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THE ASSESSMENT METHODS OF SOCIAL PARTNERS POTENTIAL IN THE TRADE ENTERPRISES

The essence and the role of social partnership in establishing the socially responsible model of business in the sphere of trade is studied. Partners evaluation tools for the social projects implementation are suggested, the indicators and the criteria of the social partners evaluation are defined. The capacities for the partners' participation in the projects on the basis of their reputation are argued.

Keywords: social partnership, business social responsibility, social partners, social partner evaluation criteria, social project.

Жуковская В., Миколайчук И. Оценивание социальных партнеров предприятия торговли. Рассмотрены сущность и роль социального партнерства в установлении социально ответственной модели бизнеса в торговле. Предложен инструментарий оценивания партнеров для реализации социальных проектов, определены показатели и критерии оценки социальных партнеров. Обоснованы возможности участия партнеров в социальных проектах на основе их репутации.

Ключевые слова: социальное партнерство, социальная ответственность бизнеса, социальные партнеры, критерии оценки социального партнера, социальный проект.

Background. The problems of Ukraine's social partnership development draws more and more attention from the representatives of different social layers as the experience of the developed countries in Europe proves the necessity of bringing up the civil behavior emergence for all influence groups representatives. Within the current version of the social and economic development strategies, known as "Ukraine-2015: the national strategy of development" [1], a string of statements is dedicated to increasing the quality of human capital where the role of transnational partnership of state and business in providing the economics with the knowledge, labour market modernization by means of creating new work places and labour resources mobility is emphasized.

With the globalization and the EU integration in the first place, the key role in developing and implementing the social partnership belongs to

the sphere of trade. Constant partnership potential growth encourages decent supply with the high quality goods for the consumers, eco-cultural values in the various amenities consumption by the society. Taking into account the fact that today's trade enterprises operate within the framework of dynamic competitive environment, the major goal for them is to resolve the issue of providing the up-to-date knowledge for the generation, combining and approving of the targets of their development with the state's and society's interests including the mechanisms of business social responsibility (BSR), which will itself minimize the transaction costs, bring up fair labour remuneration and the positive cooperation consistency. The trade enterprises functioning in Ukraine are not aware of their role within the responsibility for the state's social development, nor do they account for their strategic interest, both of which lead to the necessity of their cooperation with both governmental and non-governmental institutions and organizations to solve different social problems at multiple levels. Taking into account the above-mentioned, the importance of the theoretical and methodological tools development in reference to the forming and supporting the social partnership mechanism efficiency is actualized, the partnership criteria and the conditions of partnership potential implementation for the trade business responsibility increase are defined.

Latest research and publications analysis. The issue of business's social responsibility as of an efficient tool of the social partnership, the methodological bases of the business participants' socially-oriented behavior model establishment are studied by A. Apopii, S. Bai, A. Mazaraki, K. Guturiak, A. Dovhal, O. Hrishnova, A. Kolosok, A. Kolot, S. Korol, Ye. Levytska, A. Carrol, K. Davis, R. Brandshetter [2–14] and others. The mechanism of social partnership system functioning in Ukraine is procured by the Laws of Ukraine "On the social dialogue in Ukraine", "On the employers' organizations", "On the collective agreements and treaties", "On the algorithm of resolving collective labour arguments (conflicts)", and also by the regulations of the conventions and the recommendations provided by ILO (International Labour Organization), international ISO 26000 standards, Global Reporting Initiative, AA 1000, SA8000. Nevertheless, it is the analysis and the definition of the interaction mechanism and the trade enterprises partners' attraction assessment methods in implementing the social projects which require significant development.

The aim of the article is to substantiate the methodological tools of trade enterprises social partners' selection for the implementation of the socially-oriented projects.

Results. According the scientists' definition, the social partnership is the unity of the legal contact forms and collective negotiations between the authorized parties which represent the employers and the employees [6–8]. Resulting from the social partnership principles, the partnership potential is

thus considered in the article [11] as an internal ability of an enterprise (its resource ability and the management system) to accumulate (even artificially create) the internal and the external influence which results in the quantitative and the qualitative changes bearing the synergetic character.

The current tendency in developing the socially responsible industrial environment in Ukraine is the implementation of the socially-oriented projects which must equally account for the interests and abilities of the social partners, for instance, state and local authorities, shareholders, financial establishments, business partners, mass media and rating agencies, civil organizations (also associations), educational institutions and consumers. Consolidating the efforts of social partners within the projects will provide the businesses' social responsibility principles implementation, social and labour relations regulations. It will also encourage the resolving of the top social and economic issues of the trade enterprises activity and the society.

Researching the practice of the social projects implementation in Ukraine has shown that the majority of its participants lack in the common view of the partnership's concept whilst the majority of the partner-type projects are unstable and even short-term as the result of the influence of many barriers in the process of their implementation. One of the reasons for that is the absence of the practical tools of providing the enterprises with the ability for the efficient implementation of their potential within the projects of the social partnership. Within the framework of "Development of the national agenda with CSR (Corporate Social Responsibility)" which is supported by UNITER, PACT, Corporate Social Responsibility Development Centre, the recommendations on establishing the partnership have been formulated [15]. The authors of these recommendations study the practical tools for establishing partnership within the unity of the following constituent issues: the process of creating and developing the partnership between different organizations, the rules of selecting partners, the factors of the partnership success, the peculiarities of different partnership groups (civil organizations, universities, media, state authorities). The authors give practical advice on the monitoring and the assessment of the partnership projects aiming at defining their efficiency and influence on the needs of the target audience.

The initiative of the socially responsible trade (Business Social Compliance Initiative) has been developed on the basis of the UN Global Compact. Its goal is to spawn the steady improvement of the social partners' activity on the grounds of monitoring the development of the trade enterprises social responsibility. BSCI is focused on the incessant facilitation of the enterprises social activity and establishing the advanced methods of administration into their current performance. This system is based on the Code of behavior which has to be followed by all the undersigned. In its turn, the BSCI's Code of behavior is based on the regulations of the UN

Universal Declaration of Human Rights, UN Convention on the Rights of the Child and the Convention on the Elimination of all Forms of Discrimination against Women, UN Global Compact, and OECD Recommendations for multinational enterprises and other internationally-recognized treaties in this industry [16].

The trade business of Ukraine today is interested in the social stability and in the economic growth of its market share and the supply facilities. This interest implies the necessity for the Ukrainian trade enterprises to admit and acknowledge the manifold social obligations and comply with the international requirements on conducting the ecological auditing of the projects and complying with the business of ethics. At the same time the non-transparent business schemes involving the participation of certain local authorities do complicate the implementation of this challenge. The issue especially concerns the financial resources assigned for the local communities' development which, as the result of the corruption activities, can turn up in an international bank instead of being used for the local purchase and for the local economy enhancement facilitation. Long-term stability for the trade enterprises also significantly relies on the principles of free and honest competition within the industry [15].

Establishing the efficient mechanism for the interaction of the trade enterprises, social partners in Ukraine must start from the methods of distinguishing and accounting for the interests of all the parties. For its consistent implementation it is vitally important that the potential partners be guided by the social interests, realize their differentiation, acknowledge the need in one another and be ready for the constructive negotiations. According to A. Kolot, for the efficient cooperation between the social partners, for the bringing up of the most favourable conditions aiming at procuring the steady social dynamic, it is important to aspire for the practical implementation of the equal common social responsibility which will in its generalized mode be relevantly called *consolidated*. Consolidated responsibility is much higher and steadier under the absolute concordance of the social partners' interests, under their performance agreement and their equal contribution into the mutual responsibility [9].

The basic challenge of the social diagnostics of trade enterprises as of social partners is the compliance with the social responsibility standards, ecological and ethical management etc. Today's trade enterprises performance being focused on social partnership relies on communicating with the representatives of various groups concerned, hence, it is absolutely important to define and assess the reputational characteristics of participant partners in the process of developing and implementing different state industrial socially oriented projects. Considering the presented ideas, the following scheme for the assessment process of the social partners' participation potential within a project is suggested (*figure 1*).

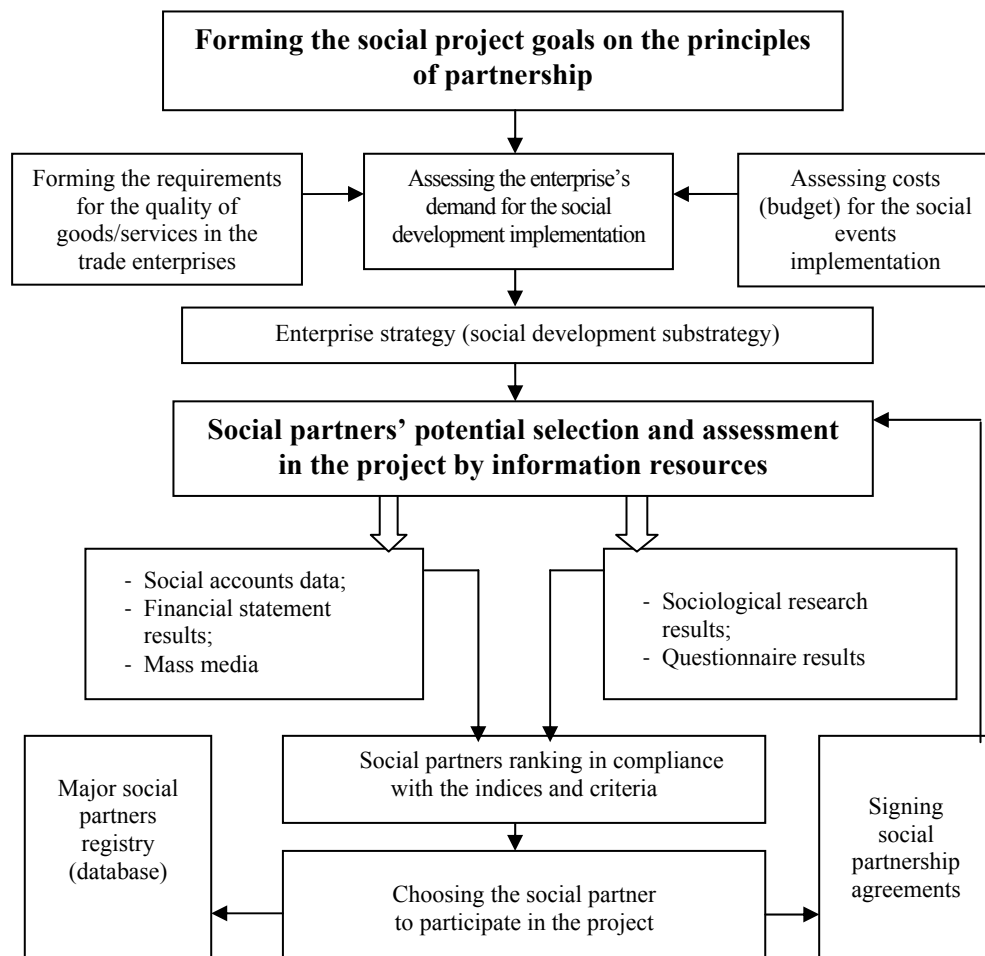


Figure 1. The process of social partners' assessment in the project (developed by the authors)

According to A. Korol [10], the social responsibility is to be studied as a system of legal and social institutions which is characterized by a structure of the persons concerned and the rules of establishing the social and economic relations between the economic agent and its environment. Within the mentioned context the issue of defining the criteria for choosing a partner who will participate in implementing the socially critical projects emergence because with the socially responsible behavior an enterprise will focus on the category of the social partners which guarantees mutual interest which itself will encourage the efficiency boost of its social value.

The starting point of forming the factors for choosing the potential social partners is the issues of information openness against the performance results of those enterprises which claim to be socially responsible (table 1) and the criteria for the assessment of the potential partner when implementing the projects.

Potential partners assessment criteria in the implementation of the projects of the social and economic development in the trade industry (developed by the authors)

Table 1

Indicators	Assessment criteria	Scores
	The mission and goals of the project	
The extent of the partner's concern with the project implementation	The project complies with the declared mission and the major goals of the organization	3
	the project partially complies with the goals of the potential partner's participation in it	2
	the project does not comply with the major goals of the potential partner's participation in it	1
Coincidence of the project implementation goals with the potential partner's goals	The goals coincide absolutely (100%)	3
	the goals coincide partially	2
	the goals do not coincide	1
Social partner's concern about participation in the project	The social partner is concerned about durable and fruitful cooperation	3
	the social partner is concerned about the implementation of 1-2 projects	2
	the social partner is not concerned about cooperation	1
	The project participant partner potential	
Relations between the concerned parties of the social project and the potential partners	The partner is experienced in participating in similar projects implementation	3
	the partner has particular skills and communicative abilities for the efficient implementation of the project (realizes the industries of the project implementation)	2
	the partner has only communicative abilities for the project implementation	1
The extent of influence and the partner's responsibility in the decision making process	High influence and responsibility for the decisions taken in the process of developing and implementing the project	3
	insubstantial influence but a high level of responsibility for the decision taken when implementing the project	2
	absence of influence and responsibility for taking decision in the process of the project implementation	1
Financial participation of the partner in the project implementation	The partner completely finances the project (100%)	3
	the partner partially finances the project	2
	the partner does not participate in the financing of the project	1
Staff involvement for the project implementation	Employing the highly qualified staff in the sphere of the project implementation	3
	the possibility to enlist the qualified staff at certain stages of the project implementation	2
	absence of the possibilities to enlist the qualified staff	1
Material and technical security of the project	The usage of the material and technical base on the partner's territory (100%)	3
	the partial usage of the partner's material and technical base	2
	the absence of the usage of the partner's material and technical base	1
The presence and the state of the quality management system (QMS)	QMS corresponds to the ISO 9001-2001 and partner enterprise has a certificate	3
	QMS is documented and established in the enterprise but is not certified	2
	QMS is not used by the social partner	1
	Information transparency (openness) of the business, business partner's reputation	
	Availability of the annual social reports (the AA 1000, GRI standards)	3
	the UN Global Compact undersigned	2
The partner's social responsibility	the enterprise participates in the charity funds and makes regular social contributions and investments (is a sponsor of the local cultural, educational and sports events)	1
	Absence of debts to the Ministry of Revenue and Duties of Ukraine	3
	presence of debts to the Ministry of Revenue and Duties of Ukraine (by the employees referring to paying the salary)	2
Taxes and other liabilities performance	absence of the information on debts of the potential social partner	1
	High level of business reputation due to performing all the contract liabilities, organizing active struggle against all types of corruption, publishing reports on the Internet and forming the positive image of the enterprise	3
The partner's reputation according to the data of the project's target groups polls	the level of the business reputation is constantly going down due to the loss of transparency in the enterprise performance and the incomplete information presentation on the Internet	2
	the level of business reputation is low due to the loss of transparency in the enterprise performance and the absence of the information on the Internet	1
Assessment of the reputation risks of the potential social partner	Achievements deterioration risk emergence for the partner enterprise	3
	relations deterioration risk emergence for the partner enterprise with the parties concerned (stakeholders) and the negative tendency for the image in the mass media	2
	emergence of the risk of spoiling the partner enterprise business reputation	1
Partner's assessment		Total, Σ

The efficient implementation of the mechanism for choosing the social partners on the basis of the shaped assessment criteria can be implemented taking into consideration the trade enterprises' social development and the socially responsible management system. Based on the results of the assessment of the potential participant partners referring to the social development projects in the trade enterprises (with the total scores – see *table 1*) their four-category ranking is suggested (*table 2*).

Table 2

Social partner category characteristics when assessing their attractiveness

The social partner category	Assessment results	Score sum
A – high level of attractiveness	Complies with the principles of social partnership; has experience in participating in many social projects; has a high image on the market	39–30
B – sufficient level of attractiveness	Complies with the majority of the principles of social partnership; has experience in several social projects; constantly growing image on the market	38–26
C – satisfactory level of attractiveness	Partially complies with the principles of social partnership; has experience in 1-2 social projects; low image on the market	25–18
D – low level of attractiveness	Does not comply with the principles of social partnership; has no experience in participating in the social projects; low image on the market	< 17

In order to adequately assess the performance and the results of partnership relations, it is necessary to clarify the starting point where the partners find themselves and then continue surveying it. The process of monitoring and assessing must be spread over the budget of the project as well, the budget being constantly checked according to the remarks emerging with the monitoring. When defining the business reputation of the social partner it is important to monitor its performance among the target groups because the contacts and the interaction between the customers, employees or other communities' members affect the spreading of the information about the organization the latter being that of either the one that is reliable or non-reliable. Fruitful cooperation and trust between the organization and the community groups which surround it can only emerge with the positive information about the constructive activity of the organization. At the same time, being focused on achieving economic goals, the national enterprises often skip the issues of products quality, the build-up of the social dialogue with the contractors and the staff, the transparency of the corporate information [15]. The biggest threat to the business reputation of trade enterprises is caused by the quality and the price of the products. With the results of the trade enterprises performance assessment

for compiling the non-financial statements it is not only their steadiness within the particular market segment that is analysed, but also their ability to affect the positive moves in the world's economy [17]. Taking into account the recommendations of the advanced experts on social partners' assessment [6; 10; 14; 18], the choice of the participants of the social projects can be incarnated at the following levels:

individual (trade enterprise) – is what a partner has reached when resolving a particular issue;

intersectoral – is the one which implies a moderate influence on other industries and which is formed as a result of the relations between partners from the point of view of their reaction on various situations;

social – is the one which implies the synergetic influence of the individual and the cross-sectoral partnership on the successive changes in the society.

The reporting of the confirmation of the trade enterprises' business reputation and the performance stability is vital for defining the prospects of their further advancing.

The National business social responsibility development concept states that the major vector of the social partnership and business social development in Ukraine must be not only the expansion of the social security means and the population support but also the development of the human potential, human's capital quality increase being one of the basic grounds for the economic growth; the dialogue with the influence groups as an instrument of getting information on social programmes optimization and enterprises' risks minimization, specialized departments establishment (for the big-sized and expansive enterprises) which would introduce the activities referring to social responsibility management [18].

A string of targeted benchmarks for boosting the trade enterprises' business social responsibility has been outlined rooting from the above-mentioned Conception:

at *the enterprise* level – the regulation of the processes of choosing the social partners will be performed by the district administrations and the local authorities;

at *the regional* level – the preparation of the publications, conducting the meetings and national forums, open tutorials with the parties concerned but whose experience in Ukraine is yet inconsistent (this implies that the survey will be performed by the consortium of representatives from different sectors and types of organizations followed by verification and issuing);

at *the national* level – providing the system of monitoring, collecting, analyzing and spreading the information about the cross-sectoral partnership.

Conclusion. The current stage of the trade enterprises' social and economic development requires a new approach to social partnership formation where an individual acquires the role of the major factor for the social progress and the economic growth. Aiming at information tran-

sparency facilitation for the social partners in the socially-oriented projects implementation, a methodology to assess their choice on the basis of the formed indices and criteria has been suggested. The methodology bears practical value for the efficiency enhancement of the social trade partnership system functioning. The trustworthy influence subjects informing at the industrial level on the successful partnership outcome provides substantial benefits for the public image of the trade enterprises.

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Жуковська В., Миколайчук І. Оцінювання потенціалу соціального партнерства підприємства торгівлі

Постановка проблеми. З розвитком соціальної відповідальності бізнесу відбувається переосмислення ролі підприємств торгівлі як соціальних партнерів.

Огляд наукових джерел з обраної тематики доводить теоретичну невідпрацьованість та практичну цінність впровадження методики оцінювання соціальних партнерів, які беруть участь у реалізації соціально орієнтованих проектів. Функціонуючі в Україні підприємства торгівлі ще не усвідомлюють у повному обсязі свою роль та відповідальність у соціальному розвитку держави, а також свої стратегічні інтереси, що формує у них потребу партнерства із державними та недержавними установами, організаціями у вирішенні соціальних проблем. Наукове визначення зазначених упуцень актуалізує тему дослідження.

Метою дослідження є обґрунтування методичного інструментарію оцінювання соціальних партнерів підприємств торгівлі для забезпечення реалізації соціально орієнтованих проектів.

Результати дослідження. Діяльність сучасних підприємств торгівлі, орієнтованих на партнерство, ґрунтується на комунікаціях з представниками різних зацікавлених сторін, тому під час розроблення та реалізації різних соціальних проектів важливо оцінити соціальну привабливість партнерів-учасників та розробити практичний інструментарій надання підприємствам можливості ефективно реалізовувати свій потенціал. Відправним моментом формування показників оцінювання потенціалу соціальних партнерів є проблеми відкритості інформації щодо результатів діяльності підприємств торгівлі, які декларують себе як соціально відповідальні. Запропоновано методичку оцінювання потенціалу соціальних партнерів щодо їх участі в реалізації проектів на основі сформованих показників та критеріїв, здійснено їх ранжирування за категоріями соціальної привабливості, що дозволить підприємствам торгівлі орієнтуватися у взаємному співробітництві на тих соціальних партнерів, які сприятимуть зростанню їх соціальної цінності.

Висновки. З метою поліпшення інформаційної прозорості участі соціальних партнерів у реалізації соціально орієнтованих проектів розроблено методичку оцінювання їх вибору за визначеними показниками та критеріями. Методика має практичну значущість для підвищення ефективності функціонування системи соціального партнерства в торгівлі. Достовірне інформування суб'єктів впливу на галузевому рівні про результати успішного партнерства забезпечує суттєві вигоди для публічного іміджу підприємств торгівлі.

Ключові слова: соціальне партнерство, соціальна відповідальність бізнесу, соціальні партнери, критерії оцінки соціального партнера, соціальний проект.