

SOCIAL AND ECONOMIC PROCESSES MANAGEMENT AT THE ENTERPRISE ON AN INNOVATIVE BASIS

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Introduction. Under the conditions of market economy and constant transformative processes which we can observe in Ukraine today there are more and more changing at the enterprises field. It works on the principles of economic independence, material interest in the results of economic and financial activity and material responsibility for these results.

The current situation of the Ukrainian economy determines the interaction of the business entity with its social environment as a priority factor in effective management. The prevailing in humanistic approach to management, the role of social utility of the organization creates prospects for the development of individual firms, industries and society as a whole.

External environment changes and the orientation of all spheres of life in the EU for domestic enterprises requires constantly new, more effective approaches for socio-economic processes managing at the enterprise, aimed at achieving and strengthening competitive advantages in the market and stable activity for the long time.

Overview of latest resources and publications. The scientific researches and practical developments by foreign and domestic scientists, such as T.A. Vasylieva, O.D. Godes, L.O. Horodetska, O.V. Karelina, L.O. Lihonenko, H. Pysarenko, O.A. Rudych, M.I. Inshyn, J. Harrington are worth of attention. The writings by these scholars highlight approaches to the interpretation of the essence of economic management of the enterprise and conceptual approaches to assessing the state and degree of development of social and labor relations.

Problem formulation. In the context of market economy and constant transformative processes which we can observe in Ukraine today there are more and more changing at the enterprises field. On the current day social and economy processes learning became more necessity than possibility so that's because of great developing of this sphere. The necessity to find new approaches to managing the socio-economic processes of the enterprise is conditioned by the growth of competition both in the domestic and foreign markets.

The purpose of scientific research is to study the management of socio-economic processes of the enterprise on an innovative basis.

Main material and results. In general, the process is called a consistent change of states or phenomena, which occurs logically; the course of development of something; the accumulation of successive actions, means aimed at achieving a certain result (result).

In general, socio-economic processes are a combination of economic and social processes of the formation and functioning of the socio-economic system, which characterize the dynamics of changes in its parameters at a certain level of management.

Economic (natural) processes are processes between man and nature that are carried out through means of labor in order to create material products of production processes, or intellectual products - information and innovation processes.

Social processes are processes of people-to-people relationship to ensure the production or purchase and consumption of products created.

The interaction of various processes leads to the formation of combined types: information-economic, production-economic, innovation-economic (in the field of natural processes), politico-economic, socio-economic and organizational-economic (in the field of social processes). The connection between natural and social processes mediates the processes of market and institutional regulation (Fig. 1) [16].

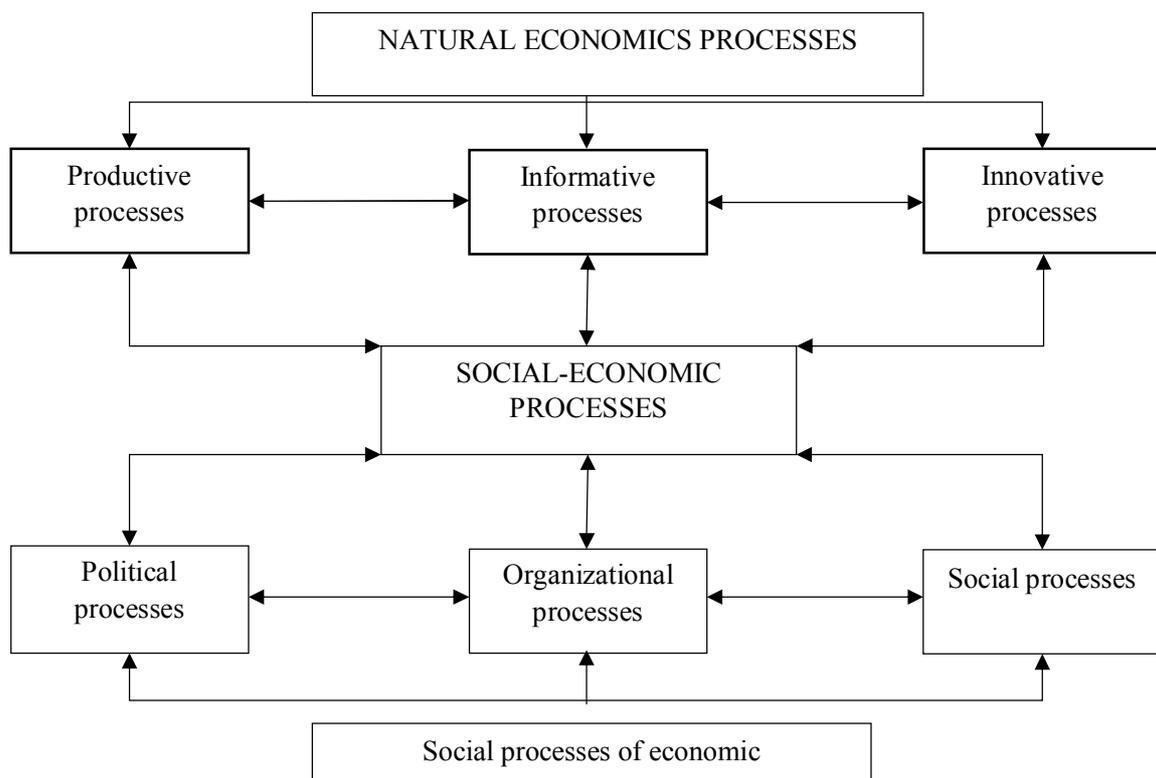


Fig. 1. Socio-economic processes and its interaction among another economic processes [16]

Before describing the specifics of the management of socio-economic processes at the enterprise, it is worth to describe the concept of the enterprise itself. Art. 62 of the Commercial Code of Ukraine states that an enterprise is an independent economic entity created by a competent authority of state power or a local self-government body or other entities meets social and personal needs through the systematic implementation of industrial, research, commercial, other economic activities in the manner prescribed by this Code and other laws [6].

Legislative definition implies that an enterprise is a complex structure consisting of processes that interact with each other to achieve the desired result (economic, organizational, social, marketing, logistics, etc.). Each process has a list of objects and needs specific managerial influence on each of them in order to achieve specific goals and objectives.

It should be noted that the subjects of management of socio-economic processes at the enterprise are a circle of people who are interested in exercising administrative influence on each of the specified objects and have the authority to implement it. Such subjects are the owners of the company, managers, top managers,

experts in the economic sphere – financial and economic divisions. These subjects are professional, since the main purpose of their activities should be recognized implementation of a permanent management of socio-economic processes of the enterprise [12].

Social processes of the enterprise are the processes associated with satisfying the needs of staff, using their motivation, as well as the consistent change in the status of elements of the social system and its subsystems, social subject and object; forms of activation of the human factor in the enterprise activities (professional training and staff development, stimulating creative activity, maintaining a high level of safety, health protection, environmental protection, creating comfortable living conditions) [18].

It should be noted that the management of social processes of the company is aimed by achieving the following results:

- 1) the creation of a favorable social climate at the enterprise and the social coherence of all personnel;
- 2) improvement and formatting of the system of fundamental social values and social standards;
- 3) social programs that increase the investment attractiveness of the enterprise and strengthen its reputation;
- 4) the use of a social package, which is tangible or intangible remuneration issued by the employer to his employees, except for wages;
- 5) activity of enterprise in the social sphere, which is aimed at uniting efforts of all subjects of economic and managerial structures, all personnel for solving social problems [17].

In order to achieve such goals in the management of social processes at any enterprise, it is necessary to adhere to the norms of Ukrainian and foreign legislation. Thus, the normative basis for the implementation of such activities in Ukraine is the Labor Code, as well as the ILO Recommendations (International Labor Organization). These Recommendations highlight the fundamental principles of managing the workforce to create the right conditions and a favorable social climate in the enterprise.

The analysis of the ILO Recommendations makes it possible to assert the formation of a new system of social and labor relations in Ukraine that is adequate to a socially oriented market economy, which envisages ensuring freedom and human rights, human development, humanization and intellectualization of labor, stability and efficiency of employment, protection of the national labor market, decent work, proper social protection and social security [5].

At the same time, while implementing the management of social processes in the enterprise it must be guided by the values of corporate structures of countries with a developed market economy, which consists of recognizing the extraordinary role of the human factor and knowledge, encouraging the initiative of workers, solidarity and partnership in the relationship between management and subordinates, achieving high motivation to effective work.

For example, United States and France represent positive experience, while promoting social processes at enterprises, incentives in the form of wage-based personalization based on merit assessments are becoming more widespread. This kind of incentive for workers are follows: workers who have the same qualifications and positions in the same position, due to their natural abilities, seniority, target institutions, motives, and purpose, can achieve various results at work. These differences should be reflected in wages, which is achieved through differentiation of wages within the category [9].

Thus, employees are interested in the qualitative performance of their labor functions and, as a result, a company whose reputation is at a high level is attractive for investing.

It is also worth to be noted that in the organization of material incentives in foreign companies there are tangible innovations that are caused by a number of specific circumstances: globalization of the economy, increased competition in the markets, changes in the external and internal environment of firms and their structural divisions.

The social sphere of any organization can be represented by a set of factors of the internal and external social environment and its changes will form the necessity of innovation of the directions of social investments of the organization. The stage of experimental testing involves assessing the potential of the idea, determining the required amount of resources for its implementation and developing the necessary organizational model. To expand high-quality social services it is necessary require serious state support for social institutions that serve as the center for the development and implementation of innovative methods and technologies in working with different groups of the population. Sources of funding for innovation activities of such institutions can be both external and internal. External financing involves raising funds from the state, financial and credit organizations, individuals and non-financial organizations. Domestic sources of funding for innovative activities of social organizations may include a part of the organization's profit, part of depreciation, share capital, etc. The full or partial financing of innovative programs and projects on a competitive basis is also widespread at the expense of the regional budget; providing budget loans for the implementation of social innovation. Importance is the development and implementation in the activities of social services of legal documents that promote the development of innovation activities in the regions. At present, the process of innovation is well developed at the theoretical level, there are many models that describe the various aspects of the process of implementing innovation [7].

One of the most common methods of implementing innovations in the social sphere is the design method. The advantages of this method, experts call the opportunity to effectively achieve their goals in the specified parameters: terms, cost, quality, etc. However, when implementing innovations in the social sphere, it is necessary to take into account the peculiarities associated with the non-profit nature of the relationship.

The main objective of innovation in the social sphere of the enterprise is:

- 1) the formation of a balanced operation of the enterprise in an unstable economic environment;
- 2) development of organizational culture of the enterprise;
- 3) improving the quality of working life of staff at the expense of more fully meeting the needs of employees;
- 4) modernization of the system of social relations, both with employees of the enterprise, and with external actors of strategic interaction;
- 5) increasing the level of social responsibility of the enterprise, etc.

It is possible to distinguish the following areas of innovation in the social sphere of the enterprise:

- 1) introduction of advanced training and adaptation systems for personnel; improvement of social conditions of workers' lives, safety and health conditions;
- 2) development of technologies for controlling the behavior of employees of the enterprise;
- 3) formation of conditions for the development of creative thinking of the personnel of the enterprise;
- 4) development of the system of relations with subjects of external interaction;
- 5) improvement of processes and systems of management of social innovations of the enterprise;
- 6) improvement and creation of methods of management and leadership;
- 7) improvement of working atmosphere, motivation and informing systems, etc. [8].

Consequently, the problem of the management of social processes at the enterprise is not permanent and is still not resolved, since it is necessary to apply more and more new methods of stimulating employees to work with the help of material and non-material incentives, taking into account the specifics of national-cultural features of the country. It is a constant responsibility of management – to make the hired workers feel that they have the purpose of their own, and not alien goals.

It is necessary to pay attention on the human factor, to find a special approach to each employee, since in the conditions of significant mobility of workers, frequent changes in their jobs and high competition in the labor market for qualified specialists, the importance of the intangible component of motivation increases. An enterprise can easily use the scheme of material motivation of successful competitors and find out about the level

of salaries in these companies, but creating a similar favorable and comfortable atmosphere always is impossible.

It is important for enterprises to implement not only of management of social, but also of economic processes. Thus, the subject of management of economic processes is the economic activity of the enterprise, which refers to the complex of various activities carried out by the enterprise – operational, marketing, logistics, financial, investment, etc.

Enterprises economic processes managing involve the achievement of the following results:

- 1) provision of financial resources of the current operational, monetary and investment activity of the enterprise;
- 2) searching of reserves of growth of incomes, profits and profitability of the enterprise;
- 3) ensuring the fulfillment of monetary obligations to business partners (suppliers, contractors, banks, insurance and investment companies, etc.), budget and motivated funds;
- 4) financial support of the industrial and social development of the enterprise;
- 5) control over the effective distribution and the motivated use of monetary resources, etc. [4].

Basing on the foregoing, it should be noted that the purpose of such management is to ensure coordination, coordination and general orientation of all these activities, harmonization of the whole spectrum of economic relations, which are formed during the process of carrying out this activity both within the enterprise and with agents of the environment.

Consequently, the objects of management of economic processes of the enterprise are:

- 1) results of economic activity;
- 2) economic resources are necessary for carrying out such activity (economic potential of the enterprise);
- 3) integral characteristics of the state in which the enterprise is located as a result of economic activity and the existing level of use of available resources (realization of economic potential) [12].

Based on the above list, objects of management of economic processes cover three interconnected planes (components) - productive, resourceful and evaluation. Each plane depends on and agrees with the other two, which makes it possible to define such a group as a holistic control object. Let's consider the separate components (planes) of the integral object of management of economic processes of the enterprise.

1. *Results of the economic activity of the enterprise.* They are formed as a result of different types of activities: operational, investment, financial, etc. Within these species, subspecies can be singled out, each with its own results. For example, in the operational part it is appropriate to consider as the separate objects of management of economic resources the results of production, marketing and marketing activities; in the financial management - the results of various types of financial transactions, as part of investment management - the results of investment activities in the field of real and financial investment, etc. Economic results of activity should be considered not only as volumetric characteristics, but also as financial results - the amount of profit or loss, which is formed as a result of the implementation of the type of activity.

2. *Economic resources (economic potential).* As part of the enterprise resources are distinguished by such varieties as material, labor, financial, and intangible. If the first three are the classical (traditional) list of resource groups of the enterprise – the objects of administrative effort, then in the conditions of transition to knowledge economy, competition strengthening, the need to form stable competitive advantages of priority importance as an object of economic management acquire intangible resources – knowledge, competencies, intangible assets (licenses, trademarks), etc. In the process of economic management not only is the management of the attraction and use of certain types of resources, but the targeted formation of their system and the creation of conditions for optimal use of the existing system of resources must be ensured. In order to characterize a purposefully formed set of resources, knowledge and competencies (intangible resources), in the modern economic literature, the term “economic potential” has become widespread and recognized, which makes it possible to consider the processes

of formation and use of economic potential as an integrated object of economic management in the resource plane.

3. *The economic condition of the enterprise.* As you know, a state is an abstract term by which characterizes the existing values of a certain list of variable parameters of an object. The state describes the variable properties of an object that changes as a result of certain actions or events. Variable properties of economic processes in the enterprise should recognize such characteristics as: competitiveness; efficiency, solvency, liquidity, business activity, which collectively form the economic (financial-property, financial-economic) state; economic equilibrium, economic security, economic sustainability, economic viability (perspective) of the enterprise, etc.

Consequently, the management of the economic processes of the enterprise is a multifaceted and complex phenomenon, since it covers not only static elements but also dynamic ones. In this regard, in the context of the constant reformation of entrepreneurial activity, difficulties arise in implementing the management of economic processes at domestic enterprises.

There is a need to introduce effective methods for managing economic processes in the enterprise, taking into account the practice of foreign countries. In the realities of today, there is a problem of introducing financial control, which is the main tool for managing the economic processes of the enterprise. It is aimed at continuous monitoring of the effectiveness of the implementation of the basic long-term parameters provided by the strategic plans of the enterprise development and the timely correction of these indicators and/or the system of measures to achieve them, taking into account the change in the influence of factors of external and internal environment on the financial-economic activity of the enterprise, its profitability and market value [2].

Conclusions Thus, the efficiency and competitiveness of a company largely depends on the effectiveness of managing its activities. In many cases, increasing the efficiency of the enterprise is the result of improving its management. In today's conditions, increasing competition can be a guarantee of success only by continuously increasing the efficiency of the company's activity, which, in turn, requires continuous improvement of enterprise management. Therefore, it is necessary to pay considerable attention to the improvement of the management of the socio-economic processes of the enterprise, taking into account the experience of foreign countries. It has been established that the socio-economic processes of the enterprise are characterized by the dynamics of changes in the initial (incoming) and derivative (estimated) indicators of the effectiveness of the functioning of the socio-economic system by the level of use of existing production capacities and other resources, the competitiveness of products and volume of its production, profit and solvency, efficiency labor (including profitability criteria) and the level of its payment.

It is determined that in the practice of foreign entrepreneurs there are many methods for managing economic processes, however, the most common and effective method of controlling is determined. At the same time, one of the most common methods for managing social processes is the design method. Its main advantages are the ability to effectively achieve the goals in the framework of the given parameters: terms, cost, quality, etc.

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Руденко Микола Олександрович, магістрант. Полтавський національний технічний університет імені Ю. Кондратюка. **Управління соціально-економічними процесами підприємства на інноваційній основі.** Метою статті є дослідження управління соціально-економічними процесами підприємства на інноваційній основі. Реалії української економіки пріоритетним фактором ефективного господарювання визначають взаємодію господарюючого суб'єкта з його середовищем. Віддається перевага гуманістичному підходу в управлінні, зростає роль соціальної корисності організації, які створюють перспективи розвитку окремим фірмам, галузям і суспільству в цілому. Зміни у зовнішньому середовищі та орієнтація всіх сфер життєдіяльності на ЄС вимагають від вітчизняних підприємств постійного пошуку нових більш ефективних підходів до управління соціально-економічними процесами підприємства, спрямованих на досягнення і зміцнення конкурентних переваг на ринку і стабільну діяльність у довгостроковій перспективі. Установлено, що соціально-економічні процеси підприємства

це сукупність економічних і соціальних процесів його формування і функціонування, що характеризують динаміку зміни параметрів підприємства. Соціально-економічні процеси підприємства характеризуються динамікою зміни початкових (вхідних) і похідних (розрахункових) показників ефективності функціонування соціально-економічної системи за рівнем використання наявних виробничих потужностей та інших ресурсів, конкурентоспроможності продукції та обсягу її виробництва, рівня прибутку і платоспроможності, ефективності праці (включаючи критерій прибутковості) і рівня його оплати. Суб'єктами управління соціально-економічними процесами на підприємстві є коло осіб, які зацікавлені в здійсненні управлінського впливу на кожен з певних об'єктів і мають повноваження для його здійснення. Такими суб'єктами виступають власники підприємства, керівники різних рівнів управління, а також працівники економічних і фінансово-економічних підрозділів. Фахівці економічної сфери є професійними суб'єктами, оскільки основним призначенням їх діяльності є здійснення на постійній основі управління соціально-економічними процесами підприємства. Визначено, що в практиці зарубіжних підприємств існує безліч методів здійснення управління економічними процесами, проте найбільш поширеним і дієвим визначається метод контролінгу. У той же час одним з найпоширеніших методів здійснення управління соціальними процесами є проектний метод. Його основними перевагами є можливість у рамках проекту ефективно досягати поставлених цілей в умовах заданих параметрів: термінів, вартості, якості і т.п.

Ключові слова: економічний потенціал, економічний процес, інновації, інноваційний процес, соціальна сфера, соціально-економічні процеси, конкурентоспроможність, підприємство, управління.

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Khrystenko Olena, PhD (Economics), Associate Professor, Department of Management and Logistics. **Rudenko Mykola**, Master-student of Department of Management and Logistics. Poltava National Technical Yuri Kondratyuk University. **Social and Economic Processes Management at the Enterprise on an Innovative Basis.** The essence of the concept of «socio-economic processes» is considered. The main tasks and features of management of social and economic processes at the domestic enterprises are highlighted. Effective methods of managing economic processes at the enterprise are determined (taking into account the practice of foreign countries). The peculiarities of management of socio-economic processes of the enterprise on the innovative basis are investigated.

Key words: economic potential, economic process, innovations, innovation process, social sphere, socio-economic processes, competitiveness, enterprise, management.

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Христенко Елена Владимировна, кандидат экономических наук, доцент. **Руденко Николай Александрович**, магистрант. Полтавский национальный технический университет имени Юрия Кондратюка. **Управление социально-экономическими процессами предприятия на инновационной основе.** Рассмотрено сущность понятия «социально-экономические процессы». Выделены основные задачи и особенности управления социально-экономическими процессами на отечественных предприятиях. Определены эффективные методы управления экономическими процессами на предприятии (с учетом практики зарубежных стран). Исследованы особенности управления социально-экономическими процессами предприятия на инновационной основе.

Ключевые слова: экономический потенциал, экономический процесс, инновации, инновационный процесс, социальная сфера, социально-экономические процессы, конкурентоспособность, предпринимательство, менеджмент.