
Monitoring Mechanism of Formation and Assessment of the Level of Social Policy of the Enterprise

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Abstract: The article identifies the factors influencing the effectiveness of the formation and implementation of social policy in an industrial enterprise. To this end, the industrial enterprise conducted a corresponding study, according to the results of which 4 criteria characterizing the level of formation and implementation of the social policy of the enterprise were determined and substantiated. The method of rank correlation and the method of expert evaluations were used to process the research results. It is proposed to determine the optimal level of enterprise's social policy of the using the method of priorities with the ranking of the types of constituent elements according to the selected characteristics. According to the results of this analysis, the scientific assumption about the dependence of the level of the joint venture on the rational use of the constituent elements of this policy is proved.

Keywords: Social policy, industrial enterprise, social security, social protection.

INTRODUCTION

The experience of the highly developed countries of the world indicates that the achievement of the economic goals of the state is impossible without effective social policies and the timely solution of social problems, which are predominantly economic in nature [1, 2]. These are unemployment, decent wages, material support for the poor people, provision of medical services and quality education and so on. Even those problems, that do not seem to have a material component, can lead to conflicts between different social strata and significant losses of society [3, 4].

Scientists note that there are no countries in the world where the problem of social inequality does not exist [5]. In times of economic and financial crisis, however, social policy becomes even more important because of increasing social tensions and social problems. The state faces the task of ensuring social stability in the country in the face of budget deficits and deteriorating living conditions. At the same time, issues remain relevant for establishing the boundaries of social policy, its implementation and assessing its effectiveness [5]. These problems are constantly raised in scientific literature and political debates, since social policy affects not only the interests of individual groups of the population, but also business, which is often transferred responsibility for the implementation of social policy events of the state, and society as a whole [6]. The solution of these problems should be based, first of all, on thorough research and development of the conceptual framework of the social policy of the state.

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FORMATION OF SOCIAL POLICY OF THE ENTERPRISE

The state remains the main subject of social policy, ensuring a certain level of social security and reducing social risks. At the same time, world practice has demonstrated the need to expand the range of actors in the implementation of social policy, including non-governmental actors. This will allow to accumulate more resources for the successful implementation of important social development programs and thus reduce the burden on state and local budgets. In addition, this approach increases the level of consciousness of citizens on a wide range of social problems [7].

Objects of social policy may be certain groups of the population (children, women, youth, the elderly etc.) throughout Ukraine or in certain areas that are consumers of services or stakeholders in one or more areas of influence (education, culture, market labor, etc.). It is also well-known that objects of social sphere can be considered in the context of objects of social infrastructure and on branches of social sphere too. It is advisable to identify at the same time the population group concerned by the measure, its territorial location and sphere of influence, which will allow focusing efforts and resources exactly where this is the most needed.

The key in the process of influence of social policy subjects on objects of social policy is the regulatory framework (field). Legal methods provide for the application of the Constitution of Ukraine, laws and bylaws, resolutions and orders, departmental bylaws, orders issued by local government and local governments as regulations. The legal point defines the rights and duties, the boundaries of powers and responsibilities of individual subjects of social policy and the relationship between these subjects. Without the existence of regulations, it may not be possible to implement individual social policy measures or to use the separate methods or instruments. This is particularly the case in the financial sphere, where some strong control over the allocation of financial resources should take place.

Unlike other methods and tools of social policy, regulatory methods have a certain specificity. First of all, these methods are "cumulative". Despite the fact that certain legal documents may expire, new legal acts are developed based on the existing legal framework. Another feature is that the effect of certain regulations is important at all stages of development and implementation of social policy [8, 9]. Subjects of social policy in order to implement measures must have a regulatory framework on which they will base their actions.

In addition, it is important to provide methodological support for the system and its individual mechanisms for the formation and implementation of social policy. Thus, methodological documents may include recommendations on the procedure for developing regional strategies for socio-economic development, recommendations on the procedure for developing social development programs, recommendation or instructions for determining the size of certain payments, subsidies, benefits etc. Methodological support is also proposed to be included in the general plan, since methodological support should accompany both the process of formation and the process of social policy implementation. By the way, individual methodological documents can be developed for individual subjects or objects of social policy [10].

The design process and the implementation process of social policies, although related, are two separate processes. Thus, the development of social policy is proposed to begin with the diagnosis of the current level of development of the socio-economic sphere of the country and individual territories. This allows you to identify the main problems, set priorities for the sequence of solving existing problems and determine the goals of social policy, based on priorities. In formulating of social policy objectives, it is important to take into account both previous experience and results achieved, as well as the experience of other countries of the world and the social norms and standards in force there.

To date, solutions to acute problems in the field of health, education and social protection of the population, taking into account the processes of European integration, are priority. As noted in the previous section, Ukraine has already made significant progress in improving legislation in the area of

social protection and social security [11, 12]. At the same time, a number of unresolved problems remain, in particular, the formation of social guarantees and standards close to European ones [13]. Other areas are also important, while the scarcity of financial resources focuses on the three sectors. Once priorities have been defined, goals are defined for each of the selected areas. After the goals are formulated, plans, programmes and individual events are developed. At the same time, it is necessary to make decisions on the sources of financial, material and organizational support, which is the key to successful implementation of the planned activities.

After the strategies, plans and programs of social policy are formed and approved, there is a transition to the next phase - the phase of implementation of social policy through its mechanisms. The implementation of social policy takes place through a set of mechanisms, that make it possible to achieve the optimal result when implementing programs and events in various sectors of the social sphere. There are a lot of such mechanisms, for example, mechanisms for implementing social protection and social guarantees [14], mechanisms for supporting young families, mechanisms for protecting the rights and interests of women, a mechanism (state or non-state) financial support for social policy events etc.

By the way, social policy objectives are achieved through the use of various methods and instruments to influence social policy actors on social policy objects. At the same time, these methods and tools can be common or universal, which allow solving similar problems in various social spheres. As well as special (unique) ones, the need for which is caused by the fact, that social problems can radically differ among different groups of the population and spheres of influence. The last one group of methods, in turn, can be divided according to the industry of application into methods, used in such areas as "Health," "Education," "Cultures" etc.

In the process of implementation, it is important to constantly coordinate the actions of all social policy actors involved in the implementation of an activity, since quite often in order to achieve a certain social goal, the implementation of activities is necessary [15]. The events involve the participation of representatives of state organizations and institutions of various sectors of the social sphere, various hierarchical levels, as well as the involvement of non-state actors in social policy. In addition, in the process of implementing social policies [16], especially individual programmes and projects, it is important to carry out an analysis of the amount used, which is often used in project management practices. This analysis is particularly useful in the face of budget deficits.

ASSESSMENT OF THE LEVEL OF SOCIAL POLICY OF THE ENTERPRISE

In the process of implementing social policy, there may be a need to adjust plans and measures, performance targets associated with them [9]. Adjustment may be necessary if the level of available resources changes, as well as changes in the socio-economic situation in the country as a whole, either in a separate social sphere, or when new opportunities arise or, conversely, additional risks.

The final stages are the evaluation of the effectiveness and effectiveness of events and the formulation of recommendations for the next cycle of social policy-making and implementation [17]. To date, such an assessment is already carried out on all plans for the implementation of development strategies and individual target programs.

In order to identify the factors influencing the effectiveness of social policy of business structures, we conducted a detailed study of the management practices of enterprise "A". The study of the level of social policy was performed on the basis of a survey of employees. On the basis of these documents were identified 4 criteria or components, that characterize the level of social policy in the enterprise (Table 1).

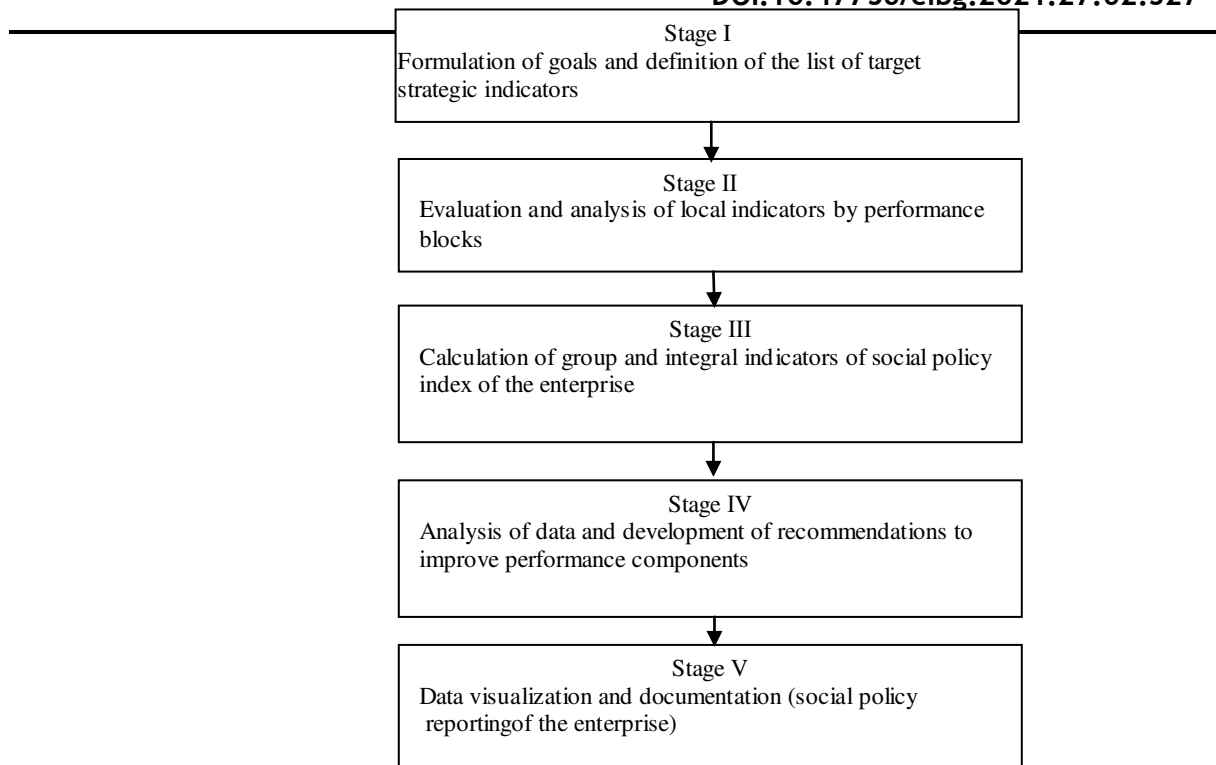
TABLE 1 COMPREHENSIVE ASSESSMENT OF THE LEVEL OF SOCIAL POLICY AT ENTERPRISE "A"

Financial component	Social component	Information and communication component	Social and labor component
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Current ratio	Ratio of premiums and social benefits to social measures	The share of transactions with suppliers that are implemented through the Internet	Employee qualification rate
Rapid liquidity ratio	Ratio of provision of social benefits to employees	The share of transactions with customers that are implemented using the Internet	Staff turnover ratio
Absolute liquidity ratio	Employment housing ratio	The share of transactions with other organizations that are implemented using the Internet	Staff turnover ratio
Asset profitability ratio	Ratio of social expenditure on staff	The share of operations implemented by the web-site	Release turnover ratio
Return on equity	Rate of provision of health facilities	Share of material resources acquired through computer networks	Employment security ratio for adequate working and recreational conditions
Profitability ratio	Employee health coverage ratio	The share of employees who used a computer with Internet access in their work	Employee growth expense ratio
Operating factor of fixed assets	Social security ratio of staff	The share of employees who used portable devices provided by the enterprise for their work, which allow connection to the Internet via a mobile network.	Wage arrears ratio
Equity turnover ratio	Social and cultural security ratio	Presence of intranet and extranet	Ratio of the company's wage level to the average wage level in Ukraine

In our opinion, the detailing of indicators of the enterprise's social policy in the sphere of labor relations contributes to their implementation in the practice and reporting of enterprises, allows us to make a more reasonable choice of outgoing, and the most informative indicators. Preliminary setting of goals that should be achieved by the selected groups of indicators will allow managers to more effectively manage labor relations, introducing the principles of an effective social policy systemically. While the employee survey scheme will attract staff to the development of the social protection and security system, as well as identify reserves for improvement in certain areas of activity. The result of the synthesis of the theory and practice of statistical monitoring was the author's methodological approach to the implementation of internal monitoring of the achieved level of the social policy, which is presented in Figure 1.

According to the social policy monitoring, the target indicators are the components of performance, namely, financial, social, information-communicative and social-labor. Each performance component is evaluated by a set of local indicators, which are formed and adapted for enterprise "A." Indicators of financial, social, information-communicative and social-labor performance should be divided into two



groups - internal performance or performance of the enterprise itself, and external influence or taking into account the influence of the enterprise's activities on its external environment [18].

Figure 1 - Stages of monitoring of the achieved level of social policy in the enterprise

Evaluation and analysis of local or single indicators by performance blocks is carried out, using the theory of desirability, which is one of the methods of solving the problems of creating a single indicator (for example, group, integral, complex), based on single indicators, that have different dimensions and content. This approach is based on finding the best (desired) and acceptable (baseline) values, against which it is recommended to compare the actual performance of enterprises. If a scoring scale is defined, this will allow the J. Harrington function to normalize the values of indicators of different nature and lead them to a comparable type.

Then the integral indicator of the social policy level of the production system, based on the reporting of social policy, will be a characteristic, that will provide not only an overall assessment of the level of social policy. It will also allow you to define strategic goals, problem areas and direct the resources and efforts of managers to ensure that the level of each component corresponds to the so-called desired level.

The analysis of monitoring results can be carried out not only on the basis of a "paper report," but also on-line, namely by studying the information structures of the guide database using PC. The visualization and documentation of the monitoring results involves the preparation of a report and the preparation of information for reflection in two modes: interactive analysis and synthesis of final reports. At the same time, the user collects, structures the necessary information, enters text interpretations, comments and interpretations, generates a database before generating solid copies in online mode and only then he prepares a report on paper media.

In order to determine the factors, that most affect the effectiveness of the use of social policy in its economic activity, an analysis of the dependence of the level of the integral indicator of its policy on 4 components, for each factor of influence considered above was carried out. When processing the results of expert assessments on the relative importance of areas (coefficients of the social policy of the enterprise) identified a number of statistical characteristics on the basis of which each factor is assessed. The sum of the ranks, appointed by experts of the j -th direction of researches is offered to be defined by a

formula:

$$S_j = \sum_{i=1}^m R_{ij} \quad (1)$$

The average rank for each direction is equal to:

$$\bar{S}_j = \frac{\sum_{i=1}^m R_{ij}}{m} = \frac{S_j}{m} \quad (2)$$

In case of comparing the importance of different directions on S_j , the most important should be considered the direction, characterized by the lowest value of the average rank. Along with the average ranks for each direction it is necessary to determine the average value in points according to the formula:

$$M_j = \frac{\sum_{i=1}^m C_{ij}}{m_j} \quad (3)$$

The average value (M_j) can range from 0 to 100, depending on the importance, given by experts in one direction or another one. According to experts, if the greater the value of M_j , the greater is the importance of the development of the j -th direction. If you assessing the importance of individual areas of interest is the frequency of the maximum possible estimates, it is proposed to be determined by the following formula:

$$K_{100j} = \frac{m_{100j}}{m_i} \quad (4)$$

Indicator K_{100j} can take values in the range from 0 to 1. The importance of the j -th direction increases with change of K_{100j} from 0 to 1. Indicator K_{100j} should be considered as an adjunct to other indicators of the relative importance of the direction. It characterizes the importance of the development of the j -th direction in terms of the number of first places placed on it. Preference for one or another direction should be given by depending on the average values of rank or some points. And only other things being equal, the direction can be considered the most important at maximum value $K_{100j}=1$.

In addition to the absolute values of the assessment of the importance of the direction in the processing of survey data, relative indicators should also be used (Table 2). Table 2 shows the data of relative indicators for each area, taking into account the views of individual experts.

TABLE 2 SOCIAL POLICY FACTOR RELATIVE VALUE MATRIX

Factor	Financial component	Social component	Information and communication component	Social and labor component	Average value W_{ij}
1	1.124	0.119	0.114	0.116	0.368
2	0.109	0.104	0.114	0.101	0.107
3	0.109	0.119	0.128	0.116	0.118
4	0.137	0.149	0.128	0.130	0.136
5	0.137	0.134	0.128	0.144	0.136
6	0.123	0.119	0.114	0.130	0.122
7	0.123	0.119	0.128	0.130	0.125
8	0.137	0.134	0.142	0.130	0.136

The average relative values for all factors are calculated by a similar method (Table 3). Table 3 shows the comparative importance of the factors. An assessment of the relative importance of the directions, contained in table 2, indicates, that the expert group preferred mainly directions number four, five and eight.

TABLE 3 INDICATORS OF THE COMPARATIVE IMPORTANCE OF SOCIAL POLICY FACTORS

Indicator	Symbol	Direction (factor)							
		1	2	3	4	5	6	7	8
Amount of ranks	S_j	10.5	13	15.5	13.5	13.5	23	22	12
Average rank	\bar{S}_j	2.625	3.25	3.875	3.375	3.375	5.75	5.5	3
Average value in points	M_j	82.5	75	82.5	95	95	85	87.5	95
Frequency of maximum possible estimates	K_{100j}	0	0	0	0.5	0.5	0	0	0.5
Average weight	W_j	0.368	0.107	0.118	0.136	0.136	0.122	0.125	0.136

On the one hand, the value of the indicator of expert activity can be judged, and on the other hand, by the competence of experts, that all directions are sufficiently justified, since all experts assessed the proposed directions. The frequency indicators of the maximum possible estimates indicate, that only for the fourth, fifth and eighth directions experts assigned a 100-point rating, of which for the fourth and eighth directions twice, for the fifth – once one.

Thus, participants in the examination should choose the most acceptable or optimal direction from the fourth and eighth one, as well as from the direction number five by comparison and additional assessments. The evaluation of the relative importance of the directions is not limited to the processing of questionnaire data. Equally important questions for the scientific justification of the forecast are the assessment of the indicator of the degree of consistency of expert views through the indicator system. To evaluate the generalized measure of consistency of opinions in all directions (or coefficients), we used the concordance coefficient.

According to the Table 3, $L = 7$: (2.5; 2.5); (4.5; 4.5); (6.5; 6.5); (6.5; 6.5); (1.5; 1.5); (6; 6; 6); (7; 7; 7).

We can see, that $t_{L1} = 2$; $t_{L2} = 2$; $t_{L3} = 2$; $t_{L4} = 2$; $t_{L5} = 2$; $t_{L6} = 3$; $t_{L7} = 3$.

Table 3 is used to determine the concordance coefficient, while intermediate calculations are shown in Table 4. The concordance factor in our case is 0.91, which indicates a fairly high degree of consistency of the experts' opinions. We determined the importance of the impact of each coefficient of the components of social policy by taking into account the views of respondents and the use of the concordance coefficient:

$$K_{ij} \rightarrow 1; K_1 = 0.368; K_2 = 0.107; K_3 = 0.118; K_4 = 0.136; K_5 = 0.136; K_6 = 0.122; K_7 = 0.125; K_8 = 0.136.$$

We calculate the integrated indicator of the level of the components of social policy by the formula:

$$K_{SPI} = 0.368 \cdot K_1 + 0.107 \cdot K_2 + 0.118 \cdot K_3 + 0.136 \cdot K_4 + 0.136 \cdot K_5 + 0.122 \cdot K_6 + 0.125 \cdot K_7 + 0.136 \cdot K_8$$

Similarly, the integrated indicator of the level of social policy is determined, taking into account the influence of its components. The concordance factor in our case is 0.85, which is indicate a sufficient degree of consistency of experts' opinions. We have determined the weight of the influence of each coefficient of the components of social policy by taking into account the opinions of respondents and using the concordance coefficient: $k_{ij} \rightarrow 1$; $K_{fc} = 0.252$; $K_{sc} = 0.219$; $K_{icc} = 0.248$; $K_{slc} = 0.281$.

TABLE 4 DETERMINATION OF AVERAGE SUM OF RANKS AND SQUARES OF DEVIATIONS OF SUM OF RANKS FROM AVERAGE SUM FOR EACH ENTERPRISE

Direction	Financial	Social	Information	Social and	Amount of	Deviation	Square
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	component	component	and communication component	labor component	ranks S_j	from rank amount d_j	deviation d_{j2}
1	2	4	1.5	3	10.5	-4.88	23.77
2	2.5	5	1.5	4	13	-2.38	5.64
3	2.5	4	6	3	15.5	0.13	0.02
4	4.5	1	6	2	13.5	-1.88	3.52
5	4.5	2	6	1	13.5	-1.88	3.52
6	6.5	6.5	3	7	23	7.63	58.14
7	6.5	6.5	2	7	22	22.00	484.00
8	1	3	1	7	12	-3.38	11.39
Together					123		589.98
In average					15.38		

We calculate an integral indicator of the level of social policy of the enterprise according to the formula: $K_{SP} = 0,252 \cdot K_{fc} + 0,219 \cdot K_{sc} + 0,248 \cdot K_{icc} + 0,281 \cdot K_{slc}$

We analyzed the indicators of the financial, social, information-communicative and socio-labor components of the enterprise. In addition to it, the level of social policy of the enterprise during 2014-2019 was determined (Table 5).

TABLE 5 DETERMINATION OF THE LEVEL OF SOCIAL POLICY COMPONENTS OF ENTERPRISE "A" FOR THE PERIOD OF 2014-2019

Year	Financial	Social	Information and communication	Social and labor	Integral indicator of social policy level
2014	0.545	0.436	0.463	0.572	0.508
2015	0.632	0.486	0.496	0.598	0.557
2016	0.698	0.515	0.518	0.623	0.592
2017	0.759	0.559	0.534	0.646	0.628
2018	0.787	0.595	0.552	0.689	0.659
2019	0.865	0.634	0.598	0.734	0.711

According to Table 5, the level of the integral indicator of each component of the social policy of the enterprise during 2014-2019 has undergone significant changes. This is primarily due to a change in the constituent elements of the social policy venture, which directly influenced the integral indicator of social policy level of the enterprise.

We also proposed a scale, that characterizes the level of social policy ventures at the enterprise for the corresponding study period, taking into account the recommended boundaries (Table 6). Therefore, it follows from Table 5, that the SP level reaches the high level limit only in 2019. This indicates an increase in attention on the part of the management of enterprise "A" to effectively ensure social policy. To determine the most optimal level of social policy of the enterprise, we use the priority method with ranking of the types of component elements according to the selected characteristics. The level of social policy is characterized by such components (signs) $\{l_c\}$: l_1 – financial; l_2 – social; l_3 – information and communication; l_4 – social and labor.

TABLE 6 CHARACTERISTICS OF SOCIAL POLICY LEVEL OF THE ENTERPRISE

Social policy level	Level boundaries	Level Characteristic of social policy
High (A)	0.71–1	It characterizes the functioning of the social policy of the enterprise at the proper level, the adequacy of financial resources, the high level of information, legal and technical support, the optimal level of staffing at the enterprise, which ensures the implementation of the economic activities of the subdivision
Average (B)	0.51–0.70	The components of the social policy of the enterprise are at an insufficient level. The company has insufficient quantity of its own resources for doing business using modern methods of implementing social policy
Low (C)	0.31–0.50	It is characterized by the low level of providing the enterprise with the necessary resources for the operation of social policy of the enterprise
Critical (D)	0–0.30	It is characterized by an insufficient level of support for social policy of the enterprise, which makes it impossible to operate this policy at the proper level and indicates the insufficient resources of the enterprise

Within the framework of this method, qualitative assessment of advantages is carried out in the following areas:

- between the compared basic levels of social policy x , by fixed characteristic l_c ;
- between the own signs l_c .

Benefits estimates include the next:

- advantage of one object over the other by a certain characteristic (sign “>”);
- equality of objects on this basis (symbol “=”);
- less advantage of one object compared to another on this basis (symbol “<”).

Benefit assessments are determined by expertise in the form of paired comparisons of the level of social policy without quantifying the measure of superiority in each pair. Based on the results of the expert evaluation, we will construct a matrix of advantages (Table 7).

TABLE 7 MATRIX OF ADVANTAGES OF ENTERPRISE SOCIAL POLICY LEVELS BY MAIN CHARACTERISTICS

Type of social policy	A				B				C				D			
	P_1	P_2	P_3	P_4	P_1	P_2	P_3	P_4	P_1	P_2	P_3	P_4	P_1	P_2	P_3	P_4
A	=	=	=	=	<	<	<	<	>	>	>	>	>	>	<	>
B	<	<	>	<	=	=	=	=	<	>	<	>	>	<	>	>
C	>	<	>	>	<	>	<	<	=	=	=	=	<	<	<	>
D	<	<	<	<	>	>	>	<	<	<	<	>	=	=	=	=

We also define the priority of each feature (Table 8).

TABLE 8 PRIORITY OF SOCIAL POLICY LEVELS

Alternative characteristics (l_i)	Characteristic valuations (l_j)			
	L_1	L_2	L_3	L_4
l_1	=	<	>	>
l_2	<	=	>	<
l_3	>	<	=	<

L_4	<	>	<	=
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In order to implement computational procedures for comparing levels of social policy, we will construct a square matrix of coefficients. Ratios a_{ij} are set based on the number of levels of social policy n and specified error δ . Value of ratios a_{ij} from the received relative error δ for the different number of compared objects are shown in Table 6. Defines the value of the factor a_{ij} at the value δ , which is equal to 10, as well as with the number of characteristic variants as $n=4$. Based on the obtained coefficient values and the constructed matrix, the value of priority levels of social policy is calculated L_c (Table 9). Relative assessment of significance of i -level of social policy of the enterprise according to k -feature (priority value), L_{ik} calculated by the formula:

$$P_{ik} = 1(a, A), \quad (5)$$

where $i = 1 - n, n$ - total number of social policy of the enterprise's levels

Based on the obtained values of the coefficients and the constructed matrix, the values of the social policy of the enterprise's priority levels are calculated L_c (Table 10). Relative assessment of significance of i -level of the social policy according to k -sign (priority value) L_c calculated by the formula:

$$P_{ik} = \sum(a_{ij}, A_{ij}), \quad (6)$$

where $j = 1 \rightarrow n, n$ - total number of social policy levels of the enterprise.

In turn to it,

$$A_{ij} = \sum a_{ij}, \quad (7)$$

TABLE 9 IMPORTANCE OF PRIORITY LEVELS OF SOCIAL POLICY

Indicator	Value indicators	The number of considered options									
		9	8	7	6	5	4	3	2	-	-
Factor(δ) Error a_{ij}	$\delta = 20\%$	9	8	7	6	5	4	3	2	-	-
	$\delta = 10\%$	-	9	8	7	5	5	4	3	2	-
	$\delta = 15\%$	-	-	9	8	7	6	5	4	3	2
a_{ij}	$X_i > X_j$	2.0	1.9	1.8	1.7	1.6	1.5	1.4	1.3	1.2	1.1
	$X_i = X_j$	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	$X_i < X_j$	0.0	0.1	0.2	0.3	0.4	0.5	0.5	0.7	0.8	0.9

Similarly, you can define characteristic priority values for each of social policy levels of the enterprise L_c :

$$L_c = \sum(a_{ij}, A_{ij}), \quad (8)$$

where $j = 1 \rightarrow m, m$ - total number of parameters (characteristics).

TABLE 10 MATRIX OF FACTORS OF ASSESSMENT OF SOCIAL POLICY LEVEL OF ENTERPRISE BY CHARACTERISTICS

№	Factor components	Calculating object priorities				
		A	B	C	D	
1	Financial component (P_1)	A	1	0.6	1.4	1.4
		B	0.6	1	0.6	1.4
		C	1.4	0.6	1	0.6
		D	0.6	1.4	0.6	1

2	Social component (P_2)	A	1	0.6	1.4	1.4
		B	0.6	1	1.4	0.6
		C	0.6	1.4	1	0.6
		D	0.6	1.4	0.6	1
3	Information and communication component (P_3)	A	1	0.6	1.4	0.6
		B	1.4	1	0.6	1.4
		C	1.4	0.6	1	0.6
		D	1.4	1.4	0.6	1
4	Social and labor component (P_4)	A	1	0.6	1.4	1.4
		B	0.6	1	1.4	1.4
		C	1.4	0.6	1	1.4
		D	0.6	0.6	1.4	1

Based on calculated values of priority levels of social policy of the enterprise L_{ik} and its components L_k , a matrix for assessing the significance of the i -level of social policy is being built by k -characteristics and evaluation of the significance of the features (Table 11).

TABLE 11 MATRIX FOR ASSESSMENT OF SIGNIFICANCE AND LEVEL OF SOCIAL POLICY OF THE ENTERPRISE BY K-INDICATOR AND ASSESSMENT OF SIGNIFICANCE OF SIGNS

Levels of enterprise social policy					Priority value by k -characteristic	
i	j				A_i	P_k
	A	B	C	D		
A	1	0.6	1.4	1.4	4.4	16.64
B	0.6	1	0.6	1.4	3.6	13.44
C	1.4	0.6	1	0.6	3.6	14.56
D	0.6	1.4	0.6	1	3.6	13.44
A	1	0.6	1.4	1.4	4.4	16.64
B	0.6	1	1.4	0.6	3.6	13.44
C	0.6	1.4	1	0.6	3.6	13.44
D	0.6	1.4	0.6	1	3.6	13.44
A	1	0.6	1.4	0.6	3.6	13.92
B	1.4	1	0.6	1.4	4.4	17.76
C	1.4	0.6	1	0.6	3.6	13.92
D	1.4	1.4	0.6	1	4.4	17.6
A	1	0.6	1.4	1.4	4.4	18.24
B	0.6	1	1.4	1.4	4.4	18.24
C	1.4	0.6	1	1.4	4.4	18.24
D	0.6	0.6	1.4	1	3.6	15.04

Similarly, a matrix for estimating the significance of features is constructed (Table 12).

TABLE 12 FEATURE SIGNIFICANCE EVALUATION MATRIX

Characteristics		Characteristic Priority	Significance of the characteristic
L_i	P_i	L_i	L_k

	L_1	L_2	L_3	L_4		
L_1	1	0.6	1.4	1.4	4.4	16.64
L_2	0.6	1	1.4	0.6	3.6	13.44
L_3	1.4	0.6	1	0.6	3.6	14.08
L_4	0.6	1.4	0.6	1	3.6	13.44

To determine summary estimates of the benefits of the social policy level type C_i priorities are weighed by characteristic priorities by formula:

$$C_i = \sum L_k \cdot L_{ik}, \quad (9)$$

where $\kappa = 1 \rightarrow m$, m - total number of characteristics.

Calculations are made using a weighted priority matrix (Table 13).

TABLE 13 MATRIX OF WEIGHTED PRIORITIES OF SOCIAL POLICY LEVELS BY CHARACTERISTIC PRIORITIES

Characteristics (L_k)	Characteristic Priority Value (P_k)	Levels of social policy							
		A		B		C		D	
L_1	16.64	16.64	276.89	13.44	223.64	14.56	242.28	13.44	223.64
L_2	13.44	16.64	223.64	13.44	180.63	13.44	180.63	13.4	180.63
L_3	14.08	13.92	195.99	17.76	250.06	13.92	195.99	17.76	250.06
L_4	13.44	18.24	245.15	18.24	245.15	18.24	245.15	15.04	202.14
$C_i = \sum_{k=1}^m P_k$		$C_1 = 941.67$		$C_2 = 899.48$		$C_3 = 864.05$		$C_4 = 856.47$	

Based on summary estimates of priority levels of social policy C_j , we will make conclusions on the extent of the advantage of one type or another by placing the C-values in some height or descending. The maximum value of C_j for GP "Novator" ($\max [C_i] = C_4 = 941.67$), will correspond to the best level of social policy during the studying period. Based on this study, it can be concluded, that the management of enterprises does not pay enough attention to the implementation of effective social policies. This directly affects the effective area of the enterprise's personnel, improves financial results and increases the competitive status of the enterprise. Therefore, at the above-mentioned enterprise, it is advisable to continue to implement a strategy for its further development, taking into account the influence of modern information and communication means of doing business in the context of a market transformation of the national economy. Successful advancement of domestic enterprises on the path of social development is possible with an organic combination of universal principles of economic policy, socially oriented market economy and social policy of the enterprise. Thus, an important factor in the implementation of the social policy of the enterprise should be the state, which is called upon to effectively exercise a regulatory role. Only it, using its inherent means (legislation, taxation, social policy etc.), can be able to withstand the market disaster, to be a guarantor of a decent life for employees and their social protection.

CONCLUSION

In modern conditions, the company's reputation depends not only on its commercial success and product quality, but also on its activity in solving the problems of the territory in which the company operates. Therefore, businesses are increasingly resorting to the concept of "corporate citizenship", according to which the company as a "citizen" of a certain territory, must pay taxes in accordance with applicable law, comply with labor legislation, environmental protection. Enterprise "A" must also take on some additional responsibilities in the form of development of territorial social infrastructure, *Journal of Contemporary Issues in Business and Government* [Vol27, Issue2, 2021

implementation of social policy projects with the local administration and so on.

Thus, the social policy of the enterprise has both internal and external environment. According to the internal environment, the social organization of labor activity of people and their groups at enterprises comes to the fore. But according to the external environment it is, first of all, satisfaction of public needs in certain goods and services, and also interaction with local and regional communities concerning development of a social infrastructure, participation in realization of territorial social programs. This reveals a contradiction between the enterprise and territorial (local) development: if some company invests in the social policy of the territory, the less of it has funds for the internal social development. Within the framework of this problem, the issues of types and volumes of social responsibility of the enterprise according to the external environment are especially manifested.

As a part of our study, we focused more on the problems of improving an internal corporate social policy. Examining the motives and functions of the enterprise's provision of voluntary social services, we can find many points of view on this issue. On the one hand, it is believed that the traditions inherited from the planned economy encourage managers to socially protect their workers at the enterprise. At the same time, against the background of insufficient provision of the entire population of the state with a number of material and social benefits, managers are trying to provide employees with the necessary level of social protection at the expense of the company.

This tradition is still associated with various types of social support that employers are willing to provide to individual employees in particularly difficult circumstances. Such a social security system in the enterprise has operated and continues to operate as a system of subsidies when there is no appropriate necessary assistance. On the other hand, social protection of employees of the enterprise is associated with the effects of integration. According to it, social security measures are designed to unite employees of this enterprise on a social basis. Especially, in this regard, cultural, sports and social events (for example, industrial holidays) are of great importance. In addition, it is believed that social security measures aimed at improving the material situation of workers help the enterprise to position itself favorably in the external labor market. This also applies to additional payments to wages, which make it possible to better connection between workers, and the availability of social packages in the enterprise. This argument is of particular importance when receiving social security puts the recipient in position, more advantageous in terms of taxes, than if paid it individually from the salary (for example, life insurance, the vehicle which is used and for personal reasons).

Finally, it should be pointed out that the connection of workers with the enterprise is strengthened, which is achieved by providing, for example, working clothes, food, payment of transport costs. The pronounced economic orientation of social security for employees of the enterprise should be emphasized in particular. Thus, the head of enterprise "A" focused on employees in terms of providing social services should: help to identify the goals of employees and the goals of the enterprise and educate loyal workers who show high labor efficiency; to protect the staff member socially and to supplement, as appropriate, social services provided legally or in accordance with collective agreements at various levels; to improve the moral atmosphere in the enterprise and create a positive opinion about the enterprise among employees and the public. It should be noted that the enterprise "A" should study and implement the experience of enterprises of economically developed countries in the formation and implementation of social policy. Social policy at enterprises in Western European countries (despite all the differences in the specific mechanisms of its implementation) is aimed at providing employees with equal starting opportunities, insuring them against the risk of losing a decent standard of living, regulating income. In order to create conditions for the management of social development, it is quite necessary to introduce into the practice of domestic enterprise "A" social reporting and social audit.

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