

## SOCIAL RESPONSIBILITY IN THE ENTERPRISE PERSONNEL MANAGEMENT: THE REALITIES OF TIME

Olena Khrystenko, PhD (Economic Sciences), Associate Professor  
Vita Zhartovska  
National University «Yuri Kondratyuk Poltava Polytechnic»

\* ORCID 0000-0001-7291-749X

© Khrystenko O., 2019.

© Zhartovska V., 2019.

Стаття отримана редакцією 05.11.2019 р.

The article was received by editorial board on 05.11.2019

**Introduction.** Today, the development of any enterprise is impossible without the introduction of social responsibility, which is one of the main activities and is effective in understanding the social significance of the enterprise in the social sphere. Social responsibility is a factor for realizing the goals and developing the image of the enterprise itself.

Developing a social responsibility (SR) strategy for an enterprise is one of the most essential components for successful existence, as it transfers to the highest level of interconnection of the enterprise with society and is one of the most important factors on the way to economic development of both an individual enterprise and our country in as a whole. In today's business environment it is impossible to consider the enterprise apart from the most important stakeholders [9], that is why the realization of social responsibility is the indirect factor that provides the link: SR – stakeholders – increase the efficiency of the enterprise.

**The overview of latest research sources and publications.** The research of social responsibility issue at the enterprise is devoted to a considerable amount of works by both domestic and foreign researchers, in particular: V.M. Daniuk [1], O.V. Zaichuk [2], A.M. Kolot [3], O.V. Nahornova [4], O.O. Oliinyk [5], O.O. Okhrimenko [6], T.I. Sabetska [7] and others. The works by these authors highlight the general aspects of social responsibility in managing the personnel of the enterprise. In spite of a considerable number of publications, a small amount of attention was paid to the study of the implementation social responsibility features in the personnel management of the enterprise. Therefore, this topic is very relevant today and needs further research.

**The purpose of the article** is to investigate the features of social responsibility implementation in the management of company personnel through the analysis of relationships between the company, society, employees and clients.

**Main material and results.** Nowadays, social responsibility plays an important role in managing the personnel of the enterprise. Its development began in the eighteenth century, when the industrial revolutions took place and a modern idea of entrepreneurship was formed. Individual business owners took responsibility for their employees, guided by their own religious or ethical convictions.

It should be noted, that social responsibility has not arisen suddenly, it has developed rather slowly over time and become part of the daily vocabulary only in the last decade.

In 2010, it was adopted the International guidelines for social responsibility ISO 26000. About 450 experts from 99 countries of the world developed this standard, which is the first globally agreed guidance for SR implementation by any organization [6].

As defined in ISO 26000, “social responsibility” is the responsibility of an enterprise for the impact of its decisions and actions on society, the environment, through transparent and ethical behavior that:

- promotes sustainable development, improvement, and the health and well-being of society;
- takes into account stakeholder expectations;
- complies with applicable laws and international standards.

But other approaches to interpreting the concept of “social responsibility” are also used (table 1).

Table 1

## Common approaches to interpreting the concept of "social responsibility"

Author	Interpretation of the concept of "social responsibility"
L.V. Biletska	The requirement for a person to assess his or her own intentions and to choose the kind of behavior that meets the norms set for the attainment of the public interest. In case of violation of these norms, the person should be ready to report to the society and be punished accordingly.
A.F. Plahotnyi	A category for marking the degree of free expression of the social subject of his duty and the right to choose, under specific conditions, the best option for the reality, based on the progressive interests of society.
L.O. Pohrebniak	Conscious attitude of the social activity subject to the requirements of social necessity, civic duty, social tasks, norms and values, understanding of the consequences of the activity carried out for certain social groups.
O. Poliakov	External negative reaction of society to the violation of social norms, which leads to the violation of social communications.
V.M. Homych	Complex social attitude, which is the conscious-willful self-restraint of the subjective freedom in accordance with the requirements of the need approved by society (positive, personal aspect), and equal to the public condemnation associated with it influence on the person who allowed irresponsibility in the exercise of subjective of freedom (negative, external aspect).
A.S. Shaburov	Willful socially conditioned attitude of the subject to the prevailing norms and values in the society, which is expressed in the conscious choice of socially significant variant of behavior and its active realization.
I.A. Yurieva	Relations between the individual and the social group, society, based on the conscious fulfillment of their mutual obligations and their own obligations arising from the normative acts regulating social relations, as well as from the traditions.

Therefore, the interpretation of the concept is quite diverse. Common in these definitions is that responsibility is seen as a form of interconnection and interaction between society and the individual. Social responsibility is defined as accountability, the attitude of a person to social demands, which is expressed in specific actions, the conscious-willed attitude of a person to the demands made by the society and the duty of their steady observance, as a corresponding positive or negative assessment of human activity on the part of society.

Social responsibility in enterprise management of the personnel is a set of socially responsible principles, methods, forms of interaction and measures aimed at optimal formation of the enterprise personnel, its professional and social development, rational acquisition, motivation and effective use in the process of activity in order to achieve the set goals. [5].

Social responsibility is subdivided into species, but there is no assertion of their number in the scientific literature.

Thus, from the point of view of the law theory, social responsibility is divided into legal and not legal.

A.F. Plahotnyi, A.T. Lanovyi, V.A. Shabalin believe that there is a moral, political, legal, economic, national, state responsibility.

N. Holovko and I.H. Savchenko distinguish legal, moral, political, party, professional, environmental, etc.

M.M. Bakhtin certifies that there is a moral, personal, political, special responsibility.

L.I. Hriadunova defines political, civil, party, legal, moral, industrial, professional, family responsibility [2].

We believe that it is appropriate to classify social responsibility by three criteria.

By types of social norms that distinguish the following types of social responsibility:

moral – occurs in case of violation of traditions, customs, cultural norms and aesthetic norms. It is important because it ensures that subjects are accepted in society by the notions of good and evil, justice and injustice;

religious – based on the rules governing the dispatch of religious cults and faith in God. Ensures the organization of the religious sphere by identifying possible means of influencing entities that violate the requirements of religious norms;

disciplinary – occurs in case of labor discipline violation, which is expressed in the imposition of penalties by the administration of the enterprise;

political – forms political and legal norms, and occurs in case of violation of norms, the purpose of which is to ensure the ordering of the political sphere of public relations through a demonstration of mistrust, the election of a politician for a new term to a representative body, exclusion from a certain organization;

legal – is the provision by the state of the legal obligation of the offender to know the compulsory deprivation of certain values belonging to him. That is, the use of coercive measures against the perpetrator for the offense;

corporate – occurs in the case of violations of corporate rules, which are adopted by a certain social structure and have no legal significance.

Quite often, social responsibility becomes universally combined: moral and disciplinary; moral and political; moral and legal; moral, political and legal, etc.

According to the essential content of responsibility, social responsibility can be divided into two types:

positive – voluntary and conscious use, observance of social norms by the subjects of public relations;

negative – the application to the offender of social norms of the measures of influence provided by these norms.

According to the implementation form, social responsibility is divided into two types:

voluntarily expressed – it is the duty of the subject to observe the prescriptions of social norms by his lawful behavior and reaction on it;

forcibly expressed – it is the duty of the social norms offender to submit to various measures of public and (or) state coercion [2].

The commonality of a positive and a negative social responsibility views consists in fixing them with social norms, in common prerequisites and manifestation in the behavior of the subject. This behavior is not identical in character. It can be conflicting, also, it can be socially approving. External contradictory characteristics of these behaviors are due to the philosophical law of unity and the struggle of opposites.

It should be noted that socially responsible actions should be based on the following principles, which underlie the formation, operation and improvement of social responsibility in the workplace. Therefore, management decisions need to be balanced by these principles. The essence of the social responsibility principles in labor relations is listed as follows [8]:

compliance with Ukrainian legislation and international norms;

preventing the reduction of existing social rights and guarantees;

stakeholder involvement in decision-making that relates to their interests;

persistence – socially responsible behavior is a constant feature of social partners' activities;

accountability – a willingness to report on the impact of its activities on the results of the enterprise, stakeholders, society;

transparency – openness to one's own activities, provision of reliable information in an accessible and complete manner;

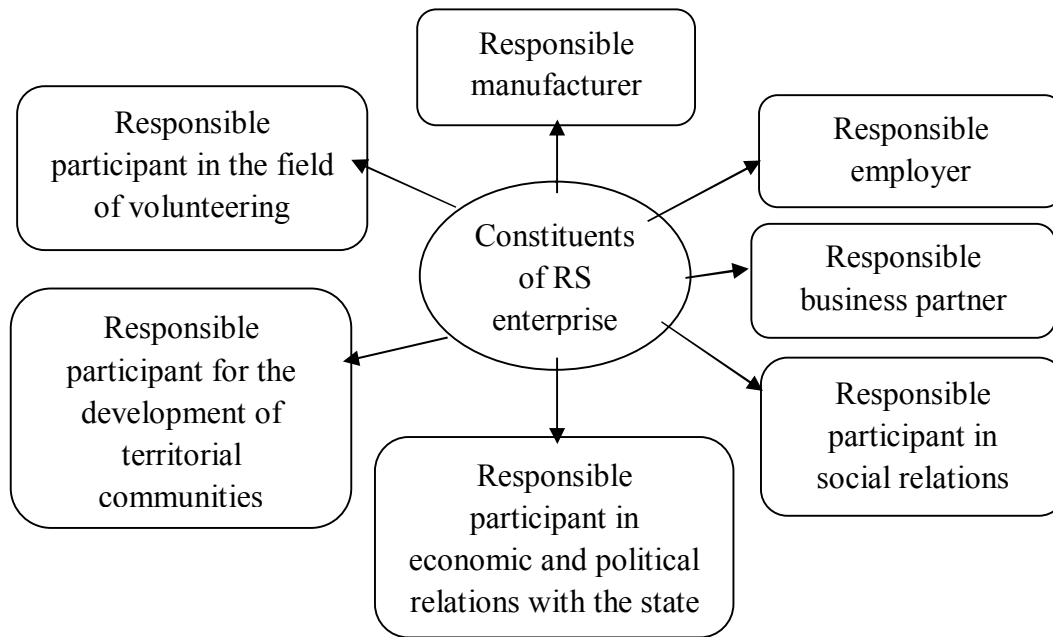
efficiency – maximizing results at minimal cost;

the principle of feedback – the current result should be compared with the goal set at the beginning, the discrepancy must be promptly identified and corrected management decisions;

scientific validity – management methods and tools must be scientifically validated and tested in practice [5].

Each enterprise, that supports the ideas of social responsibility and considers it as an integral part of its business, develops its vision of sustainable development and formulates the principles of corporate social responsibility in development strategy.

The components of social responsibility are shown in fig. 1.



**Fig. 1. Constituents of enterprises social responsibility**

Compiled by the author on the basis of [1]

In the conditions of formation of the social responsibility national model, the implementation of the experience of domestic enterprises in the life of these components was considered (table 2).

**Table 2**

**Experience of realization of by domestic enterprises in the context of its individual components**

Components of SR	Experience of domestic enterprises
Responsible manufacturer	<p>“Concern Khibprom” is responsible to consumers for the quality of the products it produces, defines its primary social task - to provide people with a natural, quality and affordable product of daily consumption - bread. The main principles of “Concern Khibprom” activity in this direction are the observance of the legal standards of quality, implementation of high international standards of control at all stages of production, taking into account its safety. To guarantee the quality of products, the company has developed its own system of protection against counterfeiting of those products that are sold without packaging. Retail stores have received certificates from authorized businesses for sales points with holographic protection. The company is also responsible to society for its environmental impact.</p> <p>“METRO Cash &amp; Carry Ukraine” is responsible for sourcing suppliers and developing a range of products. As a result, it provides customers with eco-friendly products and services. It also imparts experience in resource management, sourcing and assortment development to independent entrepreneurs in order to create long-term business prospects and competitive advantages for others as well as for themselves.</p> <p>Public Company “NKMZ” is responsible to consumers for reliability, product safety and efficiency in its operation. The company introduces the principles of economical production, every year the plant invests significant funds in environmental protection.</p>
Responsible employer	<p>“Concern Khibprom” is responsible to employees for creating optimal conditions for work, development and realization of their own potential.</p> <p>“METRO Cash &amp; Carry Ukraine” offers employees attractive working conditions and future prospects so that they can provide optimal customer support.</p> <p>The average salary level at Public Company "NKMZ" is one of the highest among the industrial enterprises of Ukraine. The plant has significant reserves of productivity gains and a corresponding reduction in the number of employees, but it does so very slowly and moderately so as not to cause unemployment in the city and surrounding settlements. The large-scale industrial training of employees at “NKMZ” is in fact transformed into a kind of business process, which is carefully planned, well organized, fully provided with everything necessary from the premises, training programs, money to the teaching staff.</p> <p>The VolWest Group Investment Team is responsible for the career growth of employees: builds a reserve pool based on competencies, performs an objective assessment of performance</p>

	<p>during the performance appraisal. Professional Development of its Specialists: Provides preferential training at the Business Academy of Practical Management, encourages participation in advanced training programs, trainings and seminars. Personal and spiritual development of employees: provides the opportunity to attend artistic, cultural and educational events. Social basis: comfortable working conditions, benefits and benefits. Corporate bonuses: Club cards and discounts.</p> <p>“Coca-Cola” Company stresses that every citizen has a legal right to workplace safety. Safeguarding a safe and healthy work environment for all employees is a key element of company policy and is paramount to business success.</p>
Responsible participant in social relations	<p>Being one of the largest bread producers in the regions of its presence, “Concern Khibprom” is aware of its responsibility to the socially vulnerable groups of the population. That is why it has taken on the function of making social bread in quantities that will help to avoid strains in society.</p>
Responsible business partner	<p>“Concern Khibprom” is responsible to partners for honest and conscientious open source partnerships.</p> <p>“METRO Cash &amp; Carry Ukraine”, taking responsibility for itself and inspiring clients and partners through new ways of thinking, encourages them to work for the cleanliness of the environment. It thus becomes an attractive partner for internal and external stakeholders, as well as existing and future employees, clients, business partners, representatives of the political forces, science and various associations.</p> <p>“Coca-Cola's” suppliers and business partners help grow the business and are critical to success. The company evaluates their compliance with the criteria in accordance with the Vendor Fundamental Principles, which emphasizes the importance of responsible workplace policies and practices that comply, at a minimum, with local labor laws, environmental laws and regulations.</p>
Responsible participant in the field of volunteering	<p>On June 1, 2017, “METRO Cash &amp; Carry Ukraine” became a partner of the Gifted Children Concert, which was dedicated to International Children's Day. Together with volunteers from the Children's Friends Charitable Foundation, representatives of the company treated the participants of the event with Barney cookies and juice. The company also awarded an extremely talented pianist who is a migrant from Donbas. On June 2, 2017, employees of the company tried themselves out as volunteers at the All-Ukrainian Youth Football Championship Caritas Cup held in Kyiv. The event brought together over 110 participants from 11 cities in Ukraine. The volunteers of the company held various sports relays among the participants of the championship and treated the teenagers with cookies, waffles, yogurt, water and apples. On June 3, 2017, representatives of the company, together with the international charitable foundation Let's help, visited an elderly home in the village of Georgia and presented photo frames and personal care products to the residents of this home. In August 2017, “METRO Cash &amp; Carry Ukraine” together with its social partner Foodbank and the charity Caritas Ukraine successfully completed the All-Ukrainian charity campaign “Collect a School Bag!”. Its purpose was not only to collect the necessary stationery to help needy children fill their portfolios by the start of the school year, but also to give them a sense of support for indifferent people. Employees of the company jointly assisted children from needy families in 10 regions of Ukraine.</p> <p>“Coca-Cola” Company participated in the Spring Break #Willwashing Campaign on Desyonka Beach: collecting debris, going on an eco-quest, and learning how big manufacturers can influence the situation. In one day, 12.5 tons of garbage was collected by company employees and volunteers in 25 cities of Ukraine. It was sorted and sent for recycling.</p>

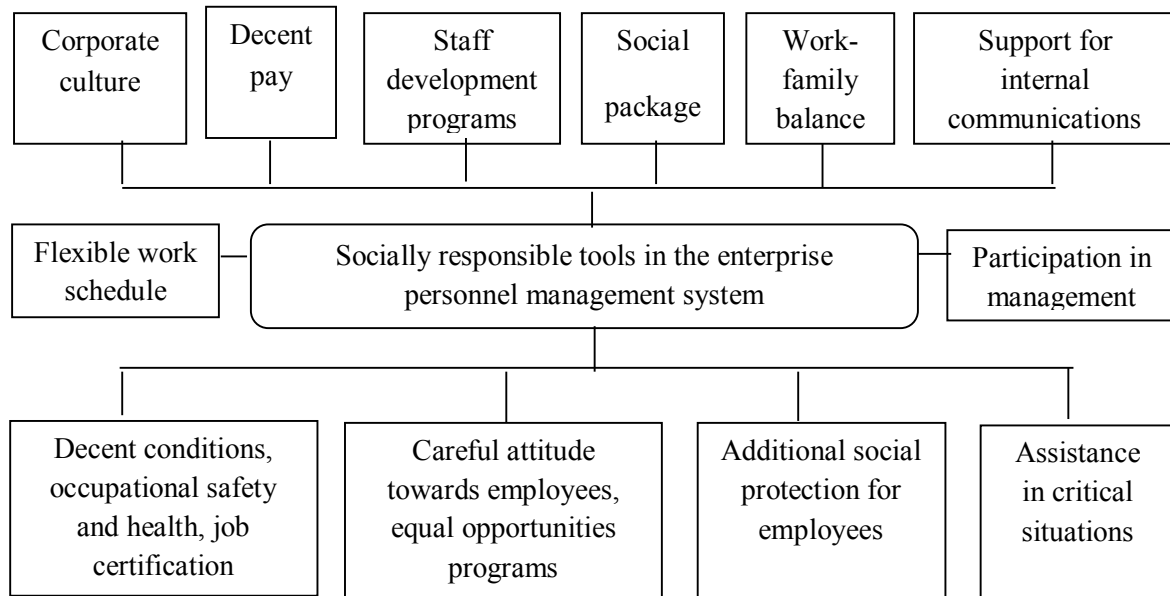
*Source: by the authors*

Having analyzed the components of social responsibility and while examining their implementation in practice by the best enterprises of Ukraine, we can make the following conclusions. The most developed component in the domestic enterprises is the “Responsible employer”, that is a positive moment. The introduction of such a component of social responsibility as “Responsible participant in the field of volunteering” is gaining popularity. At the same time, the results of the researches showed the lack of significant actions from the side of the domestic enterprises on implementation of such components of social responsibility as “Responsible participant for development of territorial communities” and “Responsible participant of economic and political relations with the government”. It is obvious, that social responsibility has long been an integral part of business and a major lever for improving the social development of enterprises in many developed countries. On the basis of world experience, criteria can be formulated, adherence to which makes it possible to define a organization as socially responsible.

According to the interpretation of the social responsibility concept, each component of the whole enterprise, should become part of the enterprise management programs.

Measures will include identifying volumes and sources of resource engagement that will be directed toward achieving the goals set, allocating competencies among contractors. The tools used in this process must meet the requirements of expediency, relevance and efficiency (fig. 2).

It should be noted that their set can be changed depending on the internal or external factors.



**Fig. 2. Socially responsible tools in the enterprise personnel management system [5]**

Each of these social responsibility instruments plays an important role in the enterprise personnel management system. In general, their usage will allow the company to create the conditions for decent work, to introduce an effective system of professional development, to ensure career development of employees, to create trust between the employer and employees and a favorable moral and psychological climate in the team, as a result, it will improve the quality of working life and competitiveness in the market. But as we can see all these tools are characteristic of the internal environment of the organization. Therefore, in our opinion, in order to keep in touch with the external environment, it is advisable to introduce another tool called “Conscious civil position”. With the help of this tool, the company will be involved in solving important problems for the state or a particular region related to unemployment or employment of youth, women, representatives of particular professions. It will also promote labor self-realization of socially vulnerable groups of people: people with disabilities and people of retirement age, migrants. Will develop measures aimed at mitigating and reducing the social consequences of enterprise restructuring. Equally important is the implementation of corporate volunteering programs, in which each employee can prove himself as a responsible member of society and take part in various charity events and volunteer projects, which is the tool that will help the company to participate in these programs.

**Conclusions.** Therefore, the conducted research shows the necessity of introducing social responsibility into the enterprise personnel management system. All the detailed principles must be adhered: continuity, accountability, transparency, effectiveness, feedback, rule of law, compliance, rights, and more. In order for the enterprise to be on the highest level and to carry out its effective activity, it is necessary to apply all the components mentioned above, as they have been tested in practice. An important tip for a successful enterprise is to use socially responsible tools in the organization's personnel management system. In particular, corporate culture, decent pay, staff development programs, internal communications support, flexible working hours, assistance in emergency situations, etc. Their implementation will help the company to identify and solve problems in the personnel management system, as well as improve the efficiency of personnel management.

**REFERENCES:**

1. Daniuk V.M., Kolot A.M., Sukov H.S. and others (2013) *Upravlinnia personalom* [Personnel management]. Kyiv: KNEU; Kramatorsk: NKMZ [in Ukrainian].
2. Zaichuk O.V., & Onishchenko N.M. (2006) *Teoriia derzhavy i prava. Akademichnyi kurs* [The theory of state and law. Academic course]. Kyiv: Yurincom Inter [in Ukrainian].

3. Kolot A.M. (2014). Korporatyvna sotsialna vidpovidalnist: suchasna filosofii, problemy zasvoiennia [Corporate social responsibility: modern philosophy, problems of assimilation]. *Ekonomika Ukrainy - Economy of Ukraine*, 3, 70- 81[in Ukrainian].
4. Nahornova O.V. (2018). Korporatyvna sotsialna vidpovidalnist v upravlinni trudovymy resursamy [Corporate social responsibility in the management of labor resources]. Khmelnytskyi [in Ukrainian].
5. Oliinyk O.O. (2015). Korporatyvna sotsialna vidpovidalnist v systemi upravlinnia personalom pidpriemstva [Corporate Social Responsibility in Enterprise Personnel Management System]. *Sotsialno-trudovi vidnosyny: teoriia ta praktyka – Social-labor relations: theory and practice*, 1, 142-147 [in Ukrainian].
6. Okhrimenko O.O., & Ivanova T.V. (2015). *Sotsialna vidpovidalnist [Social responsibility]*. Kyiv: NTU “Kyiv Polytechnic Institute” [in Ukrainian].
7. Sabetska T.I. (2016). Sotsialna vidpovidalnist yak filosofiia formuvannia efektyvnoi kadrovoi polityky pidpriemstva [Social responsibility as a philosophy of formation of effective personnel policy of the enterprise]. Ivano-Frankivsk [in Ukrainian].
8. ISO 26000: Guidance on Social Responsibility (ISO/FDIS2600). INTERNATIONAL STANDARD. URL: <https://www.iso.org/ru/iso-26000-social-responsibility.html>
9. Khrystenko O.V. Stakeholder-management in building organizations’ development / O.V. Komelina, O.V. Hrynko, O.V. Khrystenko // *International Journal of Engineering & Technoiogy*. – Vol. 7, No 3.2 (2018). – Special Issue 2. – P. 191-194.
10. Carroll, A.B., & Shabana, K.M. (2010). The business case for corporate social responsibility: a review of concepts, research and practice. *International Journal of Management Reviews*, 12(1), 85-105.
11. Starks L.T. (2009), Corporate governance and corporate social responsibility, *Financial Review*, 44, pp. 461-468.
12. Aguilera R.V. Rupp D.E. Williams C.A. (2007), “Putting the S back in corporate social responsibility: A multi-level theory of social change in organization”, *Academy of Management Reviews*, 32(3), pp. 836-863.
13. Mathis R.L., Jackson J.H. (2011), *Human Resource Management*. South-Western Cengage Learning, 13th ed.
14. Mason C., Simmons J. (2014), “Embedding Corporate Social Responsibility in Corporate Governance: A Stakeholder Systems Approach”, *Journal of Business Ethics*, 119, pp. 77-87.
15. Walker K., Dyck B. (2014), “The Primary Importance of Corporate Social Responsibility and Ethicality in Corporate Reputation: An Empirical Study”, *Business and Society Review*, 119(1), pp. 147-174.
16. Modak N.M., Panda S., Sana S.S., Basu M. (2014), “Corporate social responsibility, coordination and profit distribution in a dual-channel supply chain”, *Pacific Science Review*, 16(4), 235-249.

JEL M 14

**Христенко Олена Володимирівна**, кандидат економічних наук, доцент. **Жартовська Віта Олексіївна**. Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Соціальна відповідальність в управлінні персоналом підприємства: реалії часу**. Метою статті є дослідження особливостей упровадження соціальної відповідальності в управлінні персоналом підприємства через аналіз взаємозв'язків між підприємством, суспільством, співробітниками та клієнтами. У наш час розвиток будь-якого підприємства неможливий без упровадження соціальної відповідальності. Розроблення стратегії соціальної відповідальності для підприємства є однією з невід'ємних складових успішного функціонування, оскільки переносить на вищий рівень взаємозв'язки підприємства із суспільством та є одним з найважливіших чинників на шляху до економічного розвитку як окремого підприємства, так і нашої країни в цілому. Установлено, що соціальна відповідальність є результативною за умови розуміння суспільної значущості діяльності підприємств у соціальній сфері. Поняття соціальної відповідальності кожний з науковців трактує по-різному. Водночас усі вони сходяться на думці, що соціальна відповідальність: сприяє сталому розвитку й удосконаленню організації, позитивно впливає на здоров'я та добробут суспільства; повинна враховувати очікування зацікавлених сторін; відповідати чинному законодавству та міжнародним нормам поведінки. Виявлено, що запорукою успіху діяльності підприємства є дотримання принципів соціальної відповідальності, закріплених у стандарті ISO 26000, а саме: постійності, підзвітності, прозорості, ефективності, зворотного зв'язку, верховенства закону, норм, прав тощо. Такі принципи лежать в основі формування, функціонування та вдосконалення соціальної відповідальності в трудовій сфері.

Тому при прийнятті управлінських рішень необхідно дотримуватися їх балансу. Першоосною соціальною відповідальністю є досконалість бізнесу. Призначення й місія будь-якого бізнесу – задовольняти певні потреби споживачів. Задовольняти їх якнайкраще, організувати виробництво ефективно, створювати досконалу продукцію та послуги без шкоди для природи і суспільства – в цьому перш за все й полягає призначення підприємця, його соціальна відповідальність. На такій основі формуються всі складові соціальної відповідальності, основними з яких є: відповідальний виробник, відповідальний роботодавець, відповідальний діловий партнер, відповідальний учасник з питань розвитку територіальних громад, відповідальний учасник економічних і політичних відносин з державою, відповідальний учасник соціальних відносин, відповідальний учасник у сфері волонтерства. Важливу роль у системі управління персоналом підприємства відіграють інструменти соціальної відповідальності. Їх використання дозволяє підприємству створити умови для забезпечення гідної праці, запровадити ефективну систему підвищення кваліфікації, забезпечити кар'єрне зростання працівників, сформувати довіру між роботодавцем і найманими працівниками, а також сприятливий морально-психологічний клімат у колективі, підвищити якість трудового життя та конкурентоспроможність на ринку праці.

**Ключові слова:** інструменти, підприємство, складові, соціальна відповідальність, управління персоналом.

JEL M 14

**Khrystenko Olena**, PhD (Economic Sciences), Associate Professor. **Zhartovska Vita**. National University «Yuri Kondratyuk Poltava Polytechnic». **Social Responsibility in the Enterprise Personnel Management: the Realities of Time**. The essence of the “social responsibility” concept is defined. The process of social responsibility introduction into management of the enterprise personnel is investigated. Existing problems are detected during the implementation of this process at the enterprise. It is established that the important moment for a successful enterprise existence is the usage of socially responsible tools in the personnel management system of the organization. In particular, corporate culture, decent pay, staff development programs, internal communications support, flexible working hours, assistance in emergency situations, etc.

**Key words:** social responsibility, tools, personnel management, enterprise, components.

JEL M 14

**Христенко Елена Владимировна**, кандидат экономических наук. **Жартовская Вита Алексеевна**. Национальный университет «Полтавская политехника имени Юрия Кондратюка». **Социальная ответственность в управлении персоналом предприятия: реалии времени**. Определена сущность концепции социальной ответственности. Исследован процесс внедрения социальной ответственности в управление персоналом предприятия. Существующие проблемы выявляются при внедрении этого процесса на предприятии. Установлено, что важным моментом для успешного существования предприятия является использование социально ответственных инструментов в системе управления персоналом организации, в частности: корпоративная культура, достойная оплата, программы развития персонала, поддержка внутренних коммуникаций, гибкий график работы, помощь в чрезвычайных ситуациях и т. д.

**Ключевые слова:** инструменты, предприятие, компоненты, социальная ответственность, управление персоналом.