



Priority approach as an effective tool for managing social development of personnel in the context of social management in enterprises

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Abstract

To ensure a stable, highly efficient operation of enterprises, it is necessary to create a scientifically based system for managing all aspects of their activities, in particular, pay special attention to the planning of social processes. The essence of social management determines its formation and functioning as a system. In order to avoid scattering of the funds allocated for social development of personnel, it is necessary to determine the primary social objectives and appropriate funds for their implementation. In this regard, a model of a scientifically based system for planning social development of personnel has been proposed, using a priority approach to social management based on assessing the level of social development of personnel, which will help focus on the objectives that are most important for the enterprise and concentrate financial resources in the most important areas of its social development. It is necessary to plan the expenses for social development of the enterprise with a real consideration for the opinions of the personnel, which is possible through defining the social priorities by the quantitative method on the basis of processing the results of a survey of employees.

Keywords: Enterprise personnel; Priority approach; Social development; Social management; Social planning.

1. Introduction

The main feature of the development of modern society is an objective process of strengthening the social orientation of economic systems. Man is the most important force of social progress, in connection with which the need for conscious management of processes of social development of personnel is especially growing. Personnel of enterprises and organizations are the basis of a society in which all forms of social relations of a market economy are interconnected: psychological, socio-political, social, professional, organizational and managerial, etc. Personnel are an important element of the economic mechanism, since they ensure the production of national income as the main source of social development. The development of the social sphere in Ukraine is determined not only by measures on the part of the state but also by the level of social development of personnel in enterprises, organizations, and associations. This, in turn, justifies the need to study the problems of managing social development of an enterprise.

Over the years of independence of Ukraine, significant changes have taken place not only in the spheres of its public life, but in enterprises as well. The economy of the country continues to experience profound transformations after the crisis period, which was caused in particular by mismanagement in the social sphere both at the macro and micro levels. One of the inalienable social needs is improving the management system, which is conditioned by objective processes of increase in importance of management function in all spheres of human activity. Indeed, now the number of people engaged in managerial activities is increasing, but,

unfortunately, many domestic leaders have not yet mastered the art of social management to a sufficient degree.

The social system is one of the most complex systems, because it, first of all, is connected with people. To implement social management in an enterprise, it is necessary to have a clear idea of its final result. In this case a significant aid is provided by social planning. However, it is not enough just to draw up a plan for holding social events. For the management process to be most effective, it is necessary to clearly define and set the objectives. In the process of developing and making managerial decisions, the main issue is selecting an objective, according to which the strategy and tactics of development of an enterprise are determined, the activities are planned and their results evaluated. The multifaceted activity of an enterprise assumes not one objective, but a set of them. Therefore, the objectives should be ranked in terms of their significance. Moreover, in order to avoid fragmentation of funds, it is very important to define the primary social objectives and allocate funds necessary for their implementation. This will not only help in a proper financing of individual events, but also affect the whole process of social management in general. One of the approaches taking into account these features is a priority approach, which implies identifying social priorities and on this basis planning social expenditures. It helps concentrate efforts on the most significant aspects of social development and focus on the objectives that are most important for the enterprise.

Issues of social development of personnel have always been of interest to scientists and researchers in this field. Theoretical, methodical and practical foundations of managing social development of enterprise personnel were investigated by Yu. P. Averin,

G. V. Badeeva, R. D. Bardin, V. I. Brin, D. V. Valovoi, N. G. Veselova, I. Ye. Vorozheikin, M. V. Gnennyi, N. I. Gorin, I. V. Darahan, Jay Ros, L. M. Dymytrava, L. Yu. Epstein, P. M. Katsura, O. A. Kyrychenko, A. M. Kolot, Yu. F. Kulaev, B. P. Kutyrav, V. S. Levin, D. Pieters, V. G. Pidmarkov, L. O. Pozdniakova, V. O. Ponomarov, M. O. Postnikov, V. I. Syshchykov, N. V. Sverkunova, I. M. Slepnev, P. S. Stebakov, V. Ye. Tomashkevich, G. V. Shchokin, V. M. Yakimov, L. M. Yakovleva, and general issues of social development — by N. P. Boretska, I. M. Gavrylenko, V. P. Goryunov, V. Ya. Yelmeev, P. V. Melnyk, V. I. Mishyn, M. P. Nediukha, T. V. Semigina, P. I. Shevchuk, and others.

Despite a significant amount of research in this area, it still does not fully meet the existing practical problems and require further development under current conditions of management. Many problems in this area remain unresolved even theoretically, in particular, issues of the planning of social processes in an enterprise.

The aim of the article is to develop a model of a system for planning social development of personnel using a priority approach to social management, which is scientifically based and involves assessing the level of social development of enterprise personnel.

2. Main body

Results-based management is a type of management "by objectives", which is the opposite of planning "by results achieved". The most common form of it used in enterprises is the target program. It is a planned development of solving the most important social problems and represents a set of interrelated activities for achieving a common social objective. These can be programs for ensuring a stable development of the personnel; increasing the content of job and improving the working conditions; increasing the level of professional training of specialists, housing programs, programs for strengthening and protecting the health of employees, programs for cultural time, etc. Results-based planning includes a system of general, partial and one-time objectives of social development, which reflect the final and intermediate results of an enterprise. The system of objectives must have qualitative and quantitative characteristics. The targets of the program should reflect the results of work to achieve the objectives of social development of the enterprise personnel. To realize the program objectives necessary resources are allocated. An objective is considered optimal if it takes into account the resources of the enterprise and its social organization in order to achieve a certain degree of development and meet the needs and interests of people. The period of program implementation is not time bound, but is defined by the period of time from the beginning of the works to their completion.

The target program is an instrument of system social management. A well-grounded social program can reflect not only the managed processes, but also those that cannot be directly affected. It allows managing the enterprise personnel as a system. When elaborating a target social program, social development services of the enterprise or units performing the relevant functions carry out research, consulting, coordinating and other activities, which makes it possible to approximate to solving the issue in a comprehensive manner.

The research area of this work presents a constant examining of the condition and level of social development of the enterprise personnel. As a rule, the examination involves analysis of social statistics as well as sociological, socio-psychological and socio-economic studies. Based on the studies conducted, proposals are developed to improve the level of social development of the enterprise personnel and social management in general.

The social and engineering area of activity is in developing procedures for managing social processes. It can be elaboration of social technologies to manage the process of adaptation of employees, their movements, etc. The consultation and

propagation area of work is related to providing enterprise employees with social information, propagating sociological and psychological knowledge, providing necessary consultations, etc.

However, at present time enterprises do not have enough funds to satisfy social needs of their personnel, and even if they have, they are scattered among certain areas of social work. And as a consequence, the end result does not always justify the money spent. If the funds of an enterprise were allocated purposefully, with the purposes being clearly defined, this would help not only in the proper allocation of funds, but also positively affect the final results of social management as a whole.

In this regard, it is appropriate to propose a scientifically based system for planning social development of personnel using a priority approach to social management (Fig. 1).

A scientifically based planning system should imply the following procedure: creating an information system for elaborating a social development plan; carrying out strategic analysis of social development; assessing the existing level of social development; defining the social objectives of the enterprise personnel and the strategies for their solution; determining the conformity of achievement of the set objectives to the designed social program; elaborating the final plan for social development; implementing the plan for social development of the enterprise personnel and control over its implementation.

When developing a target social program, the social service of the enterprise or the units of the enterprise performing the relevant functions carry out preparations for the research. It involves collection and analysis of the information necessary for the further planning of social development of enterprise personnel and improvement of social management in general. This can be information related to the conditions and content of job of employees of the enterprise, the structure of the personnel, their life, leisure, etc. Thus, at the first stage of planning social development of enterprise personnel, the necessary information base is formed.

The second stage of planning involves strategic analysis of the overall social state and regional policy in order to constantly monitor the level of citizens' income, their employment, solving problems in education, culture and recreation, etc.

Such statistical data are available to everyone. Their constant monitoring will help business leaders pay attention to important social aspects in the state policy and take them into account when developing the social policy of an enterprise.

Strategic analysis of the social development of an enterprise involves examining the influence of external and internal factors on the process (SWOT analysis).

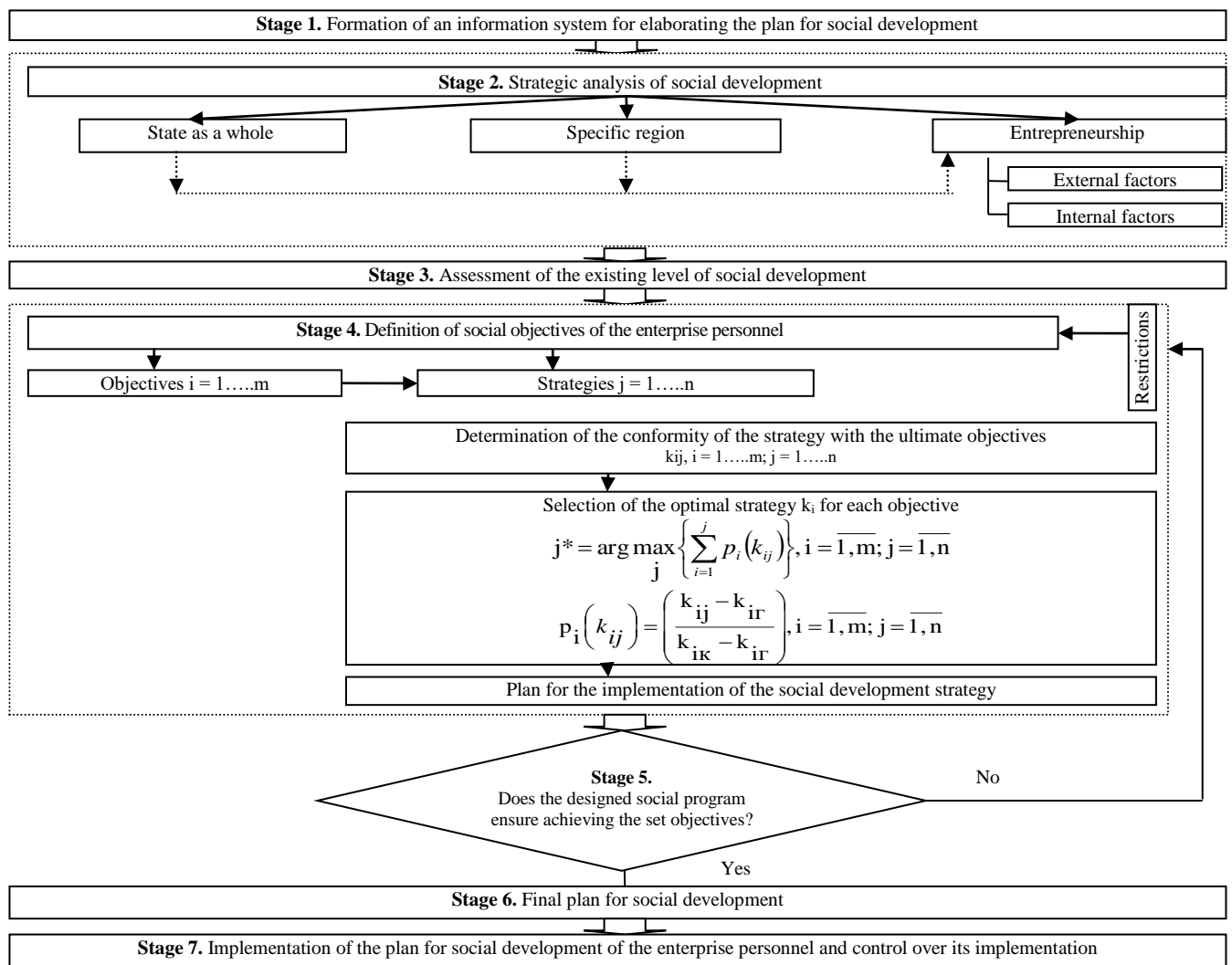


Fig. 1: Model of a scientifically based system for planning social development of personnel with the use of a priority approach to social management.

The main goal of SWOT analysis is to identify the strengths and weaknesses of an enterprise, its future capabilities and potential threats to the overall assessment of the processes of social development of the enterprise personnel. Such analysis takes place on the basis of studying macro and microenvironment factors that affect social development of the enterprise personnel.

The next stage in planning social development of enterprise personnel is the logical continuation of the second stage and implies assessing the existing level of social development of the personnel with the help of a group of indicators. At this stage, an integral indicator is determined, which makes it possible to unequivocally assess the level of social development of the enterprise personnel by combining all the indicators.

At the fourth stage, the main social objectives of the enterprise personnel and the strategies for their achievement are selected and formulated. The objectives should come from a common system of objectives, so they should be real, thoroughly studied, well-thought-out, and clearly formulated. At the same time, it should be kept in mind that all the objectives of social development of personnel should be directed at satisfying needs of the employees. To make it easier to identify these needs, it is necessary to use the system of indicators of social development of enterprise personnel, give them a quantitative assessment and on this basis determine the most urgent ones.

Strategies for achieving each objective are proposed. It is necessary to make sure that the planned strategies really correspond to the ultimate objectives. Defining strategic directions

for each objective will allow to more carefully prepare and formulate the optimal strategy of social development of the enterprise personnel and draw up a plan for implementing the strategy of social development. The optimal strategy can be chosen using the objective function of choosing an optimal strategy [11, 12].

The objective function of choosing an optimal strategy is as follows:

$$j^* = \arg \max_j \left\{ \sum_{i=1}^j p_i(k_{ij}) \right\}, i = \overline{1, m}; j = \overline{1, n}, \tag{1}$$

where j – available strategies;

$p_i(k_{ij})$ – the function normalizing all partial estimates of (k_{ij}) in a single interval and is calculated by the formula:

$$p_i(k_{ij}) = \left(\frac{k_{ij} - k_{iR}}{k_{iK} - k_{iR}} \right), i = \overline{1, m}; j = \overline{1, n}, \tag{2}$$

where k_{ij} – the value of the criterion of conformity of the j^{th} strategy with the i^{th} objective being estimated; k_{iK}, k_{iR} – are respectively the best and the worst values acquired by a particular criterion in the region of feasibility.

This formula will help not only in choosing the optimal strategy of social development of personnel, but also in comparing the strategies of plans for social development for several years. With limited financial and other resources, it will be important to achieve most of the objectives. When determining the overall strategy of social development of enterprise personnel, it is necessary to take into account the fact that it should be formed in view of the evaluation of the existing level of social development of the enterprise personnel and the ultimate objective of its social development. When drawing up plans for social development of personnel, it is possible to include the following sections: conditions, nature and content of job; social structure of the personnel; incentives for work; satisfaction of social needs; satisfaction of physical and cultural needs; psychological climate in the enterprise; social activity. However, each section of the plan should take into account all the necessary indicators, the values of which reflect the absence or presence of certain measures.

At the next stage of social development of enterprise personnel, it is necessary to check whether the designed social program ensures achieving the set objectives. If the designed social program really completely ensures the achievement of the set goals, then it is necessary to move on to drawing up the final plan for social development of the enterprise personnel. The final plan contains activities aimed at achieving and realizing its objectives (Stage 6). The final stage involves implementing the selected strategy of social development by planning social activities in the enterprise. Ensuring the achievement of the ultimate objective of social development of the personnel requires a constant control over the implementation of this strategy and the allocation of the funds necessary for its exercising.

We will illustrate the possibility of applying this methodology using the example of the Municipal Enterprise "Kharkiv Metro".

At the first stage of the proposed methodology, social information is collected and analyzed in order to plan social development of the enterprise personnel. This information relates to the conditions, nature and content of job; structure of the personnel; incentives for work; satisfaction of the social, physical and spiritual needs of employees; psychological climate in the enterprise; social activity of members of the personnel.

The second stage of the methodology formation implies strategic analysis of the social development of the state as a whole, of a particular region and enterprise. The main content of the social policy at different levels of management makes it possible to trace the relationship of the social policy of the enterprise with the state and regional social policies.

For a clear understanding of the level of social development of the enterprise personnel, it is necessary to carry out its assessment, which is a prerequisite for improving management of this process. To fully and accurately assess the level of social development of the enterprise personnel, we need to determine an integral indicator, which would allow not only to combine all the indicators, but also ensure an unambiguous assessment of the level of social development of the personnel. The integral indicator for assessing the level of social development of the personnel reflects the degree of using all social resources of the enterprise, i.e. the state of its social structures attained at a given moment of time in terms of their correspondence to the needs of increasing production efficiency and the level of material and cultural life of the employees.

Then there defined the social objectives of the enterprise personnel (it is possible to use groups of indicators that are formed taking into account the homogeneity feature) and strategies for their achievement. They can include the following groups: the conditions, nature and content of job; structure of the personnel; incentives for work; satisfaction of social needs; satisfaction of physical and cultural needs; psychological climate in the enterprise; social activity. Each group of indicators assumes its objectives. For each objective a certain strategy is determined.

However, the point is to select the most optimal strategy from several ones. This will help to avoid scattering of funds and achieve a certain result.

It is possible to select the optimal strategy using the objective function of choosing the optimal strategy (Table 1).

To do this, we use the system of indicators of social development of enterprise personnel.

As can be seen from Table 1, Group 6 has the greatest importance (7), which indicates the best development of the psychological climate in the enterprise. The situation with the conditions, nature, content of job and structure of the personnel is not unsatisfactory — the value in Group 1 is equal to 6. The lower values fall on Group 2 (4), Group 3 (3.02), Group 5 (3), but they do not differ much from each other. It can be concluded that the enterprise paid enough attention to the structure of the personnel, labor incentives and satisfaction of physical and cultural needs. The least attention is paid to satisfying the social needs of employees and increasing their social activity - the value in Group 5 is 1.25, in Group 7 - 2. That is, first of all, the funds for development should be directed towards satisfying the social needs of members of the personnel, and then towards increasing their social activity.

Thus, the use of the priority approach gives a clear understanding of how exactly the funds of the enterprise can be used, and also provides transparency in their distribution. In addition, the application of this approach makes it possible to determine whether the tasks assigned by the enterprise management to main fund managers are fulfilled. The priority approach in planning social development of enterprise personnel also requires greater discipline in implementing the financial process, since it establishes specific performance indicators in accordance with the financial resources of the enterprise. By doing so, it prevents irrational use of funds and their misuse.

The proposed algorithm for planning social development of enterprise personnel allows choosing the best variants of strategic decisions from alternative ones, concentrating financial resources in the most important areas of social development, and elaborating social measures that will improve management of social development of enterprise personnel as a whole.

As is known, the management of an enterprise plans to spend certain funds to implement the social objectives of the personnel. Proceeding from the fact that to completely satisfy social needs of the personnel, these funds often do not suffice, it is possible to define social priorities and it is expedient to plan social expenses in view of these priorities.

There are several approaches to defining social priorities. Most authors recommend making a systematic analysis of the existing state of social development of the personnel using the method of expert assessments. Some authors, for example [5], believe that the main criterion for determining these priorities should be the motivation of employees to work effectively. Other authors, in particular [3], propose to make a socio-psychological analysis of the enterprise personnel, which will make it possible to determine scientifically the most promising ways of its (personnel) further social development. A certain drawback of all the above-mentioned approaches is that they only indirectly take into account the opinions of the enterprise personnel concerning their social priorities.

Indeed, social priorities that will be defined in socio-psychological research or with the help of experts are sufficiently objective and scientifically based. However, they can differ substantially from the perception of the majority of members of the enterprise personnel. And the distribution of funds for social needs without real consideration of the opinions of members of the personnel (experts usually are representatives of the management of the enterprise and specialists from outside organizations) can lead to social conflicts in the enterprise.

Table 1: Selection of an optimal strategy of social development of the personnel of the Municipal Enterprise “Kharkiv Metro” using the objective function of choosing an optimal strategy

Indicators	2014	2015	2016	Directions of the optimum	$p_i \left[k_i(x_j) \right] = \left(\frac{k_{ik}(x_j) - k_{ir}}{k_{ik} - k_{ir}} \right), i = \overline{1, m}; j = \overline{1, n}$			
					2014	2015	2016	Σ 2016
1	2	3	4	5	2014	2015	2016	Σ 2016
1. Indicators characterizing the conditions, nature and content of job								6
1.1. Level of mechanization of employees' labor (K1.1)	0.74	0.86	1	+	0	0.46	0.86	
1.2. Labor intensity (the relative proportion of labor used in the production process) (K1.2)	0.87	0.91	0.93	+	0	0.67	0.82	
1.3 Accident rate (K1.3)	0.002	0.002	0.0002	-	1	1	0.53	
1.4. Accident Severity (K1.4)	0.0001	0.0001	0.0001	-	-	-	-	
1.5. Compliance of the sanitary and hygienic working conditions with the required norms (K1.5)	1	1	1	+	-	-	-	
1.6. Share of employees engaged in heavy works and works with harmful working conditions (K1.6)	0.71	0.71	0.72	-	0	0	0.77	
1.7. The amount of payments, benefits and compensation for unfavorable working conditions in relation to the average salary per employee of the enterprise (K1.7)	0.14	0.13	0.14	+	1	0	0.76	
1.8. Share of employees working in the environment with comfortable air, temperature and other conditions (K1.8)	0.57	0.57	0.58	+	0	0	0.75	
1.9. Share of employees having access to flexible working time schedule (K1.9)	0.07	0.07	0.07	+	-	-	-	
1.10. Share of employees participating in production competitions (K1.10)	0.8	0.8	0.7	+	1	1	0	
1.11. Share of employees combining professions (K1.11)	0.02	0.02	0.03	+	0	0	0,76	
1.12. Provision of the work of office and management personnel with technical means (office equipment) (K1.12)	0.71	0.74	0.85	+	0	0.21	0.75	
2. Indicators characterizing the structure of the personnel								4
2.1. Level of qualification (employees with the middle level of qualification (K2.1)	6	6	6	+	-	-	-	
2.2. Share of employees with higher education (K2.2)	0.22	0.23	0.26	+	0	0.25	0.82	
2.3. Share of employees with secondary education (K2.3)	0.27	0.27	0.27	+	-	-	-	
2.4. Level of employee loyalty (K2.4)	0.8	0.9	0.9	+	0	1	1	
2.5. Level of professional stability of the staff (K2.5)	0.68	0.68	0.68	+	-	-	-	
2.6. Coefficient of staff turnover (K2.6)	0.3	0.4	0.04	-	0.72	1	0.4	
2.7. Level of qualification of staff (K2.7)	1	1	1	+	-	-	-	
2.8. Share of employees who have completed vocational training (K2.8)	0.12	0.13	0.11	+	0.5	1	0.98	
2.9. Staff composition by age (K2.9)	0.34	0.33	0.36	+	0.33	0	0.8	
3. Indicators characterizing labor incentives								3.02
3.1. Premium rates in relation to the average salary per employee (K3.1)	0.02	0.01	0.02	+	1	0	0.25	
3.2. Coefficient of excess of the real salary per employee over the nominal one (K3.2)	0.21	0.21	0.22	+	0	0	0.35	
3.3. Share of employees who received a material reward for their work (K3.3)	0.95	0.85	1	+	0.67	0	0.9	
3.4. Share of workers who received a non-material reward for their work (K3.4)	0.01	0.01	0.03	+	0	0	0.12	

Continuation of Table 1								
1	2	3	4	5	2014	2015	2016	Σ 2016
3.5. Coefficient of supplementary pensions (K3.5)	0.37	0.4	0.43	+	0	0.5	0.5	
3.6. Share of pensioners who received one-time retirement benefits (K3.6)	0.95	0.95	1	+	0	0	0.9	
3.7. Share of employees involved in management of the enterprise (K3.7)	0	0	0	+	-	-	-	
4. Satisfaction of social needs								1.25
4.1. Provision of housing for employees of the enterprise (K4.1)	0.07	0.07	0.07	+	-	-	-	
4.2. Coefficient of compensation for the payment of public utilities (K4.2)	0	0	0	+	-	-	-	
4.3. Coefficient of provision with for treatment, preventive health care and recreation (K4.3)	0.13	0.14	0.11	+	0.67	1	0	
4.4. Coefficient of provision of catering (K4.4)	0.45	0.41	0.42	+	1	0	0.25	
4.5. Share of time spent by employees on commuting in relation to the total duration of work (K4.5)	0.11	0.11	0.11	-	-	-	-	
4.6. Provision of transportation to the place of work by buses intended for this purpose (K4.6)	0	0	0	+	-	-	-	
4.7. Coefficient of compensation to increase revenues to the subsistence minimum (K4.7)	0.001	0.002	0.004	+	0	0.33	1	
5. Satisfaction of physical and cultural needs				+				3
5.1. Incidence of diseases (K5.1)	0.42	0.45	0.49	-	0	0.43	1	
5.2. Incidence rate (K5.2)	0.01	0.02	0.04	-	0	0.33	1	
5.3. Share of employees who meet the standards of physical fitness required for their age group (K5.3)	0	0	0	+	-	-	-	
5.4. Share of employees participating in sports competitions (K5.4)	0.1	0.1	0.09	+	1	1	0	
5.5. Provision of sports sections for enterprise employees (K5.5)	0.75	0.75	0.75	+	-	-	-	
5.6. Share of smokers in the total number of employees (K5.6)	0.61	0.63	0.65	-	0	0.5	1	
5.7. Share of employees using library funds in the total number of employees (K5.7)	0.48	0.41	0.34	+	1	0.5	0	
5.8. Share of employees attending cultural institutions at least once a month (K5.8)	0.9	0.8	0.7	+	1	0.5	0	
5.9. Share of employees attending cultural institutions at least once in six months (K5.9)	0.81	0.79	0.75	+	1	0.67	0	
5.10. Provision of amateur-talent groups for employees of the enterprise (K5.10)	0.8	0.8	0.8	+	-	-	-	
6. Psychological climate in the enterprise								7
6.1. Degree of satisfaction with the relations among the personnel (K6.1)	0.9	0.9	1	+	0	0	1	
6.2. Degree of satisfaction with the relations with managers (K6.2)	1	1	1	+	-	-	-	
6.3. Degree of correspondence of organizational and personal objectives (K6.3)	0.94	0.94	0.95	+	0	0	1.5	
6.4. Level of complaints from employees (K6.4)	0.003	0.004	0.002	-	0.5	1	1.5	
6.5. Share of resolved conflicts (K6.5)	0	0	0	+	-	-	-	
6.6. Characteristic of the psychological climate in the enterprise (K6.6)	0.76	0.76	0.78	+	0	0	1.5	
6.7. Coefficient of absenteeism (level of absenteeism) (K6.7)	0	0	0	-	-	-	-	
6.8. Absenteeism rate (K6.8)	0	0	0	-	-	-	-	

In such cases, some sociologists recommend carrying out a flexible social policy regarding the personnel, i.e., periodically changing social priorities [10]. At the same time, it is advisable to pay main attention to key indicators and conduct constant

monitoring of the level of social tension among the personnel. In order to achieve this, it is necessary to investigate the social needs of employees not only in qualitative but in quantitative terms as well. As we can see, the strategy of planning social development

of enterprise personnel on the basis of a priority approach requires an accurate determination of social priorities.

Moreover, it is possible to propose the mentioned approach for their quantitative determination, which allows planning expenses for social development of the enterprise with real account of the opinions of the personnel. All employees of the enterprise are handed out personal questionnaires, which indicate all the items of social expenditures that the management plans to finance. At each enterprise, of course, there will be items of expenses for social needs, among which are

1. Supplementary pension for former employees of the enterprise.
2. One-time retirement benefits.
3. Compensation for the payment of public utilities.
4. Acquisition for enterprise employees (and also for their children) of vouchers for treatment, preventive health care and recreation.
5. Funds for organizing catering services on the territory of the enterprise.
6. Funds for transporting employees to the place of work by buses specially intended for this purposes.
7. Payment for attending sports sections by employees.
8. Funds for replenishment of the library of the enterprise.
9. Funds for attending cultural institutions by employees of the enterprise.
10. Funds for satisfying the needs of amateur-talent groups.
11. Funds for improving the living conditions of employees of the enterprise.
12. Funds for provision of advanced training for the enterprise staff.

Each employee should express his opinion on the priority of each item, giving it a certain score (from 1 to 10). It should be noted that even if an employee puts the same score to all items or refuses to complete a questionnaire, it will also mean expressing his/her point of view, i.e., that he/she agrees to rely on the opinion of other members of the personnel. Further, the scores obtained as a result of the survey of all employees are summarized for each item.

Thus, we get a list of items of expenses and scores that were obtained by each of them. This will allow to rank items by the criterion of priority. The resulting scores will be denoted a_i ($i = 1, n$), where n is the number of items of expenditure for which the survey was conducted. Let a_1 be the minimum sum of scores, a_n –

the sum of the scores received for the i^{th} item, a_n – the maximum sum of scores, P_1, P_i, P_n – the priorities of the corresponding items of expenses. We will rank the items in ascending order and obtain the following interrelation of social priorities:

$$P_1 : P_2 : \dots : P_i : \dots : P_n = a_1 : a_2 : \dots : a_i : \dots : a_n,$$

or

$$P_1 : P_2 : \dots : P_i : \dots : P_n = 1 : a_2/a_1 : \dots : a_i/a_1 : \dots : a_n/a_1 \quad (3)$$

This expression clearly demonstrates the interrelation of the priorities of these items from the point of view of the enterprise employees.

So, we got a ranked sequence, which quantitatively demonstrates the integrally calculated significance of each item of social expenses under consideration for the enterprise personnel. Comparing the results of this assessment of social priorities with the estimates proposed by experts and obtained with the help of socio-psychological research, the management of the enterprise has the opportunity to more reasonably plan the expenses for social development of its personnel.

3. Conclusions

Thus, a priority approach is one of the main ways to increase the efficiency of the process of managing social development of

enterprise personnel. Being based on assessment of the level of social development of personnel, it allows choosing the best options of strategic decisions from the existing ones, focusing financial resources on the most important areas of their social development, and elaborating effective measures to improve the process of managing social development of enterprise personnel. However, studies concerning management of social development of enterprise personnel are not yet fully consistent with the existing practical problems, in particular, the planning of social processes in an enterprise, which require further development under current economic conditions.

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