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**SOCIAL SYSTEM OF ENTERPRISE MANAGEMENT AS AN OPPORTUNITY
TO ACHIEVE SOCIAL EFFECTS AND SUSTAINABLE DEVELOPMENT GOALS**

Liudmyla Bukharina

Zaporizhzhia National University

Zaporizhzhia, Ukraine

ORCID ID: 0000-0002-7173-6619

Tetiana Pavliuk*

Zaporizhzhia National University

Zaporizhzhia, Ukraine

ORCID ID: 0000-0001-7480-5475

**Corresponding author email: pawliuktetiana@gmail.com*

Abstract. The aim of the article is to explore the social management system in order to achieve positive effects and ensure the goals of sustainable development. The article examines in detail the system and process of managing the social work of enterprises at all hierarchical levels. The main functions of management concerning management of social system are defined. The main measures of the social management system are additionally defined. An analogy is made between the system of social management of the enterprise and the system of management of the social enterprise. The requirements for the choice of social management system are indicated. The importance of using innovations to promote the development of the enterprise and achieve social impact and protection of employees of the organization is emphasized. In the course of the research such general scientific methods were used as: theoretical, empirical, methods of analysis and generalization. Methods of generalization, comparison and analytical grouping of data were also actively used. Most successfully, systematic and comparative methods have also been used in the study. Due to the use of institutional and structural-functional approaches, the study was able to further practical application. The results of the study explain the need to use a systematic approach to the establishment of the entire social management system, in order to achieve the greatest social effect and further development of the enterprise by attracting and meeting the goals of sustainable development.

Keywords: social system, management, enterprise, sustainable development goals, social entrepreneurship, financial system of income management.

JEL Classification: A13, M14, M19, M20.

INTRODUCTION

An important condition for the functioning of enterprises in the modern world is the management's compliance with the goals of sustainable development and the achievement of a certain social effect from the overall activities of the entire enterprise. This approach explains the relevance of this study and justifies the of this work.

LITERATURE REVIEW

A significant contribution to the study of the problem and the search for methods of achieving social effect by enterprises made the following domestic authors Shchukin G.V. (1996), Moki A.I., Datsko O.I. (2014), Kolenda N.V. (2017), Yurchenko K. (2019).

Some issues of the goals of sustainable development and social orientation of enterprises have been covered by such scientists as: Spreckley F. (2011), Drayton B. (2017), Mair J. J., Robinson K. and Hockerts (2006) and others.

PAPER OBJECTIVE

The main purpose of the article is to explore the social management system in order to achieve positive effects and ensure the goals of sustainable development. Also explore and analyze the system and process of managing the social work of enterprises at all hierarchical levels.

METHODOLOGY

In order to determine the main functions of management in relation to the management of the social system and to determine the main measures of the social management system, an analogy was made between the social management system of the enterprise and the social enterprise management system. The main requirements for the choice of social management system are also indicated and the importance of using innovations to promote enterprise development and achieve social effect and protection of employees of the organization is emphasized data. Systematic and comparative methods were also used.

RESULT AND DISCUSSION

Today, new conditions to encourage employees to fulfill their obligations are increasingly playing a very important role. Motivating employees, the management of enterprises increasingly pays attention to their social security and support. In an oversaturated labor market, everyone is looking for a job that would provide not only a stable income and social security guarantees, but also comfortable conditions for cooperation with colleagues and superiors. It is these requirements of workers pose new challenges to the entire management system of organizations. Modern enterprise management must take into account the social aspects of support and encouragement of workers.

It should be noted that the issue of development of socially oriented enterprises in general also needs special attention. In the new conditions, when all countries encourage their enterprises to develop within the framework of sustainable development goals, the development of social entrepreneurship is gaining momentum. Here we are talking, not just about the social direction of personnel management, but about the direction of the entire management system of the organization to take into account the social orientation. That is why the question arises: should the management of a social enterprise differ from the management of a regular enterprise, but one that cares about the social support of its employees?

Speaking about the system of social management in the enterprise, it should be noted that such a system is formed of individual elements, the composition and condition of which may differ significantly.

Thus, the scientist O.V. Fedorova divides the elements of the social management system of the enterprise into basic, supporting and social-legal (Figure 1).

The basic elements are the basis of the social management system of the enterprise, and it is through them you can implement the existing capabilities of the enterprise. Securing elements

facilitate receipt social result and the achievement of the main goal - the formation of a system of social management enterprises. Socio-legal elements regulate social resources in the enterprise with the help set of established norms and rules (Fedorova, 2008).

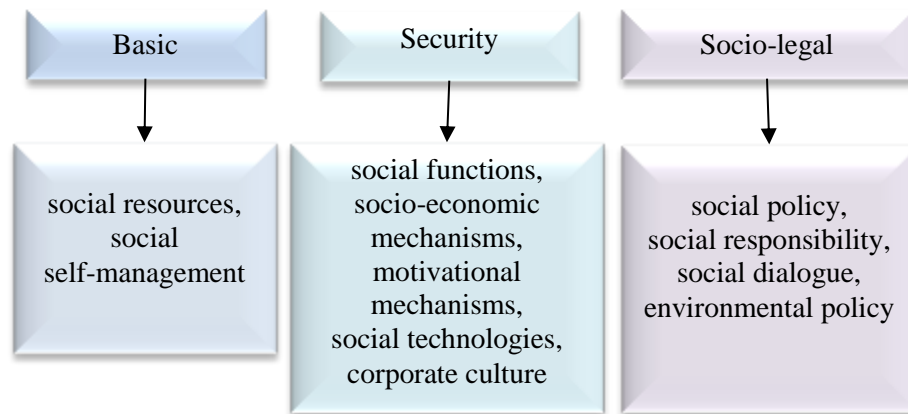


Figure 1. Elements of the social management system

Source: Formed by authors after Fedorova, 2008.

Other scholars, including the Cheeks, believe that elements of the social management system can be classified somewhat differently. Thus, the author to the elements of the system of social management includes: mechanism, object, functions, organizational structure, personnel and management process.

The object of management in such a system is a set of human activities, isolated from the social environment, or as a link social system, or as a special function that requires a special management mechanism.

The management mechanism should be considered as a set of goals, principles, methods, techniques, forms and incentives management, ensuring the effective development of the organization.

The process of such management involves the influence of management bodies and personnel on the object of management using selected methods to achieve the planned goals. The management process is determined by objective social laws (Figure 2) (Shchekin, 1996).

It is also necessary to name the main principles of the social management system of the enterprise. These principles are divided into general and special. General ones include: scientific, systematic, economical, hierarchical and feedback, coherence, perspective and progressiveness, publicity, humanism.

Naming the special principles of social management of the organization or enterprise, at the same time we note the main tasks assigned to the managers of such a management system. Among these tasks the need for a non-standard and flexible mode of staff work should be named. Also various modern methods of motivation should be applied, using continuous and planned approaches and staff development, as well as priority of encouragement and stimulation of innovative activity.

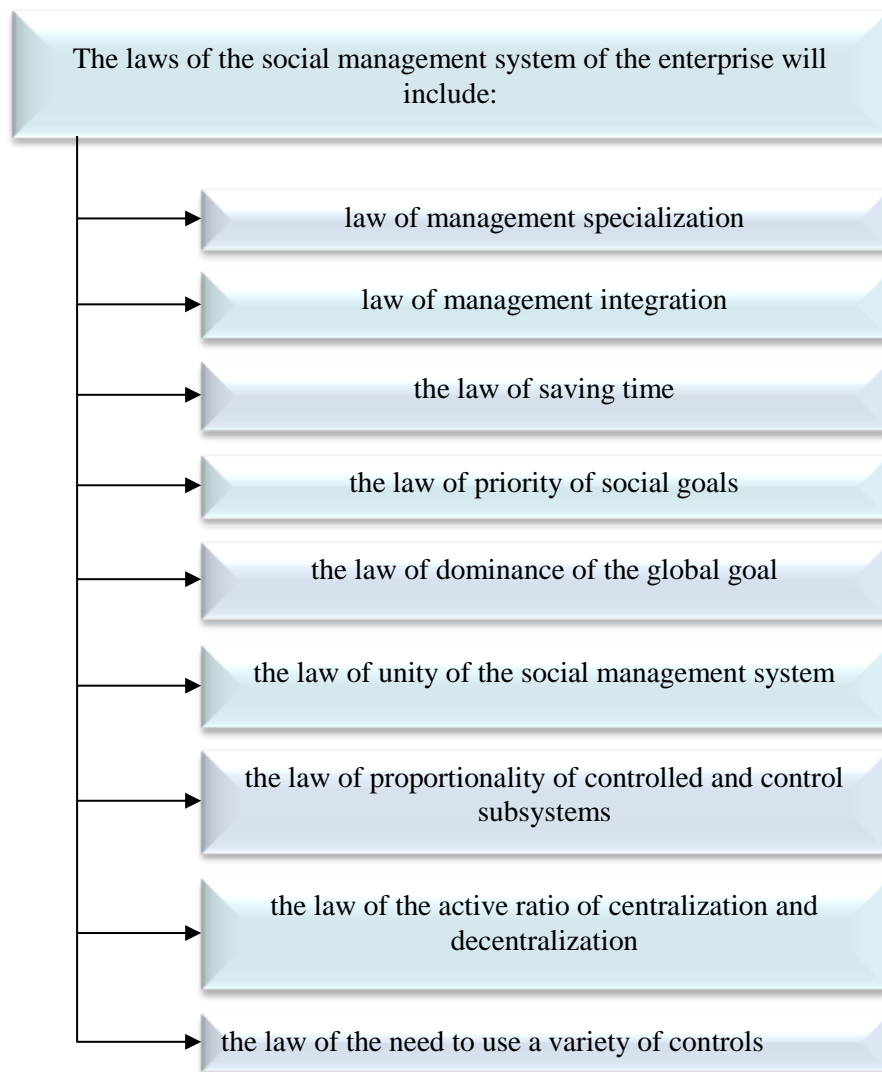


Figure 2. The laws of the social management system of the enterprise

Source: Formed by authors after Shchekin, 1996.

Also among the tasks of managers of such a management system is the harmonious interaction of formal and informal organization and reliance on a system of flexible leadership. Another challenge is the transition to a corporate organizational culture of management and, in addition, the focus on social needs and universal interests.

Therefore, summarizing the main tasks facing the managers of the social management system of the company, we should highlight the direction of the formation and optimization of the social organization of the team and to improve its social structure. Separately highlight the creation of favorable opportunities for employees to exercise their social rights and to meet material and spiritual needs, as well as the task of education and development of socially significant qualities of employees.

In general, we emphasize that social governance is one of the types of governance, the function of which is to ensure the implementation of the needs of progressive development of society and its subsystems.

In these and other functions of the social management system of the enterprise is similar to the main tasks of social enterprises.

Recall the basic principles of social entrepreneurship, namely:•

- the company is jointly owned by its members, the basis of which is the equal distribution of shares;
- membership is determined by the charter of the organization; for example, members may be employees, local residents, customers and users;
- democratic decision-making (one person – one vote);
- income is invested in the enterprise and / or directed to social and environmental goals;
- the company can receive both its own income and grants;
- the company conducts both commercial activities and social events (sometimes they are combined);
- commercial, social, environmental achievements are assessed by financial and social audit;
- social enterprise is aimed at creating social wealth, rather than obtaining private capital.

Regarding the goals of social entrepreneurship, we note that in the process of its activities, the social organization solves a triple task:

- a social problem that has not been solved for some time due to the limited access of a certain target group to financial and political resources to solve it;
- development and implementation of an innovative mechanism for solving a social problem that violates the established but not fair state of affairs;
- freeing up resources for the target group, which provides a better future not only for individuals but also for society as a whole (Spreckley, 2011).

It is also necessary to indicate the main advantages and positive changes that social entrepreneurship leads to.

Positive effects from the activities of social enterprises are:

- assistance in overcoming social isolation – in particular, employment of people with physical and mental disabilities, the unemployed, and representatives of risk groups.
- finding new ways to reform public social services.
- involving citizens in social initiatives on a volunteer basis, uniting communities around social issues.
- the emergence of new types of social services that remain out of the ordinary business due to low profitability, unpopularity, lack of proper training.
- more efficient use of available resources of the region in solving social problems.
- reducing the burden on local budgets in solving social problems (relevant in the context of chronic budget deficits).

Comparing the goals facing the leaders of social enterprises and managers who use the social management system in their enterprises, we can conclude that the main objectives and principles of their activities are very similar.

There are six basic values of understanding management in social work:

1) organizational and structural – the key problems here are: who should perform social work; which bodies and institutions should deal with this and what is the effectiveness of their activities. The board of social work is organized at different hierarchical levels (national, regional, local) and has organizational structures management.

2) functional – implies that different organizational structures management in the social protection system perform certain functions: general and specific.

3) professional activity. Labor management in social work is a special type of activity that is engaged in a certain category of people, called management staff, management staff or managers of social work.

4) procedural – management in social work – is a process setting goals and objectives, as well as the organization of practical activities in the field social work is aimed at achieving a certain goal through various means, forms and methods of management.

5) epistemological – management in social work is scientific discipline that studies the patterns, principles, structure, functions of professional activity of the management process. The components of this science are a certain methodology, relevant theories, certain techniques, as well as art practical management activities.

6) educational – management in social work is considered as a discipline that is part of the curriculum for training, retraining of management staff for the social protection system.

That is, from these six basic concepts it becomes clear to manage workers engaged in certain social work or any other economic activity, but in order to achieve a social effect, the manager of such a social management system requires certain knowledge, skills and experience.

The fact that it is necessary to take into account the peculiarities of motivation and social support of employees has already been mentioned above. We would like to add that in order to meet certain needs and new interests of the company's employees, managers choose a social management system that provides additional opportunities to improve not only working conditions but also the social and psychological condition of workers.

It is for this purpose that managers of the social management system use the latest methods of social orientation (Figure 3).

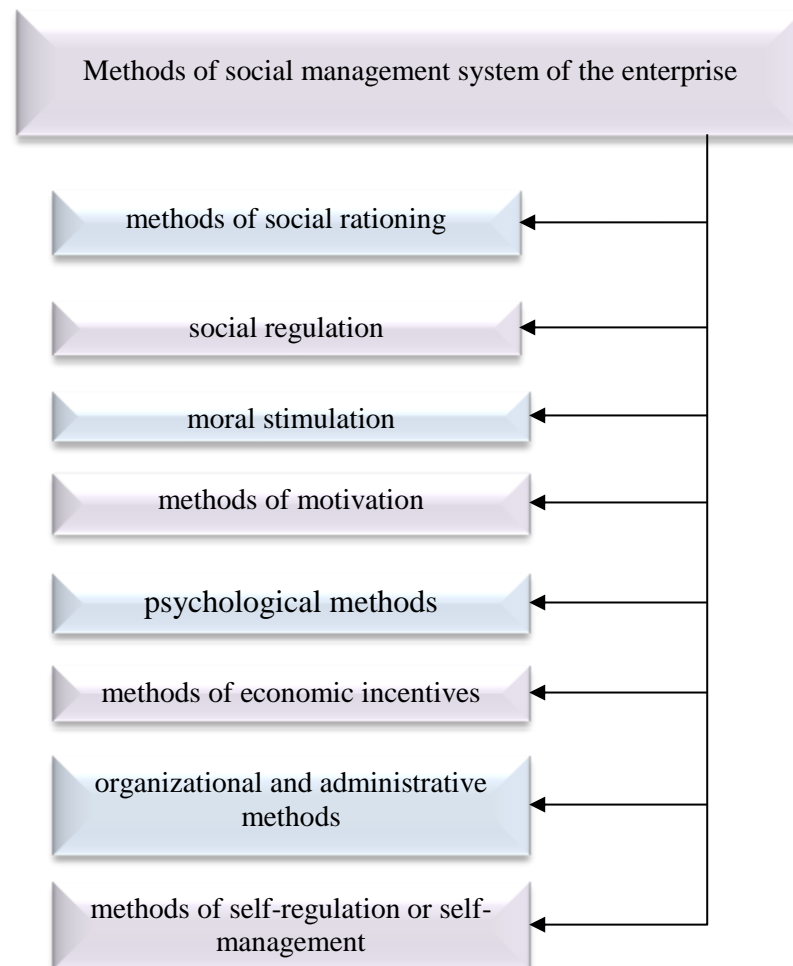


Figure 3. Methods of social management system of the enterprise

Source: Formed by authors

To manage social work at all hierarchical levels, it is advisable to rely on the theoretical and methodological principles of modern management, in particular – to consider the institution of social work as a social organization and object of social work management; to allocate as a subject of management of social work managerial staff (managers-specialists), the content of which is the implementation of such basic management functions as planning, organization, motivation and control, as well as unifying functions – decision-making and communication; expedient to carry out structuring of administrative activity in establishments of social work, allocating in them the corresponding levels of administrative activity; higher, middle and lower, while providing for the relevant requirements for professional training of management staff of each hierarchical level.

Once you have decided on the basic methods of the social management system of the enterprise, you should pay attention to the measures that will be used by managers. Note that the measures of the social management system of the enterprise should include:

- material (means and working conditions, wages, bonuses, etc.);
- moral (public evaluation of the work of subordinates by managers, gratitude, awarding of prestigious titles, awarding diplomas, submission for awarding orders and medals);
- administrative (oral orders, written orders and instructions, various kinds of punishment: remarks, reprimands and severe reprimands, dismissal) (Koleda, 2017).

CONCLUSION

Finally, answering the question of what is common between the management system of a social enterprise and the system of social management in an enterprise, we draw the following conclusions. First of all, both in the case of management of a social enterprise and in the case of social management, the main task has always been and remains to take into account the interests of citizens: both ordinary employees and users of the company's products. The goal of an enterprise that is social, as well as an enterprise that uses a social management system, is to achieve a social effect. To ensure that the goals of sustainable development are achieved, as they say, all means are good. It will be recalled that the goals of sustainable development include overcoming poverty and hunger, agricultural development, good health and well-being, quality education, gender equality, adequate sanitation, decent work and economic growth.

The choice of the social management system at the enterprise has and can promote the achievement of these goals. That is, it is not necessary that the company was social, sometimes it is enough to choose the right management system that will contribute to the social effect and protection and support of employees of the organization.

Finally, we would like to add that one of the modern tools for the development of modern society is the implementation of socially innovative entrepreneurial activity, a significant part of the profits from which is directed to solving social problems. The main thing that distinguishes a social entrepreneur from business entrepreneurs and even from a socially responsible businessman is a social mission. And unlike ordinary charity, social enterprises are sustainable business mechanisms that have a much greater impact on existing problems and allow more efficient allocation of financial resources.

That is why the social management system must include such a financial system of income management, which would allow the effective distribution of part of the earned funds for social needs.

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СОЦІАЛЬНА СИСТЕМА УПРАВЛІННЯ ПІДПРИЄМСТВОМ ЯК МОЖЛИВІСТЬ ДОСЯГНЕННЯ СОЦІАЛЬНИХ ЕФЕКТІВ ТА ЦІЛЕЙ СТАЛОГО РОЗВИТКУ

Бухаріна Людмила Михайлівна
Запорізький національний університет
Запоріжжя, Україна

Павлюк Тетяна Сергіївна
Запорізький національний університет
Запоріжжя, Україна

Метою статті є дослідити соціальну систему управління задля досягнення позитивних ефектів та забезпечення цілей сталого розвитку. У статті детально досліджено систему та процес управління соціальною роботою підприємств на всіх ієрархічних рівнях. Визначено головні функції менеджменту, щодо управління соціальною системою. Додатково визначено основні заходи системи соціального управління, проведено аналогію між системою соціального управління підприємством та системою управління соціальним підприємством. Зазначено головні вимоги, щодо вибору системи соціального управління. Підкреслено значущість використання інновацій для сприяння розвитку підприємства та досягненню соціального ефекту та захисту працівників організації. В процесі дослідження було використано такі загальнонаукові методи як: теоретичні, емпіричні, методи аналізу та узагальнення. Також активно використовувалися методи узагальнення, порівняння та аналітичного групування даних. Найбільш вдало, в ході дослідження було також використано систематичний та порівняльний методи. Завдяки використанню інституційного та структурно-функціонального підходів, проведене дослідження отримало можливість подальшого практичного застосування. Результати дослідження пояснюють необхідність використання системного підходу до налагодження всієї соціальної системи управління, з метою досягнення якнайбільшого соціального ефекту та подальшого розвитку підприємства на шляху залучення та дотримання цілей сталого розвитку.

Ключові слова: соціальна система, управління, підприємництво, цілі сталого розвитку, соціальне підприємництво, фінансова система управління доходами.

СОЦИАЛЬНАЯ СИСТЕМА УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ КАК ВОЗМОЖНОСТИ ДОСТИЖЕНИЯ СОЦИАЛЬНОГО ЭФФЕКТА И ЦЕЛЕЙ УСТОЙЧИВОГО РАЗВИТИЯ

Бухарина Людмила Михайловна
Запорожский национальный университет,
Запорожье, Украина

Павлюк Татьяна Сергеевна
Запорожский национальный университет,
Запорожье, Украина

Целью статьи является исследовать социальную систему управления для достижения положительных эффектов и обеспечения целей устойчивого развития. В статье подробно исследована система и процесс управления социальной работой предприятий на всех

иерархических уровнях. Определены основные функции менеджмента, по управлению социальной системой. Дополнительно определены основные мероприятия системы социального управления. Проведено аналогии между системой социального управления предприятием и системой управления социальным предприятием. Указано главные требования, по выбору системы социального управления. подчеркнуто значимость использования инноваций для содействия развитию предприятия и достижению социального эффекта и защиты работников организации. В процессе исследования были использованы следующие общенаучные методы как: теоретические, эмпирические, методы анализа и обобщения. Также активно использовались методы обобщения, сравнения и аналитического группировки данных. Наиболее удачно, в ходе исследования было также использовано систематический и сравнительный методы. Благодаря использованию институционального и структурно-функционального подходов, проведенное исследование получило возможность дальнейшего практического применения. Результаты исследования объясняют необходимость использования системного подхода к налаживанию всей социальной системы управления, с целью достижения наибольшего социального эффекта и дальнейшего развития предприятия на пути привлечения и соблюдение целей устойчивого развития.

Ключевые слова: социальная система, управление, предпринимательство, цели устойчивого развития, социальное предпринимательство, финансовая система управления доходами.