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## Social responsibility as an enterprise's development factor

**Abstract.** The author considers the main ways of using social responsibility principle as a factor of domestic enterprises' development. It is determined that nowadays social responsibility should be seen as a bifurcation point on the way of the competitive development of domestic enterprises. It is emphasized that social responsibility is not only a company's obligation, but its ideology, which is modeled in accordance with the desire to take the appropriate place in the environment of competitive organizations.

It is researched that in modern conditions social responsibility principle is implemented both in domestic enterprises of consumer and industrial market sectors. It is generalized that for the implementation of social responsibility in the domestic practice today it is necessary to integrate it into business processes of enterprises, to form respectively the communication mobility and organizational culture, to take into account public opinion, to apply international standards in the formation of social responsibility policy, and to attract international organizations to realize the necessary changes.

**Keywords:** Social Responsibility; Enterprise; Business; Development; Social Partnership

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#### Соціальна відповідальність як фактор розвитку підприємств

**Анотація.** Розглянуто основні способи використання соціальної відповідальності як фактора розвитку вітчизняних підприємств. Визначено, що соціальну відповідальність сьогодні слід розглядати як необхідну умову конкурентного розвитку вітчизняних підприємств, яка формує відповідальність не тільки за бізнес-результати, але і за соціальні, екологічні, техногенні наслідки господарювання. Підкреслено, що для імплементації соціальної відповідальності у вітчизняну практику необхідно її інтегрувати у бізнес-процеси підприємств, формувати відповідно до цього комунікаційну рухливість і організаційну культуру, враховувати суспільну думку, застосовувати міжнародні стандарти у формуванні політики соціальної відповідальності та залучати міжнародні організації для реалізації необхідних змін.

**Ключові слова:** соціальна відповідальність; підприємство; бізнес; розвиток; соціальне партнерство.

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#### Социальная ответственность как фактор развития предприятий

**Аннотация.** Рассмотрены основные способы использования социальной ответственности как фактора развития отечественных предприятий. Определено, что социальную ответственность на сегодня нужно рассматривать как необходимое условие конкурентного развития отечественных предприятий, формирующее ответственность не только за бизнес-результаты, но и за социальные, экологические, техногенные последствия хозяйствования. Обобщенно, что для имплементации социальной ответственности в отечественную практику необходимо ее интегрировать в бизнес-процессы предприятий, формировать согласно этому коммуникационную подвижность и организационную культуру, учитывать общественное мнение, применять международные стандарты в формировании политики социальной ответственности и привлекать международные организации для реализации необходимых изменений.

**Ключевые слова:** социальная ответственность; предприятие; бизнес; развитие; социальное партнерство.

**Introduction & Literature Review.** In modern economic conditions business success depends on the awareness of the necessity of using modern business principles. One of such principles is social responsibility. It is a quite new concept in Ukraine, while abroad it is the ideology of the interactions between an organization and its environment, particularly in such areas as the environment and health protection, civil rights, consumer interests' protection.

Nowadays domestic production in Ukraine is in hard economic conditions. Its potential is unable to create adequate material preconditions for solving modern ecological, social, technogenic problems. However, following the principle of social responsibility in business activity, industrial enterprises form the ideology of social responsible business, which will become the bifurcation point in socio-economic transformations in Ukraine. So, today it is important to identify the main provisions, stages and prerequisites of the formation of social responsibility policy as industrial enterprises' development factor.

The role of social responsibility in modern development of organizations and its place in corporate management system is grounded, as well as the concept of global social responsibility

is formed, the effect of which transcends national economies. Key provisions of the activity in the area of social responsibility are explained in such basic manual as Green Book (2001) [1], in the workshops [2] and explanatory notes [3]. In particular, the UN Global agreement determines the main principles of sustainable development, and social responsibility is one of its principles [4]. Multidimensional perspective of social responsibility and its important role in sustainable development gave rise to discussions about different viewpoints concerning the essence of this category in managing a company.

According to international practices and taking into account national development priorities in the Strategy of social responsibility promotion in Ukraine, corporate social responsibility is a voluntary activity of private and public companies, which is aimed at high standards of business activity, social standards of work with the personnel, minimization of harmful influence on the environment, creation of trustworthy relationships among business, society and the state, improvement of business efficiency and profitability indicators in the long term [5, 6].

The idea is that the integration of social responsibility into business promotes responsible business practice, which bene-

fits business and the society and helps achieve social, economic and ecologically sustainable development through the maximum positive impact of business on the society with simultaneous minimization of its negative effect. It is emphasized that social responsibility is organizational actions, which are voluntarily done to benefit the society, not on demand of the law (Meskon, 1992) [7].

Domestic scientists consider social responsibility to be a necessary condition of globalization processes (Suprun, 2013) [8], (Voronchak, 2012) [9], the paradigmatic change of the modern concept of enterprise development, the element of corporate strategy of a company (Komarnicki, Halushka, 2010) [10], (Bozkova, Sager, 2010) [11], modern institutional support of enterprise development [12].

The researches in the area of social responsibility in Ukraine lead to the conclusion that for the development and expansion of corporate social responsibility it is necessary not only to generalize the international experience of this concept, but also to determine the possibility of its usage, taking into account national peculiarities of enterprises' business practice (Hrytsyna, 2008) [13].

Most definitions of corporate social responsibility (CSR) underline the relationship among economic, ecological and social aspects of an organization's influence on the environment. All these definitions of social responsibility present separate viewpoints concerning this phenomenon and differ with the degree of its implementation into practice: from the awareness of its importance to the integration of CSR into daily activities. Ukraine makes certain steps towards spreading business activity in the sphere of the implementation of social responsibility principles. However, these measures have episodic character and are realized mostly as the initiative of public organizations. Enterprises themselves are involved into CSR activities rather to have a tool of improving their image in the external environment, than to use it as a self-organized subsystem of management system of a company, whose activity is coordinated with the corporate strategy and business policy. The reasons of such situation are the lack of sufficient knowledge on enterprises about CSR sphere, as well as methodic recommendations concerning the inclusion of the social responsibility principle into

the process of forming enterprise development benchmarks and the transformation of social responsibility policy into the corporate ideology.

**Purpose.** For the reasons, mentioned above, it is important to determine the essence and role of social responsibility as domestic industrial enterprises' development factor and to point out basic principles of the formation of social responsibility policy on enterprises in modern economic conditions.

**Results.** Since 2006, Ukraine is involved into the international initiative of the UN Global Agreement, which includes about 8000 companies from over 130 countries. It is based on 10 universal principles which are related to 4 spheres: human rights, labor relations, environment and anti-corruption, and defines social responsibility as a voluntary organizational activity, aimed at high social standards. The activity in the field of social responsibility creates favorable long-term perspectives for business, which are provided with the participation of an enterprise in social life. Social responsibility practice helps attract resources for solving social problems; gives the possibility for flexible reaction to social needs and expectations in the society; leads to moral obligation to be socially responsible. However, the nature of business doesn't always allow satisfying social issues which arise as a result of an enterprise's business activity. This contradiction defines the arguments that hinder the implementation of social responsibility principle, particularly because of extra expenses for social work; income decrease; insufficient level of reporting to the public; insufficient skills to solve social problems. In addition, the low level of corporate culture, financial and economic weakness of the significant part of subjects in Ukraine, whose activity is mainly focused on the survival, is an obstacle for the implementation of social responsibility principle in the domestic practice. To eliminate these barriers, the following priority issues demand attention: overcoming legal nihilism and the deformation of legal consciousness, longing to avoid the law and not to follow it; enhancing public awareness of the role of business because of its relatively brief modern history and practice of social responsibility realization; overcoming misunderstandings of the main tasks and mechanisms of implementing CSR by business and the society because of the terminological (normative) uncertainty; elimina-

Table: Social responsibility practice in the activities of domestic enterprises

| Enterprise: Social Responsibility Initiative  | Branch  | Measures of CSR integration into business processes  | Results   |
|---|---|--|---|
| PJSC «Prykarpattiaoblenergo» «Initiative Center» – the way of business processes improvement                          | Energetic                                     | Consideration of personnel suggestions concerning the improvement, substantiation of the expediency of their realization in practice and feedback with co-workers                                  | Formation of suggestions and initiatives of the personnel to improve activities   |
| EY: feedback as people management tool: the dialogue among management and employees of the company                    | Consulting services                           | Optimization of the feedback using the following tools: the formation of the personnel issues committee; survey; the organization of general meetings; SMS sessions; boxes for anonymous responses | Optimization of training programs package; the review of key indicators system of workers efficiency; the improvement of work and rest conditions   |
| ABB: development and support of technical education in Ukraine  | Engineering                                   | Implementation of the initiatives of universities support through the creation of educational and technical centers in the leading universities of the country                                     | Creation of a unique training base for applied sciences study, the modernization of training base   |
| The network of «OKKO» gas stations: system communications with customers  | Retail sale of fuel and related products      | Building system communications among the brand and consumers to ensure high standards of visitors service  | Increase of direct communication channels with consumers both through communication means and directly at gas stations  |
| «Vidi Group»: how to obtain customer loyalty, the improvement of service system and quality management implementation | Automobile and logistic business, development | Improvement of the process of interactions with customers at all levels of a company's management, in particular, through the process of continuous dialogue with clients                          | Among the main results of the implementation of CRM-approaches there are: consumer loyalty index increase; advertising efficiency enhancement; operation expenses for customer service reduce             |
| PJSC «Lvivoblenergo»: environmental protection  | Energetic                                     | In the basis of its business activity PJSC «Lvivoblenergo» has global standards in the sphere of the environment protection in accordance with the UN Global Agreement                             | Stimulation of the company's activity in the environmental protection field in several stages: the preservation and restoration of perennial plants; ecologically safe equipment; rational resource usage |

Source: Author's research according to [2]

ting the closeness of most Ukrainian businesses for the general public, which details of business activity are proprietary information for the internal usage only; eliminating the imbalance of the components of implementing social responsibility policy by Ukrainian companies [5].

Comparison of the top 25 (in terms of CSR development) domestic companies with 25 companies in Belgium, France, Sweden, Israel, Poland, the United States and Denmark gives us a better idea of the state of CSR development in Ukraine. According to CSR development level, Ukraine occupies the last place (32%) between Israel (35%) and Poland (21%) [12, p. 17]. Practical realization of measures within the existing business policy of a company should take into account the experience, which foreign and domestic enterprises already have in the field of social responsibility. The first step towards the implementation of social responsibility principle is a company's awareness of the importance of measures which position it as a socially responsible economic subject. In Table we represent the examples of domestic enterprises' social behavior.

Analysis of Table allows summarizing that today practical steps in CSR sphere not only consider the wide range of the ways of its integration into business processes, but also have obvious results. It worth mentioning that social responsibility initiative concerns not only sectors and companies of the consumer market, but also subjects of the industrial market. In particular, the decisions in the domestic fuel and energy complex demonstrate longing of the implementation of social responsibility principle to strengthen and enhance the development potential of the industry. In this context, the decisions of «Naftogaz of Ukraine» management deserve attention, in particular, its joining the information system AGSI + according to the standards of the European operators of underground gas storages (GSE) association.

As the company's management remarks, such decision is an important step of the NJSC «Naftogaz» towards enhancing the transparency of its business activities and integration in the European gas market [14]. The realization of this measure is essential for the effective implementation of decisions concerning the diversification of natural gas supply, which is very important and socially relevant for Ukraine today.

The study and understanding of the background state of the external and social environment, related to the project of shale gas extraction in Ukraine is another example of the implementation of social responsibility principle in the branch. Without understanding the current state of the environment it is impossible to predict the influence of this activity on environmental changes, and whether this influence will be acceptable concerning formed ecological or social state. In this context, the commitment of the Agency of «Shell Exploration and Production Ukraine Investments» is of utmost attention, to make detailed research of the ecological and social background state of Yuziv license area before the start of any operations which are related to the exploration and extraction of hydrocarbons within the Agreement about hydrocarbons distribution which will be extracted within Yuziv license area in Ukraine [15].

According to international experience, public attitude is of utmost importance for the development of successful state energy policy because transformations in the energetic sector usually have influence on substantial population groups. Therefore it is important to ensure public participation in discussions and to inform about the advantages and disadvantages of non-traditional gas extraction. For example, Pomerania province in the northern part of Poland created a platform for the dialogue and information, entitled «Together about shale». Local population, representatives of local authorities, investors, concession owners and stakeholders participate in regular meetings. Local citizens are involved in early stages of decision making process, which helps influence the formation of agreements among the government and industry. Such model of public participation in the northern part of Poland may be spread on the territory of the whole country in the future [16].

While considering social responsibility as an enterprise's development factor, it is necessary to choose of the direction of changes. In order to improve social responsibility level, domes-

tic enterprises may use achievements which had positive result in the domestic and foreign practice. The following activity directions may serve as benchmarks: the security at the level of mandatory standards of social legislation; production quality at the level of applicable standards and commitments to clients; other norms and rules of social security and protection; tax payments; high standards and rules concerning safety, quality, social protection; charity (Schulz, 2004) [17].

Fulfillment of this work lies on managers of structural departments of enterprises. The experts believe that human resources department (HR-department) is the most appropriate for this work. Management of a company should understand the essence of social responsibility principle and deliver social responsibility values to every employee. In such conditions, demands concerning the competence of a manager in social responsibility sphere of business increase. A manager who is involved in social responsibility sphere should master such skills as awareness (the manager is aware of the roles of various players in the society and the contribution, which they make with their actions); understanding (the manager feels tendencies in social and economic spheres and how they influence business); application (the manager is actively engaged in real implementation of social and ecological interests of business); integration (the manager is responsible for the decisions which define and demonstrate social and ecological influence of business); leadership (the manager works out business strategies which comply with the legislation, on the one hand, and fix more significant requirements, on the other).

Such instrument of spreading the idea of social responsibility in the company as communication deserves special attention. While playing informational role, managers of structural departments choose those forms of internal communications, the usage of which promotes spreading knowledge about social responsibility on domestic enterprises. The practice shows that corporate issues and internal communications are the most effective in solving this task, intranet systems, trainings, mentoring programs in particular (Saprykina, 2014) [18, p. 31].

Modern development paradigm determines the dominant factors of the transformation of necessary changes in the globalization context, particularly in social responsibility sphere. Among them organizational culture plays a specific role, and is considered as a system of relations, which emerge on enterprises on the basis of ethical behavior standards, values and traditions which are necessary for the formation of the ideology of socially responsible business.

The international standards in social responsibility sphere considerably facilitate the implementation of social responsibility principle in practice, particularly the International standards SA 8000 «Social Responsibility» and ISO 26000 «Social responsibility guidance». Companies where management is carried out in accordance with the requirements of SA 8000 standard, have a competitive advantage of high motivation of the personnel. In its turn, this allows to use modern management systems for the achievement of the goals more effectively, and to provide profitability. The voluntary social responsibility guidance in the format of ISO 26000 standard emphasizes such components as human rights, environmental protection, safety of working conditions, consumer rights and local communities development, organizational management and business ethics.

Today there are different concepts of social responsibility for enterprises. For foreign companies who are members of the international organization World Business Council for Sustainable Development (WBCSB), social responsibility is integrated in ethical and transparent management of business interests and activities, as well as in relationships with all stakeholders. As a result, this activity is aimed at the protection of human rights, the respect of cultural diversity, the elimination of discrimination, humiliating work, child and forced work; it provides sustainable development and reduces social inequality. Companies which act in different business sectors and regions, create their added value taking into account urgent problems of sustainable development of the world and build their activities in accordance with 10 social responsibility principles of the UN Global agreement – the initiatives, which help companies to



solve willingly the issues concerning human rights, labor relations, environment protection and transparency of the activity [19].

Social partnership as a special kind of relationships among different social groups, the government and business, considerably facilitates the implementation of social responsibility principle. The application of social partnership technologies will allow taking into account the interests of all sides mentioned above through mutual negotiations, consultations, arrangements and their legal consolidation, joint decision making. In addition, wide range of motivation methods for the implementation of its main provisions, in particular, the introduction of tax privileges, the access to financing, competitions, additional training, the introduction of prestigious awards, honors, prizes, the usage of financial support, is accepted in social responsibility sphere.

**Conclusions and suggestions.** Thus, the formation of social responsibility concept in a company and its implementation through such administrative instrument as politics focuses businesses on taking the responsibility for the influence of the results of their activity on the society and the environment. For domestic enterprises social responsibility serves as the bifurcation point on the way of the transformation to innovative progress and the growth of social standards. It is possible to make necessary changes towards the implementation of social responsibility principle as an important factor of the development of domestic enterprises due to the following instruments:

- integration of social responsibility principle in business processes of enterprises, drawing attention to the process of bringing the idea of social responsibility to each employee, understanding that social responsibility is an integral part of the mission, strategy, goals and objectives of a company;
- taking into account public opinion in the process of functioning, what influences social and ecological consequences of business. In Ukraine, the practice of public discussions concerning solving specific economic problems is being gradually introduced;
- usage of the international standards in the formation of social responsibility policy that will support each organization in its effort to become more socially responsible, to take into account interests of its members, to comply with current legislation and to respect international norms of behavior;
- maintenance of communication mobility and information support of social responsibility processes. The system of internal and external communications is established, allows a company to be in harmony with the environment, makes it manageable and competitive. External communications help inform consumers, intermediaries and business community about social and marketing programs. Internal communications help spread information about strategic goals, programs and projects among employees who implement the strategy of a company;
- formation of such organizational culture in a company, which would be based on customs and traditions of the adherence to social responsibility principle by each employee;
- increase of the role and influence of international organizations. On the one hand, the activity of international organizations is aimed at maintaining social responsibility initiatives in the globe; on the other hand, such support is connected with the financing of environmental protection programs, consumer rights protection, investments in educational programs and development of certain branches of industry, companies and sharing experience of social responsibility policy implementation in the domestic enterprises.

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