

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

UDC 338.262

УДК 338.262

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MUTUAL POSITIONING OF SOCIAL AND ECONOMIC STRATEGIES**ВЗАЄМНЕ ПОЗИЦІОНУВАННЯ СОЦІАЛЬНИХ ТА ЕКОНОМІЧНИХ СТРАТЕГІЙ**

Urgency of the research. Current trends in the development of enterprises, reflected in socio-economic strategies, are determined without taking into account the correspondences of the personal needs of the participants of labor collectives and the interests of enterprises, without taking into account the mutual positions of social and economic priorities of entrepreneurship and prospects for the future, and the most important – without taking into account the specific principles of formation and valuation of individual social and economic strategies.

Target setting. The article is aimed on identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

Actual scientific researches and issues analysis. Issues of the formation of socio-economic strategies and their components found their reflection in the works of such scholars as R. Kaplan, M. Mescon, G. G. Savina, S. S. Skobkin and others.

The questions of motivation and activation of labor activity were widely discovered in works: A. S. Afonin, I. V. Baldina, T. F. Vitevskaia and others.

Uninvestigated parts of general matters defining. At the same time very few of scientific papers highlights the need to encourage the development and use of creative abilities of the individual as the most effective economic resource the need to encourage the development and use of creative abilities of the individual as the most effective economic resource.

The research objective. Identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

The statement of basic materials. The article deals with scientific approaches to the definition of socio-economic, economic and social strategies. The author's vision of the essence of the concept of "social strategy" is given. The principle and criteria of social strategy evaluation are substantiated. There are types of social strategies. The peculiarities of social strategies of activation of labor activity of personnel are researched.

Conclusions. Economic and social strategies are independent strategies that have independent principles of formation, evaluation and different results. At the same time, they are mutually supportive.

Keywords: social strategy; economic strategy; activation of labor activity; the principle and criteria of strategy evaluation.

DOI: 10.25140/2410-9576-2017-1-4(12)-125-129

Актуальність теми дослідження. Сучасні напрями розвитку підприємств, відображенням яких є соціально-економічні стратегії, визначаються без урахування відповідностей особистісних потреб учасників трудових колективів та інтересів підприємств, без урахування взаємних позицій соціальних та економічних пріоритетів підприємництва та перспектив на майбутнє, а головне – без урахування специфічних принципів формування та оцінювання окремо соціальних та економічних стратегій.

Постановка проблеми. Стаття спрямована на визначення взаємних позицій економічних та соціальних стратегій та дослідження особливостей соціальних стратегій активізації трудової діяльності персоналу.

Аналіз останніх досліджень і публікацій. Питанням формування соціально-економічних стратегій та їхніх складових приділяли увагу у своїх працях такі науковці, як: Р. Каплан, М. Мескон, Г. Г. Савіна, С. С. Скобкін та ін.

Питання мотивації та активізації трудової діяльності широко висвітлювалися в працях: А. С. Афонін, І. В. Балдіна, Т. Ф. Вітевська та ін.

Виділення недосліджених частин загальної проблеми. У той же час недостатньо наукових праць висвітлюють необхідність заохочення розвитку і використання творчих можливостей особистості як найефективнішого економічного ресурсу

Постановка завдання. Визначення взаємних позицій економічних та соціальних стратегій та дослідження особливостей соціальних стратегій активізації трудової діяльності персоналу.

Виклад основного матеріалу. В статті розглянуто наукові підходи до визначення соціально-економічних, економічних та соціальних стратегій. Надано авторське бачення сутності поняття «соціальна стратегія». Обґрунтовано принцип та критерії оцінювання соціальної стратегії. Виділено види соціальних стратегій. Досліджено особливості соціальних стратегій активізації трудової діяльності персоналу.

Висновки. Економічна та соціальна стратегії є самостійними стратегіями, які мають самостійні принципи формування, оцінювання та різні результати. В той же час вони є взаємопідтримуваними.

Ключові слова: соціальна стратегія; економічна стратегія; активізація трудової діяльності; принцип та критерії оцінювання стратегій.

Urgency of the research. The need for social and economic sources of motivation for activation of labor activity is an objective condition for the coexistence of different types of labor activity in certain proportions between different branches of material and spiritual production. However, current trends in the development of enterprises, reflected in socio-economic strategies, are determined without taking

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into account the correspondences of the personal needs of the participants of labor collectives and the interests of enterprises, without taking into account the mutual positions of social and economic priorities of entrepreneurship and prospects for the future, and the most important – without taking into account the specific principles of formation and valuation of individual social and economic strategies.

Target setting. The article is aimed on identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

Analysis of recent research and publications. Issues of the formation of socio-economic strategies and their components found their reflection in the works of such scholars as R. Kaplan, M. Mescon, N. M. Belova V. A. Goremikin, O. P. Gradov, O. V. Brodovsky, O. I. Kovtun, M. V. Makarenko, O. M. Mahalina, I. G. Nedilko, G. G. Savina, S. S. Skobkin and others.

The questions of motivation and activization of labor activity were widely discovered in the scientific literature, in particular in foreign and blighty works: A. S. Afonin, I. V. Baldina, T. F. Vitevskaya, A. G. Zdravomyslov, V. I. Kovalev, A. V. Nelga, A. A. Ruchka, V. G. Podmarkov, V. A. Yadov, G. E. Yasnikova and others. The need to encourage the development and use of creative abilities of the individual as the most effective economic resource is grounded in the writings of foreign scholars A. Maslow, A. Marshall, G. Becker, J. Grayson, K. O'Dayle, P. Drucker, M. Porter, J. Schumpeter, B. Twiss, H. Hechauzen, T. Schulz and others.

Uninvestigated parts of general matters defining. At the same time very few of scientific papers highlights the need to encourage the development and use of creative abilities of the individual as the most effective economic resource the need to encourage the development and use of creative abilities of the individual as the most effective economic resource.

The research objective. Identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

The statement of basic materials. A strategy of economic management or economic strategy develops rules and techniques that ensure economically effective achievement of strategic goals; develops rules and techniques for achieving strategic goals based on disturbing the interest of all participants in the process of developing and implementing strategic programs in order to achieve these goals effectively. Thus, the economic strategy implies effective achievement of goals by economic methods and means. Within the statement, that the main individuals who implement economic methods through the use of economic means are representatives of labor collectives, it becomes obvious that the social nature of participants in economic processes affects the level of implementation of economic strategies definitely.

There is no demarcation in scientific literature of social and economic strategies. For example, Logvin V. M. defines the concept of the socio-economic strategy of the enterprise, as reconciling the contradictions between the need for social development of workers and the economic capabilities of the enterprise [1]. This definition, unfortunately, contains more questions than answers. So, the question arises: what should be understood by the process of the social development of workers, how the level of consistency is determined, and at what level the strategy becomes socio-economic, what kind of strategy is it if the level of consistency has not been reached, by which principle it is possible to compare the dynamic category of "development" and the static category of "opportunities"?

Many other approaches of defining a socio-economic strategy were grounded on approaches of combining and harmonizing activities in the social and economic spheres.

On the other hand, the definition of strategies that distinguish only the social or economic sphere, have the disadvantage that they use separate elements that are inherent in the opposite field of activity.

So in the work [2] the economic strategy of an enterprise is viewed as a set of interconnected and interconnected constituent elements combined with a single global goal – the creation and maintenance of a high level of competitive advantage of the enterprise. Thus, the economic strategy is a system for ensuring the competitive advantage of the enterprise. The most important system-forming elements of the economic strategy are: commodity strategy, strategy of interaction with the markets of factors of production, strategy of reduction of transaction costs, strategy of investment activity of the enterprise, strategy of preventing insolvency of the enterprise, strategy of stimulation of the staff of the enterprise.

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Thus, emphasizing that the economic strategy is a system of ensuring the competitive advantage of the enterprise, the author loses the logical link, such as: competitive advantages are created also at the expense of the social strategy of the enterprise. In addition, there is some confusion with the elements of strategies. The author relates the strategy of stimulating the company's staff to the economic system-forming elements, while in its essence, this strategy is more in line with the social goals and, therefore, the social strategies of the enterprise.

The author proceeds from the fact that the economic goal is the goal of a higher level of management, and all other purposes are subject to it. Thus, the objectives of functional strategies (production, marketing, financial, staff) are aimed at achieving the economic goal [3].

The peculiarity of the functioning of modern organizations lies in the fact that they carry out their activities in the formation of a socially oriented market economy, therefore, the social strategy becomes a major strategy whose task is to identify and meet the needs and expectations of groups of people interested in the activity of the enterprise: owners, employees workers, state and local authorities, as well as representatives of various informal movements and organizations (trade unions, environmentalists, etc.).

The social sphere of the enterprise in the work [4] is considered as a set of social processes and relations of the internal and external environment of the company. Based on this concept, it is organically interconnected with the economic subsystem of the organization and forms an integral whole with it, which leads to the inability to achieve high efficiency and balance of enterprise management apart from the development of social sphere.

The determination of social strategy as an independent functional strategy is a necessity, since at present neither central nor regional governments can provide citizens with the necessary set of goods and services that ensures their normal livelihoods. In these circumstances, the organization is forced to pay more attention to the solution of social issues, offset the lack of work in this area by the state and local authorities [4]. At the same time, one can not agree with the opinion of the authors that the social strategy is functional, since the goals of functional strategies are related to the objectives of the economic strategy, while the realization of social goals involves, on the contrary, reduction of profit by directing a certain part of it to the realization of social goals. That is, the social strategy, unlike the economic strategy, is not generating profit, but, conversely, absorbing profits.

Social strategy – a leading direction in the development of the social subsystem of the enterprise and each employee as structural elements of society. Unlike social policy, it is developed in the presence of a shortage of resources or changes in the business environment and involves an analysis of various options for choosing a better alternative to realizing social priorities and areas of development that can actually be provided with available resources [4]. In our opinion, such a resource-based approach to differentiating social strategy and social policy is unreasonable and does not allow us to understand the difference in management tools “strategy” and “policy”, which limits the possibility of determining the necessity and appropriateness of applying each of them in a particular situation in the implementation of certain goals.

The principal difference in the designation of management tools “strategy” and “policy” is given in papers [5; 6]. So, according to Savina G. G. the main difference between strategy and policy should be found in the context of the results from the application of each of these management tools. In particular, the strategy is aimed at increasing the likelihood of achieving a certain result due to long-term targeted actions, and the policy is aimed at obtaining optimal results in the short and medium term due to adaptation to social factors of the internal and external environment.

Thus, the social strategy can be considered as a comprehensive system of ways and actions to achieve long-term social goals of the enterprise, which contribute to increasing the likelihood of the implementation of economic strategy. Such a definition takes into account the connection between social and economic strategy and at the same time delimits them on the basis of different goals. By its very nature, the social strategy can be considered as a supportive economic strategy, but different principles of implementation and the nature of the results of each of these strategies.

The suggested definition outlines simultaneously the reciprocal positions of the economic and social strategy and contains the principle of assessing the social strategy, which can be formulated so that the

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probability of implementing an economic strategy in realizing social goals is higher, the higher the assessment of the social strategy. Thus, the main criteria for assessing a social strategy are the probability of implementing an economic strategy and the level of achievement of social strategic goals.

Forming the social strategy of activating the work of staff, the unconditional priority should be given to areas that contribute to preventing a sharp escalation of threats in the economic sphere of the enterprise. In this regard, the strategy should be of a mixed nature and ensure a gradual reduction in staff turnover; creation of conditions for activating the movement of labor within the enterprise; creation of conditions for effective vocational training and retraining.

To realize the ways of increasing the labor activity of the participants in the production process, it is necessary to intensify the activities of management personnel in the direction of social support, as a motivating factor.

In modern conditions, special attention should be paid to young specialists, because the conflict of generations, if it arises under certain conditions that are not controlled by the leadership, can lead to destructive changes of irreversible nature. In particular, such negative consequences may be: loss of knowledge transfer, increased distrust between workers of different age groups, decrease of professionalism and productivity of labor in general on the enterprise; reduction of general motivation in connection with the recognition of inequality in the application of moral and material incentives, the growth of staff turnover.

Market relations, enterprise development, social and scientific and technological progress lead to a complication of the content of labor, require the formation of highly qualified competitive personnel of enterprises, which, according to theoretical training, system of work skills, production experience, social and psychological motivation, can provide high performance of the company, enterprises, firms, etc. In addition, the development of market relations enhances the effect of the law of labor change. Therefore, in today's conditions of restructuring of the industrial complex and the intangible sector of the economy, the issue of professional reorientation, which is directly related to those employees who, by their own will or as a result of structural changes, have decided to change their professional activities, acquires a special significance. In this connection, the problem of the formation of the corresponding motivation and constant psychological readiness of a person to change the profession and reorientation to a new kind of activity arises. V. Korostelov rightly observes that "we have time to get used to the fact that a person acquires a profession for life" [7].

Professional mobility, therefore, should be considered as a process of changing the profession (specialty) under conditions of objectively necessary structural adjustment of the economy and the employee's own awareness of the need for this change. Rationalization of professional mobility takes place when, even when working, there is psychological preparation for the possibility of its losses: "holding in the head" several options for possible employment, continuous replenishment of their personal "data bank" about jobs, expansion of their professional capabilities, etc. In modern conditions, the orientation of a person to one profession is insufficient, and the basis of professional mobility is the process of professional reorientation, which is an important element of the general professional self-determination of the individual. Questions of professional reorientation are considered by V. Petrov, that defines it as "the process of forming the appropriate motivation and constant psychological readiness of man to change professions" [8]. Here, the main attention is paid to the psychological aspects of professional reorientation at a time when the socio-economic basis of the problem is important. L. Kalen considers the professional reorientation of only unemployed citizens [9], but in most cases it begins long before the loss of work. I. Nazimov notes that professional reorientation is a mandatory component of professional life, a constant independent activity of the individual [10]. The work [10] defines a professional reorientation as "a long, extremely complex and contradictory process of transfer of personality from one profession to another based on already acquired professional qualities, an important personal and social value." This understanding of professional orientation most fully reflects its meaning, but does not take into account the system approach, taking into account scientific and methodological substantiation. We believe that the most generalizing is the definition: professional reorientation is a process of ensuring the professional mobility of the workforce, a scientifically grounded

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system of conscious change of profession (specialty) on the basis of personal potential, education, experience and requirements of the labor market.

Conclusions. Thus, one can state that economic and social strategies are independent strategies that have independent principles of formation, evaluation and different results. At the same time, they are mutually supportive. Among the social strategies of activation of labor activity as a system-forming can be considered as follows: strategy of intensification of the activities of management staff, strategy of succession generations, strategy of professional mobility.

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Received for publication 14.10.2017

Бібліографічний опис для цитування:

Тюхтенко, N. A. Mutual positioning of social and economic strategies / N. A. Tyukhtenko // *Науковий вісник Полісся*. - 2017. - № 4 (12). Ч. 1. – С. 125-129.