Plummer, 2003). Thus, the management anomie is characterized by the need for more understanding of the goals of managerial activity, the fragmentation of social control function, the lack of targeted activity planning, extreme manifestations of psychological resources and the unsatisfied need for adaptation to the social environment.

**Methodology and research methods.** Based on the fact that management anomie is a complex social phenomenon, the methodology of studying the problem is based on the interdisciplinary research principle. The theoretical and methodological substantiation of the study was the scientific approach to scaling and classification of data. The research is based mainly on N. Smelser's «social disorganization» theory postulates and aimed at evaluating and classifying the responses of managers, experts and staff representatives. The basis of successful management organization and overcoming management anomie is managers' skills and knowledge, experience and abilities, constructive behaviour models, and actual abilities that enable a manager to be more adaptive and stress-resistant, successful and satisfied with the quality of life. In this sense, most authors distinguish internal (personal) and external (societal) resources to overcome social anomie (Teymoori et al., 2016). This classification can be used as a methodological basis for the further practical application of the results and the development and organization of the appropriate training during managerial activity. The primary data about personal resources of anomie-resistant management efficiency is presented below (Table 1).

**Table 1. Internal and External Resources of Personal Anomie-Resistance**

Internal resources	External resources
<p><b>Personal:</b></p> <ul style="list-style-type: none"> <li>✓ active motivation to overcome stress</li> <li>✓ internal control orientation</li> <li>✓ self-confidence</li> <li>✓ positive and rational thinking</li> <li>✓ emotional-volitional characteristics</li> <li>✓ emotional intelligence</li> <li>✓ knowledge</li> <li>✓ life experience, the experience of overcoming similar situations</li> </ul> <p><b>Abilities:</b></p> <ul style="list-style-type: none"> <li>✓ ability to ask for and accept help</li> <li>✓ ability to create a supportive environment</li> <li>✓ mental self-control skills</li> <li>✓ information activity</li> <li>✓ hope</li> <li>✓ endurance</li> <li>✓ psychological competence</li> <li>✓ psychological defence mechanisms</li> <li>✓ time management</li> </ul> <p><b>Behavioral:</b></p> <ul style="list-style-type: none"> <li>✓ coping strategy</li> <li>✓ looking for social support</li> <li>✓ assertive behaviour</li> </ul> <p><b>Physical resources:</b></p> <ul style="list-style-type: none"> <li>✓ state of health, measures aimed at maintaining and strengthening health</li> <li>✓ lifestyle</li> <li>✓ presence/absence of harmful habits</li> <li>✓ time for rest</li> <li>✓ food</li> <li>✓ sleep</li> </ul>	<p><b>Social support:</b></p> <ul style="list-style-type: none"> <li>✓ social support institutions</li> <li>✓ state</li> <li>✓ organizations</li> <li>✓ family, friends</li> <li>✓ types of social support: material, emotional, informational, etc.</li> </ul> <p><b>Material resources:</b></p> <ul style="list-style-type: none"> <li>✓ sufficient level of income</li> <li>✓ sufficient conditions for living</li> <li>✓ life safety</li> <li>✓ optimal working conditions</li> <li>✓ stability of payment</li> </ul>

Sources: developed by the authors.

The groups mentioned above of internal and external resources of personality anomie-resistance represent a wide range of personality needs necessary in managerial activity. In the process of research, we investigated groups of managers (n=60), experts (n=34) and personnel (n=120) of various institutions and organizations consisting of 100 or more employees.

The respondents were tasked with evaluating internal and external resources of anomie-resistant management efficiency on the scaling principle. Based on the primary data, we classified answers, and we identified subgroups of cognitive, emotional and behavioral resources noted by respondents as the most important in managerial activity. The scaling and assessment of anomie-resistance resources were based on the method of Semantic Differential. To further clarify the scaling results, the respondents were offered two modified questionnaires to diagnose management effectiveness and measure social adaptation levels (Hassin, 2010).

**Results.** Based on the Semantic Differential Scale methodology, the results obtained through the modified questionnaires on the diagnosis of management effectiveness and measurement of social adaptation level express the cognitive, emotional and behavioral components of psychological resources. Let us present the manifestation of cognitive resources for personal adaptation and overcoming of management anomie by certain socio-role units (Wirtz and Lee, 2003).

**Table 2. Cognitive resources for overcoming management anomie**

Socio-role units	A pair of features		II pair of features	
	Own experience (%)	External information (%)	Unpredictability (%)	Preparatory activities (%)
Managers	45	55	12	88
Staff	76	24	22	78
Experts	92	8	6	94

Sources: developed by the authors.

We see the following picture in the selection group of managers - although the respondents learnt about the emergency and the details of its process based on what happened to them, 45% of them consider only their own experience as a sufficient basis for effectively overcoming such situations. 55% of managers find the need for external information in the implementation of constructive mechanisms of adaptation. We see this response trend in the next set of cognitive resources: most managers (88%) prefer emergency preparedness, such as prior awareness of situations, familiarization with the rules of behaviour in an emergency, and knowing how to get help. The answers of the staff selection group are slightly different: the majority of respondents (76%) indicate their own experience rather than the availability of external information as the basis for the effectiveness of adaptation. This feature is interpreted by the fact that the staff act as «observers» and is unaware of the danger regarding the effectiveness of the management. The features of the second pair of cognitive characteristics are almost the opposite of the previous one: 78% of the staff attaches importance to preparatory (educational, social security, other) activities to effectively adapt to future situations. Here, staff ratings are consistent with similar responses from a sample of managers. As a result, we get a dual image of the socio-psychological adaptation of the staff to the anomic socio-economic situation, which represents the dual, marginal, socio-psychological characteristic of the staff as «management observers». The experts gave the highest assessment of their experience and preparations for the anomic situation. The indicators of this electoral group are a clear testimony to the professionals' activity in an anomic situation of uncertainty and lack of societal norms and the demonstration of personal/professional skills.

Now let us present the expression of a person's emotional resources by the following socio-role units.

**Table 3. Emotional resources for overcoming management anomie**

Socio-role units	A pair of features		II pair of features	
	Adaptive optimism (%)	Adaptive pessimism (%)	Helpfulness (%)	Powerlessness (%)
Managers	14	86	11	89
Staff	44	56	13	87
Experts	95	5	96	4

Sources: developed by the authors.

One of the mechanisms of a person's constructive adaptation to anomic or marginal situations is the effective use and targeting of emotional resources to assimilate or modify the newly created conditions of the social environment. Therefore, the following characteristics of a person's emotional resources were examined: adaptive optimism/pessimism, helpfulness/powerlessness. Let us consider these features according to socio-role units. The leading indicators of adaptive pessimism were recorded in the sample of



managers' responses. The expression of pessimism depends on the degree of problems the manager has. The predominance of the feeling of powerlessness on the part of the manager is compensated by active influence and helpfulness during the management processes. Apart from the managers' selection group, the highest rate of powerlessness was recorded among the staff (87%). However, the interpretation of this indicator is separate from the features of the distribution of emotional resources among the other selection groups but to the picture mentioned above of the staff's cognitive resources. The perceived powerlessness of the staff once again proves their role as observers and is not accompanied by a concomitant increase in adaptive pessimism. In other words, regardless of whether they are optimistic about the given anomic or marginal situation or not, the staff feels powerless in the given situation. It can be assumed that such an image is due to the desire of the employees of the organization to be safe and, on the other hand, lies at the basis of social adaptation to the newly created situation. We see the maximum correlation of adaptive optimism and helpfulness only in the selection group of experts, which coincides with the manifestations of their cognitive resources and speaks about the existence of constructive mechanisms of personality adaptation as a result of functional cooperation of a person's psychological resources.

These results of a person's emotional resources best express the positive correlation between adaptive optimism and helpfulness in management anomie. Conversely, an increase in adaptive pessimism is accompanied by a corresponding increase in feelings of powerlessness in all cases.

Finally, let us present the expression of a person's behavioral resources by the same socio-role units.

**Table 4. Behavioural resources for overcoming management anomie**

Socio-role units	A pair of features		II pair of features	
	Cooperation (%)	Self-dependence (%)	Resoluteness (%)	Caution (%)
Managers	22	78	3	97
Staff	14	86	9	91
Experts	91	9	98	2

Sources: developed by the authors.

The percentage expression of responses also represents the features of behavioral resources for overcoming management anomie. Thus, the indicator of self-dependence registered among managers and staff is accompanied by the expressed indicator of caution in a marginal situation and consistent with the cognitive resources- in an anomic or marginal situation, mainly based on one's own experience and has a weak expression of social support.

The increase in cooperation characteristics and resoluteness was registered in the expert group (91% / 98%), indicating the group-cooperative character of social support and the interdependence of the constructive mechanisms of adaptation and institutions of socialization. We are facing this phenomenon in those regions where the social, psychological, economic or political negative consequences of major marginal situations that happened in the past are still preserved.

The manifestations of behavioral resources of adaptation in all selection groups once again prove the above observations about the nature of functional correlation of cooperation and resoluteness on the one hand and self-dependent action and caution traits on the other.

To summarize the analysis of the personal anomie-resistance resources and the diagnosis of management anomie in the social environment, we can emphasize the structural interdependence of emotional and behavioral features, compensated by a certain distorted image and extreme manifestations of cognitive features. This conclusion can be a methodological basis for further research aimed at the process of constructive social adjustment of the person and management anomie overcoming. Let us also add the importance of the emotional field expression for developing constructive mechanisms of personal adaptation in anomic conditions of managerial activity.

**Discussion.** The study shows links between theorists' thoughts about anomie nature and empirically manifested characteristic features of management anomie. Many authors - E. Durkheim, M. Merton, R. Agnew and others (O'Driscoll, 2018; Stonequist, 1961; Carbonnier, 1998) emphasized the weakening of cultural and social norms in a transforming society, which, in turn, leads to an increase in crime, several forms of addictive behaviour, including work addiction. It is also interesting that in the current conditions of the globalization of society, the views of M. Merton and his followers on the relationship between the limited use of legal means to achieve the goal and the sociocultural stratification of society are increasingly

reflected, which associated with both abnormal behaviour of people and the growth of contradictions and conflicts during the management of socio-economic activities (Hakobyan et al., 2022).

Anomie arises due to the conflict between needs and interests on the one hand and opportunities to satisfy them on the other. This means that anomie is manifested in the partial or complete absence of normative regulation in crisis and transitional situations when the old system of norms and values is broken and the new one has not yet been established. As a result, there is inefficiency and a low degree of influence of social norms, which is presented as a means of social regulation of the behaviour of individuals, where value-normative orientations, uncertainty, instability and inconsistency are placed in the primary links. This is what causes the emergence of anomie, which can be observed both during a sharp and obvious socio-economic deterioration and during a sharp and momentary prosperity. The social order breaks down in both cases, and its regulatory functions weaken. As a result, the social balance is disturbed, people quickly lose their positions in society, and the social system oscillates and disintegrates. Large-scale reforms carried out during this period are accompanied by phenomena characteristic of «wild» capitalism: corrupt, criminal, marginalized elements penetrate the political, economic and managerial spheres and mafia and clan groups are formed that seize the levers of power and control (Hoeffler et al., 2010). The «Abnormal» becomes socially normal. In conditions of freedom, rather than permissiveness and lack of proper control, a man of the era of market relations appears, guided by the motto «the end justifies the means» or «everything is permitted». As D. Gurnham (2022) notes, the law is also marginalized in transforming society. What are the factors of marginalization of law? Let us note some of them:

- The very involvement in the international legal space, no matter how wild it sounds, also acts as a factor in the marginalization of law;
- Changing the status of criminal communities and their promotion to the forefront in the struggle for property, spiritual influence, and political power fundamentally undermines the possibility of self-demarginalization.

In parallel with the growth of responsibility in the management system, new technologies and strategies are taking root - such as feelings of inferiority outside working time, the need to achieve success by any means, the absence or unwillingness to plan working hours, etc. However, in the case of marginal or anomic management, other goals are also pursued, which, being secondary, may become of paramount importance over time. As a result, a sense of uncertainty and inefficiency in planning takes root, which leads to anomic or addictive behaviour at all levels of management. Especially during the period of «revolutions», an erroneous idea is created that everyone can be engaged in managerial activities without having the necessary professional, business, ethical and psychological qualities. In the transforming period, due to various factors, people who do not have the slightest idea about managerial activities and act by trial and error turn out to be in leadership. Such a working environment is concomitant with the manifestation of various forms of work addiction since many managers are trying to hide their professional unsuitability or learn new skills as soon as possible (Milovanovic et al., 2022). Such management forms are developing, which quickly become addictive. This means that in the uncertainty of the social environment, there is a need to emphasize the relevance and importance of management, which is possible through a detailed investigation of the personal resources of management efficiency.

**Conclusions.** Thus, we can conclude that the anomie of management is characterized by certain socio-economic features, among which the following should be noted:

- Marginalization of management,
- Work addiction,
- Destruction of systemic market relations,
- Uncertainty in planning,
- The predominance of situational decisions,
- Absence of personnel policy.

Certain anomalous or marginal behaviour strategies begin to work if there are signs of management anomie. At the current stages of social development, when the phenomena of socio-economic stabilisation are becoming more significant, favorable conditions are being created both for overcoming marginality and for the emergence of qualified cadres of managers. These leaders prefer professional knowledge in the management process and attach importance to ethical and socio-psychological factors and technologies for overcoming anomie and marginalization of activity.

Summing up, the lack of social norms and ways of adaptation to the new conditions in a transforming society creates a feeling of a chaotic reality, which is perceived and overcome by everyone in its way. The

decay or insufficient appropriation of social norms and deepening of the feeling of personal loneliness greatly affects the managerial processes, leading to the development of an anomic society over time.

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**Наїра Накобян, D.Sc.**, Міжнародний науково-освітній центр Національної академії наук, Вірменія  
**Анна Хачатрян, Ph.D.**, Міжнародний науково-освітній центр Національної академії наук, Вірменія  
**Юлія Чорток, Ph.D.**, Сумський державний університет, Україна

#### **Управлінська аномія та ефективні ресурси управління в суспільствах, що трансформують**

Соціальна, економічна та цивілізаційна трансформація сучасного суспільства проявляється в різних сферах життя. Особливості суспільства, що трансформуються, проявляються в критичних умовах, серед яких особливо важливими є війна та економічна криза. За цих умов проблеми ефективності управління загострюються дедалі більше. Метою цього дослідження є обговорення ефективності управління в суспільстві, що трансформуються. Предметом дослідження є одна з основних характеристик суспільства, що трансформуються, - явище аномії. Об'єктом дослідження є феномен управлінської аномії в суспільствах, що трансформуються. Управлінська аномія характеризується певними соціально-економічними ознаками, серед яких маргіналізація управління, трудозалежність, руйнування системних ринкових відносин, невизначеність у плануванні, переважання ситуативних рішень та відсутність кадрової політики. Основний інтерес у цьому дослідженні становлять внутрішні (особистісні) та зовнішні (суспільні) ресурси адаптації менеджерів у суспільстві, що трансформуються. В статті обговорюються деякі шляхи вирішення проблеми ефективності управління в суспільстві, що трансформуються, та подолання управлінської аномії. Результати дослідження свідчать про важливість міждисциплінарного погляду на феномен аномії та розвиток взаємозалежності когнітивних, емоційних і поведінкових особливостей адаптації менеджерів в умовах управлінської аномії. Виявлено певні зв'язки між емоційними, когнітивними та поведінковими особливостями особистісних ресурсів подолання управлінської аномії. Доведено, що управлінська аномія характеризується певними соціально-економічними та психологічними особливостями, які впливають на управлінську діяльність. Вирішенням наукової проблеми дослідження управлінської аномії є методика дослідження особистісних ресурсів ефективності управління. Слід також зазначити, що ці явища ще потребують повного наукового вивчення. Необхідно провести багатоаспектний і міждисциплінарний аналіз проблеми для визначення ознак, що характеризують управлінську аномію та особистісні ресурси, спрямовані на ефективність управління в суспільстві, що трансформуються. Дослідження, узагальнене в цій статті, дає початок міждисциплінарним і різнобічним дослідженням теорії управлінської аномії.

**Ключові слова:** управлінська аномія, маргінальність, стереотипи, суспільство, що трансформуються, невизначеність, залежність від роботи.