

HUMAN CAPITAL AS OBJECT OF SOCIAL RESPONSIBILITY OF BUSINESS AND GOVERNMENT IN THE FORMATION OF PUBLIC POLICY

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Abstract. Social responsibility represents such a system of relations in the "state - society - business" system, which involves the search and use of a system of motives and incentives for the private sector (business) to take into account the interests of society in its activities, ensuring compliance with social standards in work with personnel. Functioning in conditions of limited resources, both the state and the corporate sector are forced to use available resources more rationally, in particular, human capital, the level of return of which is currently defined as extremely low in Ukraine. That is why the category of human capital needs additional study. The purpose of the article is to identify the features of human capital as an object of social responsibility of business and government in the context of its influence on the quality of the enterprise, its competitiveness. At the same time, such general research methods as analysis and synthesis were used. In the course of the study, the subjects of public policy were identified, one of which is the corporate sector, which through market mechanisms forms the economy of the state, determines its resource capabilities for carrying out this or that policy. This forces us to combine the efforts of the state and business in order to make more effective management decisions. Such socially responsible behavior encourages rational use of resources, one of which is human capital. The article defines the role of human capital; ratio of human capital categories of the enterprise and individual employees; the quality of human capital, manifested in the ability to innovate, and its impact on the innovativeness of the enterprise; issues of personnel development.

Keywords: human capital, social responsibility, staff, corporate sector, public sector.

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Introduction. Good Governance or the modern management model in the public sector, the transition to which more and more leading countries are making, among other things, also requires a significant revision of relations in the "state - society – business" system.

This was reflected in the application by leading countries of the concept of corporate social responsibility (CSR), the principles of which provide for balancing the interests of the corporate and state sectors through the development of a strategy for their mutually beneficial cooperation [1].

A component of the CSR concept is social responsibility, which represents such a system of relationships in the "state - society - business" system, which involves the search and use of a system of motives and incentives for the private sector (business) to take into account the interests of society in its activities, ensuring compliance with social standards in work with personnel [1].

The role of the state in this case is to provide such incentives for the corporate (entrepreneurial) sector, as well as control over the parties' compliance with legal norms. Functioning in conditions of limited resources, both the state and the corporate sector are forced to use available resources more rationally, in particular, human capital, the level of return of which is currently defined as extremely low in Ukraine.

This is despite the fact that there is a constant increase in the quality of public institutions responsible for its training and development. That is why the category of human capital needs additional study [1].

Literature review. Issues related to various aspects of social responsibility were studied in the works of, in particular, O. Okhrimenko, T. Ivanova [6].

The method of evaluating human capital from the point of view of the strategy of social responsibility is systematized in the works of T. Guillorme [2]. Authors such as A. Bazylyuk and V. Khomenko [1] reveal the peculiarities of the process of investing in human capital, while also considering it as a component of corporate social responsibility. That is, researchers of the category of human capital are inclined to think that it should be considered as an element of social responsibility of business and government. However, the question of the influence of human capital on the quality of the enterprise is insufficiently researched.

Aims. Identify the features of human capital as an object of social responsibility of business and government in the context of its influence on the quality of the enterprise, its competitiveness.

Methodology. In the research process, such general research methods as analysis (when developing approaches to the problem of human capital from various sources) and synthesis (when systematizing the processed material) were used.

Results. If we consider the development of public policy as a process, then the main subject is the government. But it is not an exception that the decision-making of the authorities was influenced by the actions of other subjects who acted publicly. Motivating the actions of the authorities in making this or that decision, they created a basis for the realization of their own goals [8].

The different nature of actions of participants in public communication interaction makes it necessary to use the following terms for participants in public policy [8]:

- subject of state policy;
- subject of public policy;
- public policy agent;
- public policy actor.

The subject of state policy (the government) is considered in unity with the object of state policy - society in general or separately by social groups (social-demographic, professional-qualification, ethnic strata). The government, with the help of communications, can act as a subject of public policy [8].

Subjects of public policy are those who can publicly articulate their own interests (authorities, various representatives of the public - public organizations, unions, etc.) [8].

A feature of public policy agents is a rather high reaction and degree of adaptation to existing conditions. They always try to act within the rules of the established political

field and this is achieved due to the fact that they act publicly, transparently, open to the public, which forces them to adhere to moral rules and norms. The European Commission determines that civil society is represented by the following agents [8]:

- labor market participants who are social partners (trade unions, employers' federations, stakeholders, etc.);
- organizations representing social and economic players in a broad sense (consumer organizations);
- public organizations (non-governmental organizations);
- organizations at the community level, through which citizens can participate in the life of the territorial community (experts, mass media, globalization processes in the world).

A public policy actor is a subject who, in the process of participating in public policy, is able to influence decision-making. One of the criteria of an actor is that he must act strategically. In order for a subject to be considered an actor, its actions must have a tangible impact on the current political process. An individual actor always has strategic goals, a collective actor must be able to formulate them. Collective actors, in addition to political parties and socio-political associations, are coalitions, movements, clubs, associations, etc.) [8].

In modern conditions, the influence on the processes taking place in the state by the non-governmental or corporate sector, which, through market mechanisms, shapes the state's economy, determines its resource capabilities for carrying out this or that policy is becoming more and more noticeable. This forces us to combine the efforts of the state and business, to work on a partnership basis in order to make more effective management decisions in the implementation of public policy. Such socially responsible behavior encourages rational use of resources, one of which is human capital.

Development statistics of the leading countries of the world over the past twenty to thirty years show that the role of personnel in the context of ensuring competitive development has significantly increased in the field of business [7].

There are many reasons for this condition, but we will highlight two of them.

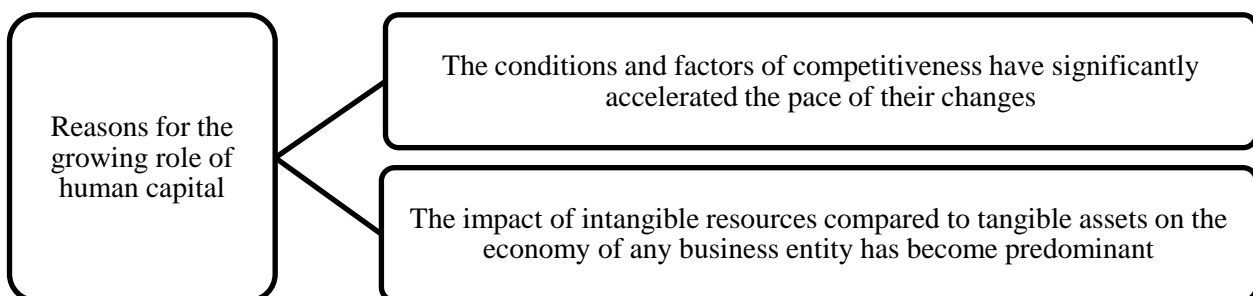


Figure 1. Reasons for the growing role of human capital

Sources: developed by authors

Both the first and the second are directly related to the amount and quality of human capital, the carrier of which is the personnel of the enterprise, especially its creative, entrepreneurial and initiative part [7].

Human capital is the basis of the development of the enterprise in principle, and it is he who ultimately determines whether it should be or not.

The role of the owner (owners) of the enterprise is to form and maintain the necessary staff in terms of quantity and quality, first during its formation and then functioning. The top management should put the process of formation, development, motivation and realization of all the potential abilities of the company's personnel, or rather the human capital of each specific employee, as the basis of the company's management system.

It should be noted that the human capital of an enterprise is not just a mathematical sum of the values of the human capital of its individual employees and staffs [7].

The human capital of the enterprise and the human capital of its individual employees are different things, both in terms of their content and the level, place and power of influence on the objects, subjects and results of activities accepted for evaluation. In the course of their activities, top management must take these circumstances into account. The key tasks of the top management of the enterprise in this aspect are [7]:

- 1) to find out the horizontal and vertical connection of the human capital of the company's employees (from the perspective of the impact on the productivity of joint and final activities);

- 2) to determine the appropriateness of the level of human capital of a specific employee to the position he holds;

- 3) ensure a synergistic effect from the use of human capital;

- 4) to form an appropriate strategic plan for the stimulation and development of human capital at the enterprise;

- 5) harmonize the strategic plan for the development of human capital with the general strategy of the enterprise.

If the top management solves such a complex problem, then it can solve the next important tasks much more effectively.

The quality of human capital is determined by its ability to innovate. Thus, a high level of human capital of an individual employee and the corporation in general is a key condition for ensuring the innovation process. Human capital, and only it, is the source of creating certain innovations necessary for this enterprise (in accordance with the specifics of its production) in various spheres of its activity (management, organizational, technical, economic, social, etc.) [7].

However, the quality of personnel is realized not only in this. Depending on the formed level, it allows to determine to a greater or lesser extent the needs of the enterprise in innovations (internal and external); to investigate the scope and productivity of innovations, to substantiate the general process of innovation of the enterprise and its individual units; determine the impact of innovations on economic processes, etc. [7].

Next, human capital is implemented in such a way that through the possibility of generating innovations, it ensures the qualitative development of the enterprise itself.

As a result, due to the growth of the quality of human capital (ability to innovate), the competitiveness of the enterprise increases.

However, from the moment of strategic determination of the necessary level of competitiveness to the moment of its practical support, there is a period of development, formation and implementation of a set of various competitive measures [7].

The content, meaningfulness and productivity of this competitive process fully depends on the quality and motivation system of the company's personnel, when the potential of human capital of the required level is used with maximum efficiency [7].

It is then that the entire chain derived from human capital will be effective process and all effectiveness in government [7]:

1. formation of human capital of the enterprise;
2. formation of the enterprise management system;
3. development of a set of innovative measures in the system of ensuring strategic and tactical innovation processes of the enterprise;
4. formation of a "global" quality system of the enterprise, which covers various directions and spheres of the enterprise's activity: from the quality of the main elements of the enterprise to the quality of the products sold;
5. development and construction based on the system of innovations and the "global" quality system of the rational infrastructure of entrepreneurship: according to the criteria of minimum costs, maximum flexibility and required productivity;
6. the formation of a model of competitive development specific to this enterprise and the determination of financial and economic, investment and management decisions to ensure the necessary level of competitiveness of the enterprise in the current and long-term periods) will lead to the desired results.

In the future, it is important to develop a concept that would cover in an integrated form such important elements for any economic entity, spheres of social development, as human capital, creativity of a person (employee, manager) and innovativeness of infrastructure [7].

Integration, first of all, reflects the causality of this problem, which is solved by revealing the basic content, economic nature and logic of the relationship of the categories "human capital", "creativity" and "innovative infrastructure" [7].

Such a concept should provide answers to the possibilities and effective ways of forming and evaluating human capital and its creativity and return in the management system and ensuring the necessary (in accordance with the tasks and existing requirements of the time) level of innovation of the infrastructure, and then the innovation of the enterprise as a whole [7].

Human capital is the basis of the management system of the process of development of innovative infrastructure. The greater the volume and especially the quality of human capital, the more rational, communicative, productive and innovative the infrastructure of the corporate sector will be.

Human capital in its critical mass, in terms of volume and level of quality (according to the set goal and object of research), provides the necessary level of creativity, entrepreneurship and quality of a set of solutions aimed at the formation of innovative infrastructure [7].

Such an innovative infrastructure generates and develops in itself the principles of rationality, communication, productivity, competitiveness, systematicity, etc., because innovativeness in its essence is progress in all directions and in all elements of any civilizational system [7].

The relevance of infrastructure innovation is determined by the fact that its level lags behind the general level of innovations and innovative solutions in the supra-infrastructural sphere. This state of affairs significantly affects the efficiency of both directions of development: infrastructural and supra-infrastructural, and reduces the overall possibilities of progressive development of social production and its innovative component in particular.

We believe that the concept of forming and evaluating the relationship between human capital, creativity and innovative infrastructure should be developed based on the theory of human value and development. Only in this case, human capital and innovative infrastructure realize all their high potential for society [7].

The infrastructure and its innovativeness, at any level of management, is an important condition so that all the main and auxiliary elements of the system, which are formed and subsequently function, can not only function strictly according to their meaningful purpose, but also with maximum efficiency (due to their innovativeness). Retrospective analysis shows that in many cases infrastructure in the process of formation and development of certain micro- and macro-structures occupies a residual value in the system of analytics and management decisions; it is significantly underestimated. This state of affairs in this aspect ultimately leads to serious "failures" in the functioning of such infrastructures, and most importantly, the enterprise as a whole [7].

That is why careful attention to infrastructure, its analysis on an equal footing with all other elements in the general system of activity of any socio-economic or entrepreneurial structure, leads to important conclusions regarding the adjustment of directions for the use of human capital opportunities in terms of innovation and productivity of infrastructure as such, which we present [7].

In the conditions of transformation, globalization and rapid development of the world economy, the value of intellectual capital and the conditions for its use are increasingly increasing at enterprises of various economic sectors.

In the foreign and domestic economic literature, there are certain developments in the study of issues related to intellectual capital. They thoroughly reveal certain basic aspects, for example:

- 1) definition of the categories "human resources", "human capital", "intellectual capital";
- 2) the structure and essence of the components of the enterprise's intellectual capital;
- 3) factors affecting the amount of intellectual capital;
- 4) the potential of the enterprise's intellectual capital, etc. [7].

At the same time, the role of marketing activity is growing in parallel. The formation and development of human capital is a relatively new and complex direction of marketing activity at enterprises. This direction of the company's activity is one of

the most relevant, urgent and important. Marketing activity is aimed at the development of human capital in the following areas with the corresponding goal [7]:

- 1) improve the quality, structure and efficiency of the company's personnel;
- 2) to ensure the influx of innovations and the process of production innovation;
- 3) create conditions for the current and future renewal of production;
- 4) to form a new foundation in the system of production organization, labor organization and management of all production and economic activities of the enterprise;
- 5) to develop an economic mechanism for the rational use of the main economic resources of the enterprise;
- 6) create the necessary conditions for the formation of high social standards at the enterprise;
- 7) develop a strategy for competitive development of the enterprise and financial and economic security.

Marketing activity in the above-mentioned spheres of the company's operation allows a systematic approach to [7]:

- 1) analysis of the formation and state of human capital at the enterprise;
- 2) identification of the main directions of implementation of opportunities for the development of the enterprise's intellectual capital;
- 3) development of a strategy for the company's personnel;
- 4) determination of competitive advantages in the management system of the enterprise;
- 5) disclosure of interdependencies between innovations, the process of innovation and the level of intellectual capital of the enterprise;
- 6) development of a reasonable structure of human capital at the enterprise;
- 7) constant monitoring of progressive changes in intellectual capital issues in the external environment; etc.

Basic marketing in the field of human capital is an important tool for ensuring the financial and economic security and stability of the enterprise.

Each enterprise has its own means and mechanisms of management and regulation of the process of formation and realization of human capital potential at the enterprise. We believe that such a process should take place in the unity of the following components of the enterprise's development: analysis, financing opportunities, the labor market, the quality of the enterprise's personnel, the enterprise's intellectual capital in the enterprise's development strategy, the role of the enterprise's human capital in the final results of the enterprise's activity and the level of its financial and economic security [7].

The study of such a complex of issues will allow the enterprise to more thoroughly implement the human capital management policy.

An important place in the management of human capital is occupied by the training and development of personnel, which acts as the most relevant object of corporate social investments and a sought-after internal resource for the development of corporate-type companies. In the scientific literature, concepts such as "social investment", "investment in human capital" and "corporate citizenship" are actually

equated, considering it a form of implementation of corporate social responsibility, which aims to improve business conditions through investments in the development of personnel and society in general [3, p. 34].

Corporate social investments, which include financial, material, technical and other resources aimed at the implementation of social programs that satisfy and take into account the interests of staff, the community, internal and external stakeholders-consumers. In most cases, social investments are carried out jointly with the state and business within the framework of social partnership with the distribution of obligations between participants in the financing of socially significant initiatives, programs and projects. In turn, social investments both increase the effectiveness of social programs and require a special approach to ensuring openness and accountability to interested parties, evaluating their effectiveness for society and partners, as well as constant monitoring [4, p. 152].

Currently, in wartime conditions, when a large number of the professional and able-bodied population has left the country, the state and business interact more closely than ever in matters of the country's economic security through support for the reproduction of professional personnel, which is laid down in the approved state programs for promoting the development of professional practice-oriented education. It is in this direction that the social partnership between the state, business and civil society is most vividly realized. But corporate social responsibility is formed through social investments.

The foundation of the interaction between the state and business is the socio-economic context, which implies the development of long-term strategies for the participation of industrial companies in the reproduction of labor resources for their production, as well as social investments in the professional education system, which are implemented through joint partnership programs with state educational organizations with the aim of professional orientation and training of new young personnel immediately after graduation [5, p. 96].

An example of such close interaction is the promotion by the Ministry of Education and Science of Ukraine of cooperation with the public and the development of public-private partnerships. The main areas of cooperation are shown in Fig. 2.

To date, the strategy of corporate social responsibility has worked to its full potential both internally and externally. It is the internal corporate social responsibility aimed at the welfare of the employee in terms of safe working conditions, medical insurance, personnel development, training, etc. These very points proved to be critically important during the war, when it is necessary and vital to provide material and organizational assistance to employees who have joined the ranks of the Armed Forces of Ukraine and the Territorial Defense.

The same assistance is important for persons who have been forcibly resettled from dangerous regions. There is a practice of paying the company's expenses for employees' accommodation abroad. Under such conditions, a socially responsible business tries to maintain a collective of employees and not reduce salaries, even under conditions of forced downtime of enterprises.

THE MAIN AREAS OF COOPERATION WITH THE PUBLIC AND THE DEVELOPMENT OF PUBLIC-PRIVATE PARTNERSHIP	improving the quality of professional (vocational and technical) education, in particular through the creation and distribution of modern materials for digital education;
	filling the digital platform "World of Professions" and introducing innovative digital technologies into the educational process;
	development of a system of professional orientation of children, youth and adults, aimed at attracting a larger number of the population to obtain professional (vocational and technical) education;
	actualization of knowledge and skills that graduates of vocational schools should possess in accordance with the requirements of the labor market, etc.

Figure 2. Directions of cooperation with the public and the development of public-private partnership with the participation of the Ministry of Education and Science of Ukraine

Conclusions. Today, high-quality and effective management of human capital is not possible without social investments in the training and development of personnel of corporate-type enterprises.

In this matter, the state and business are moving in the same direction, establishing effective interaction with society, forming the corporate social responsibility of each participant in this process.

Internal corporate social responsibility refers to the company's processes, in which the employee is at the center: safe working conditions, stability and a decent salary level, medical and social insurance of employees, investment in human capital, in particular in employee training, providing assistance to employees in difficult situations.

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