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**УПРАВЛІННЯ ПЕРСОНАЛОМ В УМОВАХ СОЦІАЛЬНОЇ
ВІДПОВІДАЛЬНОСТІ ПІДПРИЄМСТВА**

**PERSONNEL MANAGEMENT IN THE CONDITIONS OF SOCIAL
RESPONSIBILITY OF THE ENTERPRISE**

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Peculiarities of personnel management at enterprises, means of influencing the employee in the development of labor relations are determined. The comparative

characteristics of the most important socially responsible business models are considered.

Attention is paid to the importance of personnel responsibility policy. The role of the concept of social responsibility of personnel management, which is based on the integration and consideration of the bilateral relationship between social responsibility and personnel management, is indicated.

It is concluded that the creation of purposeful principles of personnel management involves a clear management mechanism for goals and results, taking into account modern requirements and capabilities of consumers, the socio-psychological state of staff in the constant development of scientific and technological progress.

Key words: personnel management, social responsibility of the enterprise, values, enterprise, strategy.

Определены особенности управления персоналом на предприятии, средства воздействия на работника в развитии трудовых отношений. Рассмотрена сравнительная характеристика самых главных социально-ответственных моделей бизнеса.

Уделено внимание значению политики ответственности персонала. Указана роль концепции социальной ответственности управления персоналом, основанной на интеграции и учете двустороннего отношения социальной ответственности и управления персоналом.

Подытожено, что создание целенаправленных принципов управления персоналом предполагает наличие четкого механизма управления по целям и результатам, учитывая современные требования и возможности потребителей, социально-психологическое состояние персонала в условиях постоянного развития научно-технического прогресса.

Ключевые слова: управление персоналом, социальная ответственность предприятия, ценности, предприятие, стратегия.

Визначено особливості управління персоналом на підприємств, засоби впливу на працівника в розвитку трудових відносин. Розглянуто порівняльну характеристику головних соціально-відповідальних моделей бізнесу.

Приділена увага значенню політики відповідальності персоналу, яка сприяє інтенсифікації соціально-орієнтованої поведінки персоналу та відіграє стратегічну роль в соціальній ініціативі організацій.

Зазначено роль концепції соціальної відповідальності управління персоналом, яка заснована на інтеграції та врахуванні двостороннього відношення соціальної відповідальності та управління персоналом. З огляду на внутрішній вимір, це може сприяти корпоративну соціальну відповідальність в цілях досягнення екологічних і соціальних цінностей шляхом розробки етичних установок, заснованих на чесності та довірі співробітників. Стверджується, що довіра є важливим елементом співпраці, сприяє і підтримує, заохочує обмін інформацією, збагачує відносини, сприяє росту відвертості та взаємного прийняття, а також сприяє вирішенню конфліктів.

Також окреслено, що реалізація концепції SRHRM, яка заснована на інтеграції та врахуванні двостороннього відношення соціальної відповідальності та управління персоналом також може стати панацеєю від зниження лояльності співробітників до своїх компаній, підвищення рівня робочого стресу та падіння задоволеності співробітників.

Взято до уваги соціально відповідальні практики, які позитивно впливають на брендинг компаній, репутацію роботодавця та мотивацію працівників.

Підсумовано, що створення цілеспрямованих принципів управління персоналом стає механізмом розблокування людського капіталу, який є фундаментом для отримання довгострокової конкурентної переваги в розвитку підприємства. Культура цільового управління передбачає наявність чіткого механізму управління за цілями і результатами, враховуючи сучасні вимоги та можливості споживачів, соціально-психологічний стан персоналу за

умов постійного розвитку науково-технічного прогресу.

Ключові слова: управління персоналом, соціальна відповідальність підприємства, цінності, підприємство, стратегія.

Formulation of the problem. Under the condition of scientific support of managerial activity, practical realization of managerial developments, and also constant improvement of forms and methods of management it is possible to reach efficiency of any administrative activity, including work with the personnel.

This is proved by our own historical experience and modern international practice.

Personnel management is a component of social management, which is traditionally understood as the management of people and their teams.

At the present stage of development of economic relations, the problems in terms of social responsibility of personnel management enterprises are quite relevant, so consider them in more detail.

Analysis of recent research and publications. Today a large number of scientists have studied the problem of enterprise personnel management, as evidenced by a huge number of publications. The study of the development of social responsibility also does not stand aside. However, a significant contribution to the study of personnel management development and the level of corporate social responsibility and implementation in practice was made by foreign scientists: Bombiak E., Crane A., Davies A., Garner E, Marciniuk-Kluska A., and native scientists, in particular: Demianenko A., Kolot A., Nazarova G., Nazarov N., Voronchak I. and others.

Selection of previously unsolved parts of the overall problem. To date, scientists have made a significant contribution to the theoretical, methodological and methodological basis of personnel management. However, under the influence of global challenges, abrupt changes in the external and internal environment, the role of personnel management in terms of corporate social responsibility remains debatable.

The purpose of writing the article is to reveal the importance of personnel management in terms of social responsibility of the enterprise, to identify advantages and disadvantages, to determine the orientation of concepts and policies of personnel responsibility.

Presentation of the main research material. In recent years, more and more managers of organizations and enterprises are reviewing their personnel policies and management styles. Currently, most enterprises are based on a humanistic approach. This is because the main emphasis has shifted towards the team, because it is from employees, their professionalism, qualifications, focus on tasks, directly affects the efficiency and productivity of the enterprise.

Research showed that there are three factors that affect people in the organization. The first is the hierarchical structure of the organization, where the main means of influencing the staff of the enterprise. The second is a culture developed by a company, organization or group of people with common values. Social norms, behavioral attitudes that control the actions of the individual, forcing the individual to behave in a certain way without any visible coercion. The third - the market, a network of equal relations based on the purchase and sale of goods and services, property relations and the balance of interests of seller and buyer [1, p. 4-5].

These factors are quite complex and in practice are rarely used in isolation. The state of the economic situation of the organization affects the setting of priorities. Of course, the structure of human resource management is largely determined by the nature and size of the organization and the characteristics of the products produced. In small and medium-sized organizations, many personnel management functions are performed mainly by line managers.

Personnel management should provide a favorable environment in which the creative abilities of employees are realized and their abilities are developed. As a result, people should enjoy the work done and the public recognition of their achievements. A widespread means of influencing the employee in the development of labor relations is work motivation, which provides: a system of remuneration;

material and moral encouragement; enrichment of the content of labor; increasing interest in work. Also provides staff development, providing opportunities for professional development, career planning, improving the socio-psychological climate in the organization by changing leadership style, employment and work conditions, personal promotion and group initiative, creativity and self-development, active involvement of employees in labor management processes, participation in profits and share capital of the firm, etc. Motivation allows to solve such problems as stabilization of the team, increase of labor productivity and motivation in mobility (first of all professional), which provides systematic development of skills.

Renewal of personnel policy, the formation of a new concept of personnel management in a market economy are significant reserves of competitiveness and necessary factors for the effective development of enterprises, which are an important pillar of the national economy. Nowadays, the effective development of the agricultural sector is impossible without a strong staffing, adequate to modern political and socio-economic changes. The current decade was marked by a significant restructuring of our society in almost all spheres of activity [10, p. 5406-5407].

Radical changes have formed a new political, economic, legal environment and, above all, have radically changed the economic relations and interests of man, team and industry as a whole. This required serious changes in the management of various forms of ownership, and especially in the field of personnel management. The best domestic and foreign experience shows that the development and implementation of modern personnel policy and personnel management system at relatively low cost can achieve a significant increase in efficiency of enterprises by increasing the creative potential of employees.

As for the personnel of the enterprise, management means the development and implementation of managerial influence on the set of characteristics of labor potential of the employee and the team to reconcile them both, the functioning of the enterprise and its development strategy, the need for full use of human factors in

modern production. Therefore, management decisions are aimed not only at individual employees as an element of the personnel system, but also to maintain production relations between them, the very structure of the system, its proportions, the behavior of the system as a whole, its development.

Business cannot operate in isolation from society, because it itself is part of society. The fact that corporate social responsibility (hereinafter - CSR) has become a global business concept that defines the key ideas and modern format of entrepreneurship is no longer in doubt. Every year, more and more companies join the non-financial reporting initiative, which acts as a "business card of the social image". The presence of socio-ethical standards of business significantly contributes to the formation of a positive business image and increases the competitiveness of the enterprise.

At the same time, the growth of social, environmental and economic problems on a global scale raises public expectations and, consequently, the requirements for socially responsible activities of companies, encouraging them to constantly improve the quality of CSR, finding innovative approaches to solving the problem. socially important problems, which is reflected in global trends in socially responsible business [3, p. 85].

It is interesting to consider the comparative characteristics of the most important socially responsible business models (Table 1).

It should be noted that in the vast majority of publications on this topic is dominated by consideration of theoretical and applied aspects of corporate social responsibility. At the same time, social responsibility is personified by the activities of a narrow circle of senior managers, ie those who are responsible for the preparation and adoption of strategic decisions.

Much less often, but there are publications in which the state is considered as a subject of socially responsible behavior. At the same time, not enough attention is paid to the issue of social responsibility of those subjects who by nature are the primary bearers of social qualities and from which other institutions of socially responsible behavior are formed - family, workforce, business structure, community, etc. Social responsibility, as rightly noted by OA Grishnov, have all people - members of society - as participants in social and labor relations, as consumers, as

citizens, as relatives, as earthlings перед - in front of other people, in front of nature in front of themselves. Consideration of theoretical and methodological principles of social responsibility should begin with an awareness of the nature of socially responsible human behavior [7].

Table 1

Comparative characteristics of the main national CSR models

The key feature In CSR	Country of origin from CSR model			
	USA	European countries	Great Britain	Japan
Initiator with introduction standards	Business	State, institutes with civil society	Business institutions of civil society	Big business
The role of SWR	Minimal regulation, tax benefits	Adjustment for by law and standards	Development in social and environmental standards	Status is a customer, controller, and SAT beneficiary
Perception business in society	Lack of Traditions confrontation and conflicts in labor sphere, insignificance and conformism with trade unions	Search for more social compromise between labor and capital of hired labor	Awareness about in the economic, social, and ecological role in business, trade union traditions	Perception of the company as in "Big family", recognition of the social role of business
Key stakeholders	Shareholders, consumers, media, local communities, poor people	Consumers, civil servants, public organizations	Consumers, business partners, trade unions, media	Employees, consumers, local communities
Social values and cultural features	Individualism, hard work, leadership, competition, prosperity, civil activity	Pragmatism, priority in personal and family interests, solidarity.	Economic rationality, individualism, traditionalism	Collectivism, paternalism, modesty, respect to traditions, mutual assistance

Source: adapted by the author based on [4,5,6].

The development of a culture of responsibility begins with the function of personnel management. Personnel management policies and strategies are the basis for sustainable development of socially responsible enterprises [8]. Staff responsibility policy contributes to the intensification of socially-oriented staff behavior and plays a strategic role in the social initiative of organizations. The role

of the above function in the development of social responsibility is further expressed in the development of sustainable personnel. This term refers to highly qualified employees who understand and follow the principles of socially responsible enterprise.

It is worth considering the concept of social responsibility of personnel management, which is based on the integration and consideration of the bilateral relationship between social responsibility and personnel management [8].

This concept includes a socially conscious approach to human resources, which is implemented by personnel practice in both HRM and CSR [9]. It is a means of improving the efficiency of personnel management by incorporating the needs of employees into the needs of organizations, which leads to greater participation and satisfaction.

On the other side, given that SRHRM refers to CSR's internal dimension, it can promote corporate social responsibility in order to achieve environmental and social values by developing ethical attitudes based on the honesty and trust of employees. SRHRM as a social dimension that is consistent with social responsibility, focuses on the optimal use of employee potential while respecting their rights and long-term needs that provide work and development opportunities.

The SRHRM principle is designed to engage in an active dialogue with employees that fosters trust capital. Trust is an important element of cooperation that promotes and supports, encourages the exchange of information, enriches relationships, promotes openness and mutual acceptance, and promotes conflict resolution [10].

The practical implementation of SRHRM on the basis of trust is manifested in the observance of ethical principles in relations with employees at all stages of the personnel process (from selection and selection to motivation, evaluation and development, to employment restructuring).

Socially responsible practices in the field of personnel management provide a number of direct benefits. First of all, they have a more positive impact on the internal and external employer branding. A survey of the 100 most reputable companies in Spain showed that socially responsible practices introduced for

employees directly and positively affect the reputation of the employer. Corporate social strategy can be used in order to attract, retain and motivate employees [11, 12]. Increasing employee motivation and morale has a more positive impact on their participation, productivity and loyalty, which in turn can improve financial performance. The application of socially responsible practices in the development of working conditions and relations between people can also directly contribute to the reduction or absence of staff rotation [13].

On the other hand, implementing the SRHRM concept can also be a panacea for reducing employee loyalty to their companies, increasing work stress, and declining employee satisfaction. However, the creation of purposeful principles of personnel management becomes a mechanism for unlocking human capital, which is the foundation for obtaining a long-term competitive advantage in the development of the enterprise.

Conclusions. Thus, having studied the modern process of personnel management in terms of social responsibility of the enterprise, we note that it should be related to management, the main requirements of which are: the interdependence of the personnel management strategy and the overall strategy of the enterprise; stability and flexibility of personnel management policy; economic feasibility of the policy, which should be based on economic calculations and take into account the capabilities of the enterprise; individual approach to each employee and taking into account the role of human capital in production; focus on long-term planning; social orientation of personnel management policy aimed at achieving economic effect and social protection of workers; policy activity should be aimed at actively influencing the workforce in all phases of its reproduction. Given the importance of motivational levers among other factors influencing the development of competitive advantages of the personnel management system, we also propose to implement grading systems. This will increase the level of competitive position of staff, which is the basis for achieving the overall strategic goal at the national level, which will increase the importance of intellectual property in enterprises. In addition to the above, it is necessary to pay attention to the search for an effective personnel management

policy, the core of which should be a culture of targeted management. It provides for a clear management mechanism for goals and results, taking into account modern requirements and capabilities of consumers, the socio-psychological state of staff under conditions of constant development of scientific and technological progress.

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