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PRODUCTION CO-OPERATIVES AND CULTURE OF TIGHTLY ORGANIZED  
RELATIONS\*

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In a highly organized society the level of culture of interorganization relations is becoming one of the important mechanisms, defining both the efficiency of the economics as a whole and its separate links. In our country essential changes in general, culture of interorganization relations and in the criteria and indices of its estimation are being made by the policy of revival at the new stage of co-operative movement. What forms of interrelations of co-operatives and other social organizations meet the requirements of the social renewal of the society? This problem is becoming sharper with the growth of the number and variety of the co-operatives themselves including production ones and their inclusion in the economics mechanism.

Production co-operatives as an element of the social production system simultaneously possess at least three different kinds of interorganization interactions essential for them. They are as follows:

- i) interaction with the similar organizations (cooperatives);
- ii) interaction with a lot of relative organizations (state enterprises and so on);
- iii) interaction with organizations which differ qualitatively from them (controlling organizations, the executive committees of the Local Deputy Soviets and so on), behind these interorganization bonds and relations which are the form of manifestation of social relations, standing the interests not only of the social groups, collectives of interacting organizations but needs,

interests, values of the consumers of their production and the whole society as well. Thus the development of the new type of socialist organizations - production co-operatives - supposes the establishment of certain principles, methods and ways of optimal interaction between them and other social organizations, i.e. formation of the appropriate level of interorganizational culture level.

We mean culture of interorganizational relations being qualitative state of relations between organizations defined by such ways and means which direct, programme and provide the process of interorganization bonds and meet the goal which are socially important.

The culture of interorganization relations as acquiring of certain knowledge, habits, skills of interactions between organizations, readiness to take part in them using the advanced experience reveals in the results of two kinds, namely: in the ability to create simultaneously both material values (economic function of culture) and new social bonds and relations (its social function), the culture of interorganization relations being not a means of compensation but objective natural process regulating the coordination of interests of different organizations with each other and the society, and the settlement of arising contradictions.

The culture of interorganization relations is a complex sociological category, requiring complex measurement criteria, reflecting its both objective and subjective characteristics.

The objective indices may be as follows:

- availability of certain stable forms, methods, habits and other interactions;

- creation, acquiring, transformation and usage of advanced organizational experience;

- discipline in mutual obligations;

- production quality, its competitiveness;

- state of the system of interorganization bond stimulation;

- information communicative provision of interorganization relations;

- usage of civilized forms of settling of interorganization conflicts;

- direction of interorganization interaction;

- correlation of social controlling (economic, law, moral) and self-controlling of interorganization relations and so on.

As subjective indices we could name the following:

- understanding the goals and tasks of the interorganization bonds by the organizations staff estimation of their social significance;

- the character of organization staff reaction to interorganization relations (directions to assistance or counteraction, value orientations to mutually beneficial cooperation, competition and so on);

- aim at initiative, responsible realization of the mutual commitments;

- staff contentment with the information on the state of interorganization activity (excluding questions concerned with commercial secrets;

- staff estimation of the efficiency of the stimuli of interorganization activity perfection;

- staff contentment with relations between organizations;

- staff estimation of the extent of interorganization bond stability, their reliability;

- staff aim at joint constructive solution of the problems arising in the course of interaction;

- staff aim at maintaining and development of interorganization relations which are humanistic in their nature and others.

Production co-operatives alter the characteristics of interorganization activity in many directions. In particular new functional intercommunications arise; inclusion into interorganization relations suggests free choice; regulation of interaction does not concern interorganization processes; combination of individual collective (organizational) and social interests take place at a qualitatively new foundation and so on. While mastering culture values of interorganization relations, production co-operatives first of all learn a certain type of owner activity - actively creative activity. It creates prerequisite for formation and clearing up of social undertaking, economic competition, and as a result it makes a reverse effect on the level of culture of interorganization relations which comes out as the result and instrument of interorganization interaction.

What prevents the introduction of the elements of new culture of interorganization relations with which the growth of the co-operative movement is connected objectively?

To a large extent this process is hindered by the following: imperfection of social control of the relations between co-operatives and other organizations (material technical supply, price formation, tax policy); retaining of the old forms of interchange which born contradiction between production and ex-

change; contradiction between the productive forces and lagging behind them forms of property and administrative relations, between the command-administrative system of management and the necessity of the economic methods of management. In the whole the process of development of interorganization relations result from those laws according to which our society develops. It is known that some production, socio-economic conditions can strictly regulate peacing and functions of the participants of interorganization activity while others provide the possibility to vary the functional interactions of organization. The consolidation of the second-type relations favouring the development of production co-operatives to the largest extent is taking place under the conditions of braking of strictly centralized social structures, overcoming of out-of-date values and standards settled in social consciousness, inadequate attitude of public opinion to the new forms of economic activity.

Besides this the perfection of culture of interorganization relations as regulated process supposes forecasting and planning of the development of interorganization interaction which, however, should be multivariant and decentralized.

And finally, social discipline at all levels is realized by the two main ways - formal and informal. One-sided reduction of perfection of culture of interorganization relations only to the alteration of its material characteristics without taking into account the subjective features including those negatively effecting on interorganization intercourse (revealing of group eroism, conformism and etc. in a number of co-operatives) cannot bring to the results desired.

Thus, production co-operatives only at providing the necessary conditions for revealing of possibilities laid in them realize in practice the main principles of socialist interorganization relations (humanistic aims, rationality, voluntariness, economic profit, enterprising, competitiveness, etc.) carrying out by this their predestination to be the precursors of the new type collectiveness.