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INTRODUCTION

Relevance of research. Transformation processes in the domestic economy caused a lot of problems, especially at the level of medium and large trade enterprises. Strengthening crisis phenomena in the economy has increased the need to track crisis trends and the development of timely measures that might force scholars and practitioners to be included in the study and solving problems, associated with the diagnosis of the state of external and internal factors of the enterprise, as well as goals, strategies and methods for their implementation. In this regard, more and more attention is paid to the methods of strategic planning, which have proven themselves well as an effective tool in an unstable socio-economic environment.

Problems in the field of strategic planning are attracting increasing attention from domestic scientists and specialists. However, it should be noted that most works devoted to the methodology of developing competitive and corporate strategies, while the issue of developing functional strategies, including social strategies, remains insufficiently studied.

In recent years, in the Ukrainian trade sector, there has been a marked decrease in all major financial and economic indicators due to the global economic crisis, the reduction of purchasing power of citizens, etc. Even in the most stable and active sector of network trade, labor productivity is only 30% of the level of retail networks of foreign countries.

The reasons for this situation are the low productivity of the labor force. Also, the constant shortage of skilled personnel, high turnover and low motivation of workers, as well as their excessive number, narrow specialization, overweight, ineffective organization of work and personnel management systems.

Despite the obvious urgency of solving the practical problems of improving of the labor force social regulation system efficiency in online trade, this area of problems is not distinguished by high research activity, in contrast to other fields for which scientists develop models and mechanisms for

improving labor productivity, personnel motivation, formation productive socio-labor guides and effective human resources management systems.

In connection with the mentioned practical and methodological problems it can be said about the high relevance of the development of a scientifically grounded approach, which provides an increase in the efficiency of social regulation system efficiency of the workforce to strengthen the competitiveness of trade networks.

Object of research: is the social development strategy of the retail network.

Subject of research: factors, mechanisms and tools for managing the development direction of the retail network.

The purpose of the research: the development of theoretical positions and methodological recommendations for the formation of the social development strategy in “Retail Trend” LLC.

The tasks of the study in accordance with the goal are:

- To determine the essence of the strategy of social development in the system of strategic management of the enterprise;
- To analyse the labor collective management methods and planning of its social development;
- To characterize indicators of social development of the labor collective and criteria for its evaluation;
- To analyse the formation and social development of the labor collective at the enterprise;
- To analyse the methods of management of the labor collective and planning its social development;
- To characterize the indicators of social development of the labor collective and criteria for its evaluation of the enterprise; can be characterized as a powerful tool for improving entrepreneurship, support and welfare in general.

- To evaluate of the the effectiveness of the system of social regulation of labor in retail trade of the enterprise;
- To identify the main directions of the social development strategy planning at the enterprise
- To forecast of the effectiveness growth of the social development strategy.

The informative basis of the research consists of the concepts of labor productivity management, human resources management and personnel control, as well as the results of empirical research on labor efficiency issues, presented by domestic and foreign scientists in monographs, publications in periodical scientific publications, conference materials.

The methodological basis of the research consists of methods of theoretical, systemic, statistical and factor analysis; methods of empirical research (observation, experiment, generalization); methods of modeling and organizational design. The following methods were used to analyse the current social development situation, generalize the obtained data and forecast the possible methods of improvement.

The scientific significance of the paper is to deepen the notions about the factors and mechanisms of increasing the efficiency of “Retail Trend” LLC. The theoretical positions and conclusions can be used in further research in the network trade.

The practical significance is to develop methodological recommendations for the implementation and formation of the social development strategy in the retail network “Retail Trend” LLC.

The structure of the paper: 53 pages, 13 tables, 16 figures, 65 references, 1 appendix.

The information sources used are web-cites, on-line -access articles.

THEORETICAL BASIS AND PRINCIPLES OF THE SOCIAL DEVELOPMENT STRATEGY AT THE ENTERPRISE

1.1 The essence of the social development strategy in the system of strategic management of the enterprise

The construction of a socially-oriented economy in Ukraine determines the growth of the social factors in the activities of domestic enterprises. The profitability of the business seems to be the only criterion for the effectiveness of the managers. The level of their professionalism is largely determined by such characteristics as the ability to form a team of subordinates, to ensure not only the organization of work, but also the positive emotional climate in the team. These factors enable us to guarantee a stable reproduction of human capital in the system of social and economic relations with business partners, consumers and the public [23, p.137].

The essence of strategies is defined as the model of certain decisions, actions, the long-term plan of the business entity, the art of having the necessary specialists and assets in order to achieve certain competitive advantages.

Strategic management is the process of developing strategies and managing the organization for its successful implementation. Organizations and managers who think strategically look ahead and determine the direction in which they want to move.

Strategic management is carried out in the context of the mission of the organization, and its main task is to ensure the relationship of the mission with the main goals and objectives of the organization in a constantly changing economic environment. Strategic governance concerns both the goals to be achieved and the means by which they are achieved.

Managers who think strategically should have a long-term and rather broad vision of the organization's. But they should also have an understanding of what exactly they are responsible for. Firstly, planning for the allocation of funds in the way most useful for implementing the strategy and, secondly, for the

management to be built, adding significant value to the results that it receives organization.

Planning at the level of the corporation as a whole, as well as at the level of departments, their groups, factories and other organizational units is generally accepted practice.

The applied aspects of western enterprises in the field of strategic management, they should be applied with certain reservations, taking into account the peculiarities of the domestic economy. In addition, changes in the management system at the time of their implementation cause an increase in economic risk. Guidance under these conditions should provide an atmosphere that would inspire employees to perceive changes, minimize resistance, without excluding risky actions, helping them discover their capabilities [20, p.31].

Ukrainian enterprises are trying to actively use and improve various systems and models of management activity to improve the long-term effectiveness of activities. The enterprises create special departments, working groups and sectors for identifying long-term strategic priorities for enterprise development and the formation of appropriate strategic systems. Using current achievements and achievements of strategic management, an enterprise receives a significant advantage over competitors in the struggle for resources, markets, consumers, suppliers, etc.

From the very beginning the planning was distributed only to the economic sphere within the large industrial formations - trusts, concerns, firms. Subsequently planning has spread throughout the society, in particular in the social sphere.

In the conditions of a market economy, the relevance of issues related to ensuring the effectiveness of the functioning of the labor collectives of the organization is growing. A collective approach is advisable to consider one of the methods of solving such managerial tasks as (*Fig. 1.1*):

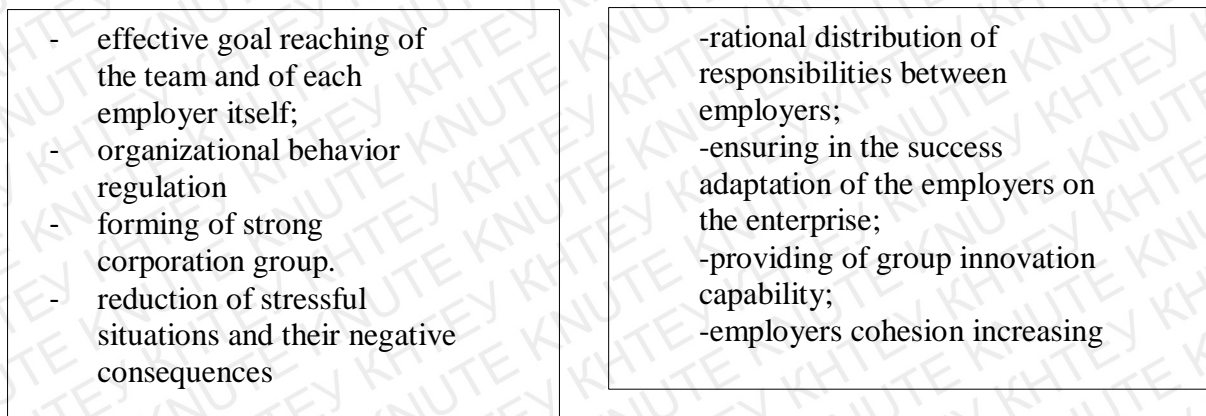


Fig. 1.1 Managing Tasks at the enterprise

The tasks above are the most important, when to talk about social development planning [51, p. 239]. Labor collectives are important elements of the economic mechanism, which ensure the production of national income as the main source of social development. The collective of the enterprise is the closest social environment for each employee, and it is the one who ensures his constant development. And in order for this environment to develop, it is necessary to manage the process of social development of the labor collective [8, p. 192].

The social organization of the enterprise as a system, built on a hierarchical principle, and consists of a number of certain subsystems— defined organizational units, which, in turn, branch into the relevant units, and so on. The primary organizational unit here is the areas and departments that do not have any official structural units inside of them.

Isolation of social strategy as an independent functional strategy is quite necessary, since at this time, no government— no central or regional - can provide citizens with the necessary set of goods and services that ensures their normal livelihoods. Under such conditions, the organization is forced to pay more attention to the solution of social issues, offsetting deficiencies in this area by the state and local self-government [43, p. 71]. The importance of forming a social strategy is determined by certain reasons, which are presented in Fig. 1.2.

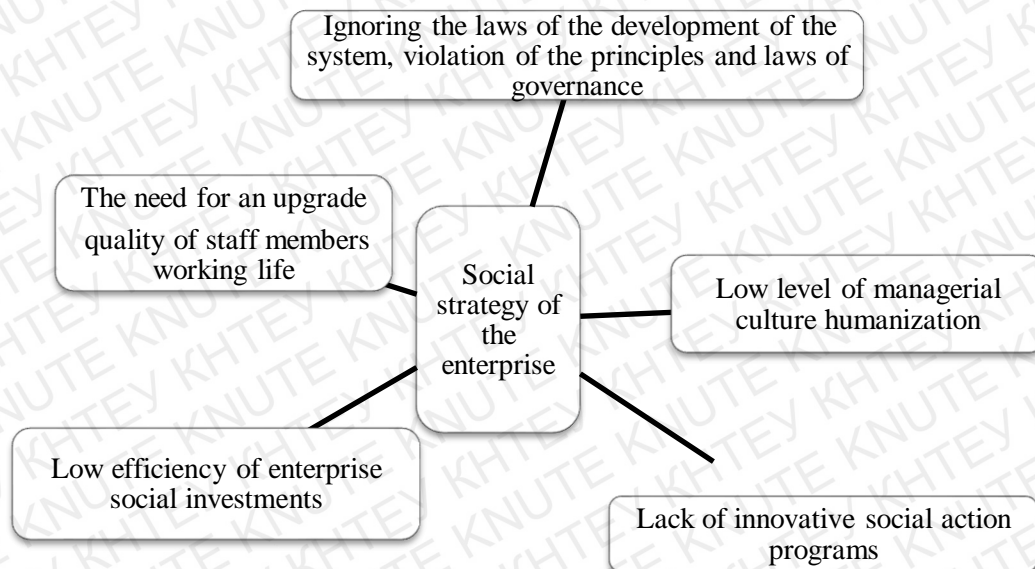


Fig. 1.2 Reasons of forming a social strategy of the enterprise

The social development strategy is considered as a complex system of ways and directions for achieving long-term social goals of the company, which is interrelated with its economic strategy. In the long run, this creates conditions for building up and efficient use of the company's social potential and allows for the variability of internal and external factors.

Social development strategy— a leading direction in the development of the social subsystem of the enterprise and each employee as structural elements of society [2, p. 173]. Despite social policy, it is developed in the presence of a shortage of resources or changes in the business environment and involves an analysis of various options for action in order to choose the best alternative for realizing social priorities and areas of development that can be really provided with available resources [38, p.152].

It should also be developed in the form of an independent program of actions, coordinated with the corporate and business strategies of the organization. Moreover, depending on the method of this agreement, two approaches to the formation of a social strategy are possible (*Fig. 1.3*).

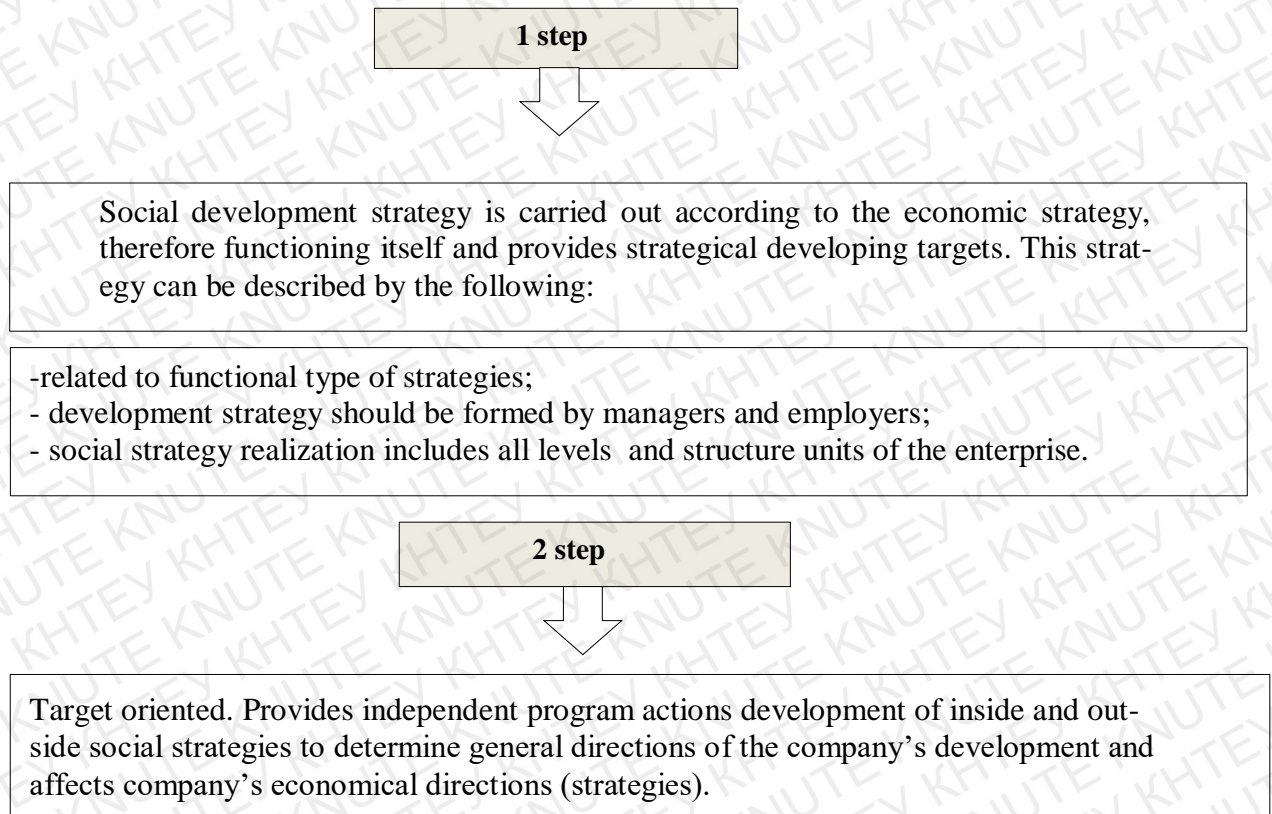


Fig.1.3 Social strategy methodology formation

At the same time, the internal social strategy is a system of measures and a long-term plan of action of the enterprise in order to provide conditions for effective use and development of its social potential, as well as increase of competitiveness [27, p. 132].

The strategy of organizational behavior of the enterprise in the external environment, as a set of actions of the company in forming relations with the subjects of strategic interaction, determines the conditions and rules of coexistence in the economic system, as well as the reaction to various events and processes. To develop an adequate social strategy it is taking into account the variability of the external and internal environment, it is necessary to pass certain stages (*Fig. 1.4*).

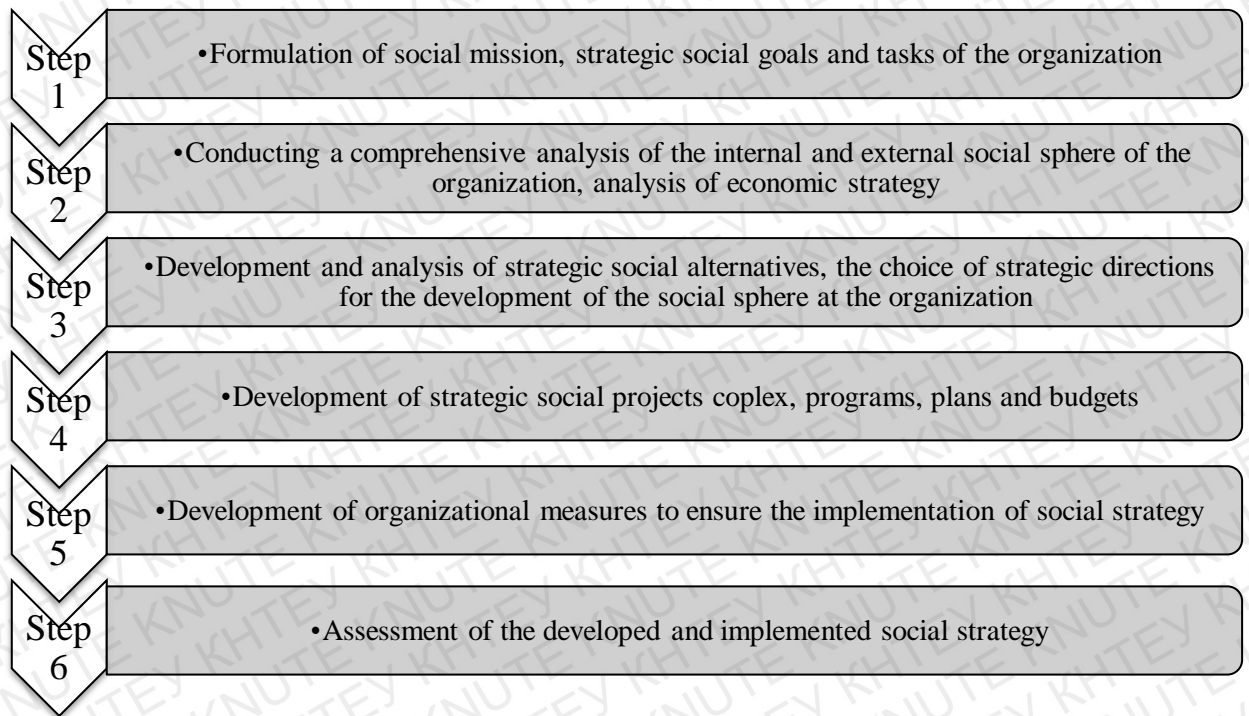


Fig. 1.4 Algorithm of the social strategy formation and implementation processes at the enterprise

The following key components of the company's social strategy can be highlighted (*Fig 1.5*):

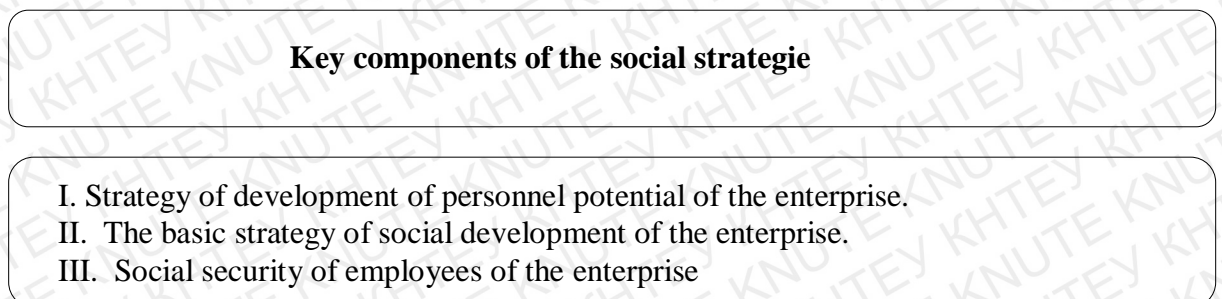


Fig. 1.5 The key components of social strategy of the company

I. Strategy of development of personnel potential of the enterprise. Each company should clearly understand how and in what directions it will develop the professional and creative abilities of staff, which is the most important factor determining the potential for success. With any version of the basic development strategy of an enterprise it is necessary to consider, with the help of which personnel resources can be realized. The development of a basic strategy should be done taking into account the present and future capabilities of the staff [39, p.93].

The strategy of personnel potential development of the enterprise is connected with realization in practice of various aspects of the enterprise personnel management. This strategy should be considered as a continuous process that includes the following elements.

Table 1.1

Personnel potential development strategy

Strategy	Description
Planning the personnel needs of the enterprise	in the process of which must take into account both the quantitative (how many staff are needed), and its qualitative characteristics.
The strategy of the personnel formation	which should be provided for intensive research in the labor market in order to assess the capabilities of their personnel.
The strategy of personnel development of the enterprise	Should consist in achieving maximum compliance of the employee with the requirements that are applied to him.
Strategy of the personnel use and preservation	should envisage the concrete consolidation of employees at the enterprise and stimulate them with the help of the appropriate tools of staff recruitment and improvement
The strategy of reducing the personnel of the enterprise	which involves the development carefully differentiated staff reduction tools.

II. Basic social strategy of the enterprise. The content of this strategy is to provide integrated development of the social sphere of the enterprise, which may include the following components (Table 1.2):

Table 1.2

Basic social strategy of the enterprise

Stage	Description
Improvement of the social structure of the enterprise's production team	It must be taking into account the goals and planned results of other functional strategies, the main directions of activity in the social sphere are determined both in the production team as a whole and in the context of separate social groups (women, youth, workers, employees and so on).
Improvement of conditions and labor protection, strengthening of workers' health	Important is to take into account the specificity of production, which determines the working conditions, the nature of occupational injury.

Stage	Decription
Improvement of housing and social and cultural conditions of workers and their families	defines the main goals and means for the formation and improvement of the social infrastructure of the enterprise. As part of the development and implementation of social strategies can be targeted programs to address the most priority tasks of social development of the enterprise.

III. Social security of employees of the enterprise. In this section of the company's strategy, using profits it is possible to set additional compensations for retired workers, maternal women, and reduce the cost of goods and services that are implemented within the social infrastructure of the organization. Financial support (budgeting) of the social strategy of the enterprise can be formed in several ways. First, the management of the company itself justifies and determines the amount of funds for social development, that is, proceeds from available funds. Secondly, planning a budget for a company's social strategy can be based on determining the percentage of profits received. Thirdly, proceed from the specific goals and means necessary for the implementation of specific social measures. The choice of a certain method of justification and budgeting of the social strategy should be made individually, depending on the specifics of the particular enterprise and determined by its management [35, p. 158].

The effectiveness of a company's social strategy can be defined as a final social result obtained at the lowest cost and in the optimal time. The normative regulation and modeling of social processes can be a viable criterion for a social outcome. Social standards are a kind of sociological technology to characterize the optimal state of the social process, which are compiled on the basis of accounting for objective patterns of social development.

In Ukraine, due to its deep crisis, social planning has lost its relevance. The opportunities has opened at the stage of the formation of our state have practically been exhausted. In order to revive social planning, in his opinion, social norms can be scientifically grounded quantitative and qualitative

characteristics of the optimal state of the social process (or some of its aspects), obtained on the basis of objective laws of social development and opportunities of society and aimed at maximizing the material and spiritual needs of a person.

1.2. Methods of labor collective management and planning of its social development

Methods of labor collective management— are specific methods of influencing the subject of management to the controlled object to achieve their goals.

Management methods are related to the subject and object of management. Conditionally, they can be divided into three main categories:

- economic;
 - administrative (organizational and administrative);
 - socio-psychological (spiritual).
- Economic methods of management involve material motivation since they are oriented towards performance of certain indicators or tasks requiring reward for results;
 - Administrative (organizational and administrative) methods are based on the power of motivation, based on subordination of law and order;
 - Socio-psychological method—ideological ways in which the impact on the consciousness of workers, social, ethical, religious and other interests of the people and carried moral stimulation of work [17, p.97].

There is another set of social planning methods that characterizes the process of social planning on the other hand. The old system was dominated by the balance method, which provided a link between the needs of society and its capabilities for limited resources. With the transition to market relations, when it is important to see the social consequences of the decisions that are made, the company must be able to coordinate the interests of all participants in the transformation, providing conditions for the discovery of their creative activity, the following methods are necessary:

- normative, when the norms are fundamental to the definition of indicators of social development;
- analytical, combining analysis and generalization. With this method, social progress is divided into components and the main directions of program implementation are determined;
- optional, which involves considering different options for solutions and choosing the most optimal;
- complex, which involves the whole complex of factors in determining the rates and proportions of rational development, the characterization of its main parameters;
- economics and mathematics (linear programming, modeling, multivariate analysis, game theory, etc.), [5, p. 118].

The sources of financing for the measures of the social development plan are diverse, but must be precisely defined. Depending on the nature of the activities, they can be financed from the fund allocated for reconstruction, funds for the development of new technology, development of production, as well as at the expense of bank loans, for part of depreciation deductions going for major repairs.

An analysis of the quantitative indicators of social development enables to assess the effectiveness of the social development plan, which can be economic and social. Economic efficiency manifests itself in the growth of labor productivity, improving product quality and reducing its cost, increasing the profitability of production. Social efficiency is the improvement of the social structure of the labor collective, the improvement of the social status and cultural level of its members, the rational use of free time, the growth of the welfare of the members of the collective, and increased commitment of employees.

The plan for social development is a set of scientifically grounded measures, tasks, indicators from all complex of social problems, implementation of which

will promote the most effective functioning of the labor collective of the enterprise.

Social plan for the development of labor collectives are based on indicators enterprises business plans and their associations. Overwhelming majority of them necessarily include [15, p. 54]:

1. General results of the production and economic activity of the labor collective of the enterprise or association;
2. Improvement of the material and technical base of enterprises (unification) in the conditions of market transformation;
3. Development of social and professional qualification structure of personnel;
4. Improvement of material and moral stimulation of labor, wages growth of employees;
5. Improvement of social and household provision of personnel;
6. Further development of democracy, increase of business activity of personnel in the management of an enterprise (association).

In the plan of social development, the following sections and directions of work are singled out [42, p. 45] (Table 1.3).

Table 1.3

The social development plan

Stage	Description
Improvement of social structure of the collective	attention is paid to reducing the proportion or elimination of heavy and harmful for health, reducing the share of low-skilled labor, improving the educational and qualification level of employees, separately considers the working conditions of women, adolescents and the elderly.
Social factors of production development and increase of its economic efficiency	in planning it is necessary to highlight areas and units with unfavorable working conditions, to provide measures for the improvement of the working environment, replacement of equipment, which is a source of harm and danger. Also outlined measures for compliance with sanitary and hygienic norms, labor safety standards.
Strengthening the activities and creative initiative	measures in this direction are developed on the basis of the analysis of the value orientations of employees and aimed at stimulating high labor and industrial discipline, the development of various forms of involving employees.

The stages above the main components of the social development planning [42,p. 48]. Social development services must include highly qualified specialists— economists, sociologists, psychologists, lawyers, their task is to regularly carry out sociological research aimed at developing and implementing measures to create favorable socio-psychological conditions for enhancement the degree of satisfaction of the material and spiritual needs of workers, as well as the growth of labor productivity and production efficiency [48,p.254], (Fig1.6).

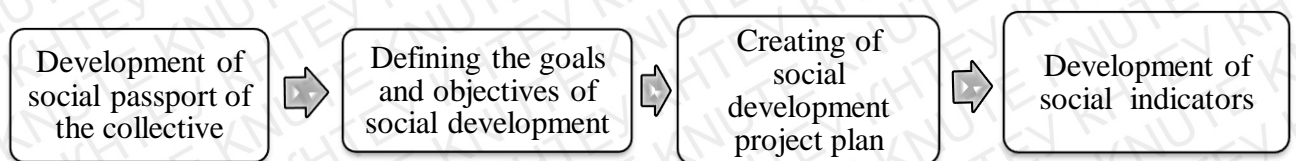


Fig. 1.6 Stages of social development at the enterprise

These are the main stages to implement, when social development is considering[48,p.252].

The social passport first began to be developed in 1966 on the model of technical and economic. Social indicators of the passport are diagnostic tools, that is, they reflect the state of the object of management and social problems. With the help of passports, an approximate probing of the structure of the object being studied, dynamics and factors of its development, determination of its place in the system of external communications is carried out. The main purpose of a social passport is to identify a problem situation.

Analyzing the indicators of the social passport, it was found out what problems go beyond the competence of the administration (for example, changing the timetable of urban transport services used by employees), which of them will eventually disappear by themselves [24, p. 73].

Implementation of the planned measures does not end up with the implementation of the practical actions system. The control is required for the

implementation of the plan. It should be completed not by the director's report, but by an assessment of what actual changes occurred in terms and content of work, the social structure of the team, the interests and motives of employees, their attitude to their duties after the innovations. With their help, control the process of implementation of the plan, deviation from the intended objectives, identify new problem situations, extend the boundaries of planning [14, p. 131].

Optimal structure of a social development plan depends on understanding the contents of those socio-economic processes that are planned, and the skill to identify the indicators for their assessment and calculations, to find ways and means to manage, to choose the direction and ultimate goal.

In addition to the social development plans can be developed specialized social programs, such as "Health", "Women's work", "Youth", "Housing", "Work Conditions" etc.

1.3 Indicators of social development of the labor collective and criteria for its evaluation

Planning and management of social development require the quantitative assessment.

Quantitative and qualitative characteristics of the level of development are used in planning to assess the relevance of the actual situation to scientifically based requirements, are called social indicators. In the most comprehensive way indicators of all spheres of public life, especially scientific and technical and economic development, are determined and calculated on the basis of statistical data. To identify all the basic parameters of social processes, special studies are conducted to assess their status at the level of society, region or sectors of the national economy.

Indicators of social development of labor collectives are determined mainly by the teams themselves, based on the availability of opportunities for development and increase the effectiveness of its activities.

The social structure of the labor collective of the enterprise is an important characteristic of its development and represents the relation between different social groups and layers. It is determined by various factors, depending on the organizational and legal form of the enterprise, the structure of management, the level of professional qualifications and wages of employees, as well as their age-gender composition. The moral and psychological climate in the team is especially influential on the social structure, which is determined by the presence of people who have different temperament and character, different target personal orientation and motivation (Table 1.4).

Table 1.4

Social structure of the enterprise collective

Characteristic	Representative
Gender	Man, woman
Age	Young, middle age, old age
Social affiliation	Worker, official
Position	Head Manager, specialist, worker
Education	Intermediate, average specialist, unfinished higher, upper
Specialty	Engineer, Economist, Lawyer
Qualification	Low, average, high

In relation to the developed of social development indicators system of the labor collective, the approach involves the division into indicators-results of management of labor productivity and indicators-the possibility of increasing the efficiency of labor (Fig 1.5).

Performance indicators system of the social regulation

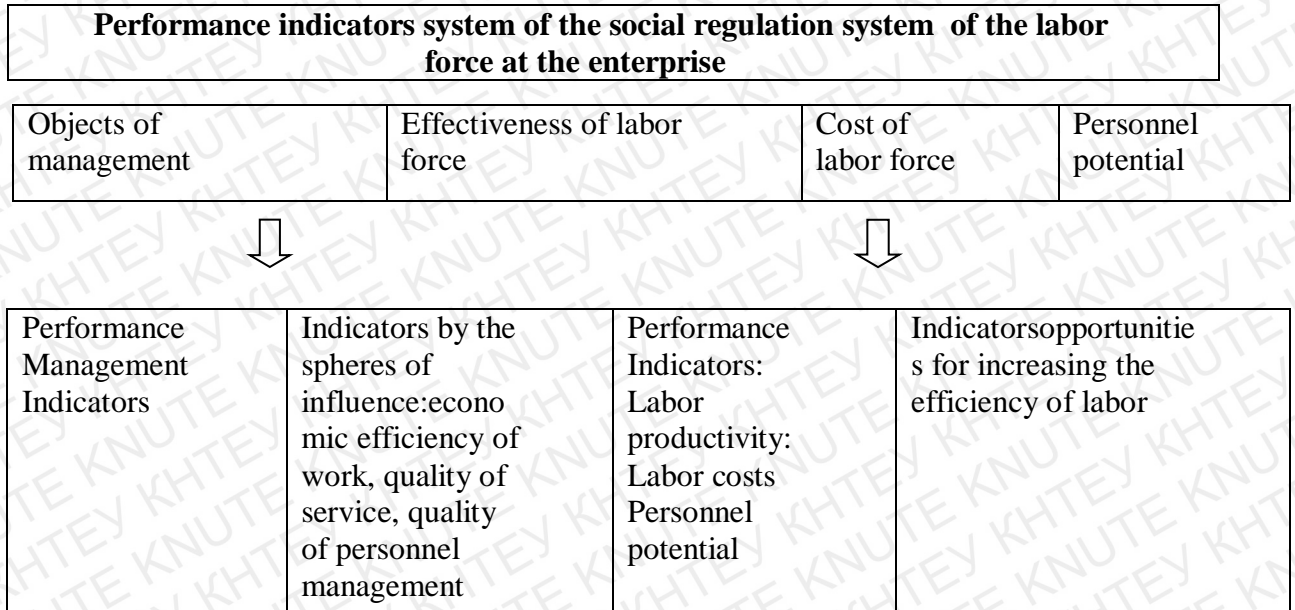


Fig. 1.5 Performance indicators system of the social regulation

As a result, it is possible to distinguish three groups of indicators of efficiency management of social regulation system of the labor force at the enterprise [13, p. 158]:

Group 1: key indicators-indicators, which comprehensively characterize the results of the joint activity of all subjects, focused on the main spheres of influence of efficiency on the profitability of the enterprise - economic, organizational and social efficiency;

Group 2: performance indicators that reflect the levels of labor productivity, labor costs, labor costs and staffing capacity;

Group 3: indicators-opportunities for increasing the efficiency of labor, characterizing the ability of the system management company SRTTP minimize personnel risks, using internal reserves.

The index of labor efficiency shows the return on unit labor costs of a certain value when performing the planned indicators of the store The meaning of the index is to control the marginal cost of labor in which the network can receive the results of work, sufficient for profitable activities

$$IEP \equiv B / (FWT * C \text{ 1 hrn}) \quad (1.1)$$

where B - revenue of the store or network for the analyzed period;

FWT - working time fund for the period;

C 1hrn - the cost of 1 hour of work in the analyzed period

Assessment of the work organization on the labor collective social development of the labor collective uses:

1. Availability of the Provision on Social Development Service.
2. The number of social development services.
3. The number of workers belonging to one employee of the social development service.

The main indicators of assessing the social development of the enterprise can be defined [11, p. 43].

- Indicators of working and health care:
- Indicators of cultural and social conditions:
- General indicators of social stability:
- Indicators of working conditions (labor regime and conditions of production).
- Indicators of the state of the production environment.

An integral indicator of the results of social development can be defined as the ratio of the sum of values of all levels of indicators to their number.

According to Zakharov et al [16, p. 34], the assessment of the sphere of production can include such indicators:

1. Share of social funds;
2. Share of workplaces with unfavorable working conditions.;
3. The share of workers employed in work with harmful working conditions;
4. Share of manual workers;
5. The share of work requiring high qualification in the total labor complexity of products.

The following indicators can also be used to assess the development of the social infrastructure of the enterprise: the proportion of workers with housing

supply below the normal level, the share of waiting persons for housing, the share of employees who use the services of children's institutions, the share of employees who use the services of catering establishments, number of places on tourist and sports bases, number of medical staff per 100 employees. To assess the correspondence of the real state, scientifically grounded planning requirements are using social indicators. They are quantitative and qualitative characteristics of the state, tendencies and directions of social development and are calculated on the basis of statistical data. For deeper measurements, sociological research is carried out [10, p. 94].

To characterize the level of social development, two types of indicators are used:

- general, the comparison with which shows, ahead of, behind, or if the investigated phenomenon is at the same level of development;
- normative, comparing with which, it is possible to establish conformity of the real state of development with scientifically substantiated normative requirements.

Since social service as a subject of management deals exclusively with people, its primary task is to focus on the person, his intellectual and moral potential, the culture of communication and interaction of employees. Providing the desired changes in the social environment of the organization, social service specialists are forced not only to overcome the difficulties of economic and technical order, but also mainly engage in socio-psychological, spiritual and moral problems related to the relationship of people to nature, scientific and technological achievements, labor and, of course, to each other.

Specialist social service requires extreme care for a person, maximum care for each employee of the organization, meeting his requests, respect for rights and dignity. They are using the means at their disposal, to stimulate the interest of employees to work and high-performance work, to develop social activity, aspirations of employees to effectively realize their knowledge and skill. It is important to raise the level of people's awareness of the importance of discipline,

creative initiative and autonomy, individual and collective responsibility for the results of collaborative work [10, p. 95].

It is the social service specialists who can have a significant influence on the social development indicators of the labor collective by finding an approach to each worker, stimulating and motivating him to work and achieving certain "peaks" that will be benefit to both the worker and the enterprise.

Conclusions to the Part 1

In modern conditions it is possible to say that the increasingly important phenomenon of social life is the corporate social policy, which is formed both within the enterprises and in the external environment - mainly in the territory of their activities. And if the expert community were not critically evaluated by the motivation of corporate business structures to implement certain social projects, the end result of social policy significantly affects the level and quality of life of people.

Thus, in this way, the development and implementation of a social strategy for social development creates conditions for:

1. increasing the stability of the staff and the level of commitment of the company's employees, due to increased satisfaction with labor and quality of working life;
2. reducing staff turnover and to ensure the growth of labor productivity as a result of the intensification of the internal social potential;
3. optimizing social investments and non-financial risks in the activities of enterprises.

Planning of social development of labor collectives provides for the growth of social efficiency, which, along with economic efficiency, is an essential prerequisite and a condition for the well-being of the enterprise and its employees.

PART 2 ANALYSIS OF LABOR COLLECTIVE SOCIAL DEVELOPMENT OF THE “RETAIL TREND” LLC

2.1 Formation and social development of the labor at the enterprise

Formation and social development of the labor collective should be based on social designing, assessment, social forecasting, modeling, and programming. Consequently, the main document should be not a plan, but a social development program—a detailed statement of the main tasks of the organization, its individual structures and members.

A prerequisite for developing a program for social development of the labor collective is an analysis of the initial situation. A prerequisite for creating a program for social development of the labor collective is an analysis of the initial situation.

In order to develop the program of further development of the “Retail Trend” LLC personnel it is necessary to determine the level of social status of collective enterprises of the same level, as well as to study existing methods and programs of social personnel development [15, p. 53], which was described in the first part of this paper.

To do this, it is important to conduct an analysis of social development system of the “Retail Trend” LLC collective on the following components: selection and placement of personnel; professional orientation, adaptation, advanced training, training, certification; employment policy; management of service growth; social policy; stimulation and motivation. To make the estimation more accurate, one of the network’s local shops of “Retail Trend” LLC was chosen—“Furshet”, Kyiv, Lynacharsky, 22.

The personnel department implements HR policy tasks of “Retail Trend” LLC, personnel recruitment, personnel reserve formation, development of programs for stimulating career growth, social benefits for employees (*Fig 2.1*).

Task of the personnel department of “Retail Trend” LLC

- implementation of personnel policy of the Company;
- staffing reserve formation;
- training and internships;
- introduction of career development programs;
- development and implementation of motivational programs;
- work with educational institutions;
- monitoring of the labor market;
- wages and bonus offers;
- realization of social programs;

Fig. 2.1 The personnel development tasks

Personnel department implements company's personnel policy, recruitment, staff reserve formation, development of programs for stimulating career growth, social payments for employees (*Fig 2.2*):

The task of the educational center of “Retail Trend” LLC

- preparation of business processes of department heads;
- advanced training of managers;
- conducting competitions of professional skill, seminars, conferences on the exchange of experience;
- creation of a mentoring system;
- formation of the teachers staff of the Training Center in the regions and their certification;
- development and implementation of a corporate system for staff assessment and coordination of the management process

Fig 2.2 The educational center tasks of the Retail Trend LLC

The department develops teaching methods and programs, provides professional training, professional development, and constantly monitors the job descriptions of their compliance with existing business processes (*Fig 2.3*).

The main tasks of the Personnel Service at “Retail Trend” LLC

- implementation of the policy of "Retail Trend" LLC regarding personnel issues;
- carrying out analytical and organizational work on personnel management;
- satisfaction of skills requirements and their effective use;
- forecasting staff development, stimulating employees for professional growth and professional careers;
- documentation of labor relations and personnel movement;
- monitoring of the labor market.

Fig. 2.3 Personnel Service tasks

The corporate development department conducts an analysis of existing business processes, organizes the implementation of design work to optimize labor costs and provide adequate staff motivation. It provides guidance and guidance for the Learning Center on the required training; organizes projects aimed at improving the company's activities. Launches an internal newspaper, provides the implementation of corporate culture, office management, creation and maintenance of a book of the company [34, p. 42].

Employment policy of “Retail Trend” LLC is based on the following principles:

- the company provides equal opportunities for all employees regardless of their origin, social and property status, race and nationality, sex, age, political beliefs, religion, etc.;
- employment policy aimed at achieving the full realization of labour potential of the staff;
- creation of comfortable conditions for effective work of the personnel;
- providing all necessary capabilities for productive work of staff [36].

In the case of new vacancies in the departments and structural units the user prefers the propaganda of the employees.

The system of incentives for employees of “Retail Trend” LLC is based on a combination of material and moral incentives.

The basis of the material motivation of labor is a certain system of its payment,

therefore the strategic tasks of creating a system of remuneration are:

- a) ensuring the direct and stable interest of each employee to achieve high levels of individual employment;
- b) creation of positive socio-psychological climate in labor collectives;
- c) fixing frames and minimizing their fluidity

For today “Retail Trend” LLC employees are provided with: paid holidays, paid hospitals, discounts at the store, free meals, training, advanced training, partial payment for accommodation in dormitories and apartments, payment of medical vouchers once every two years.

The enterprise evaluates professionalism, initiative, responsibility, culture of communication, ability to work in a team.

However, the indicators used by the network characterize only the results of the use of personnel and do not reflect the impact of management practices on the profitability of the enterprise, which does not meet the requirements of the integrated approach. (Table 2.1).

Table 2.1

The indicators of effectiveness

Object of the social regulation system efficiency management of the labor force	Indicator
Effectiveness of labor	Revenue from 1 m ² of trading area per year, UAH / m ² Number of buyers (checks), millions per year Average cost of one purchase (average check), UAH. Revenue per employee per year, UAH / person
Labor costs	Number of employees, persons Effective working hours (per purchase), min.
Cost of labor	Costs for staff for 1 hour of working time, UAH Staff costs, % of revenue Profitability of personnel on net profit (%)

When developing the system of indicators model of the system efficiency of social regulation of the labor force of the “Retali Trade” LLC should proceed from the fact that they must [32, p. 188]:

- 1) reflect the impact of labor efficiency on the efficiency of the retail network of “Retail Trend” LLC;
- 2) show the influence of the practice of personnel management on labor efficiency;
- 3) determine the degree of use of internal capabilities of the “Retail Trend” LLC to reduce personnel risks and increase the performance of staff;
- 4) the structure and number of indicators should meet the requirement of objectivity, complexity and optimality.

2.2. Analysis of collective management methods and planning of its social development

Personnel management is a set of principles, methods, means and forms of influence on the interests, behavior and activities of employees in order to maximize their intellectual and physical abilities in the performance of labor functions. The main task in the field is the ability to create the conditions for each employee to realize their potential opportunities and to find in each case the necessary instrument of influence on a person in order to solve the tasks. There are 3 groups of management methods that differ in ways of influencing people: administrative, economic, and social methods [35, p. 157].

Managing human resources is based on authority, discipline and enforcement. Administrative methods are oriented on such motives of behavior, as the conscious need for discipline of labor, a sense of duty, the desire of man to work in a particular organization, etc. These methods have a direct effect of influence: any regulates or administrative act must be enforced. Methods of administrative influence (Table 2.2).

Table 2.2

Methods of administrative influence

Method	Implementation
organizational actions	staff schedule; the provisions of the divisions; job descriptions; organization of the workplace; collective agreement; rules of labor regulations; organizational structure of management; statute of the institution
regulatory actions	order; instructions; instructing; guidelines; targeted planning; normalization of labor; coordination of works;
disciplinary responsibility	remark; reprimand strict reprimand; lowering the position; release
administrative responsibility	warnings, fines; indemnity

Positive and negative impacts of administrative methods of management in network “Retail Trend” LLC can manifest itself in the following (Fig. 2.5).

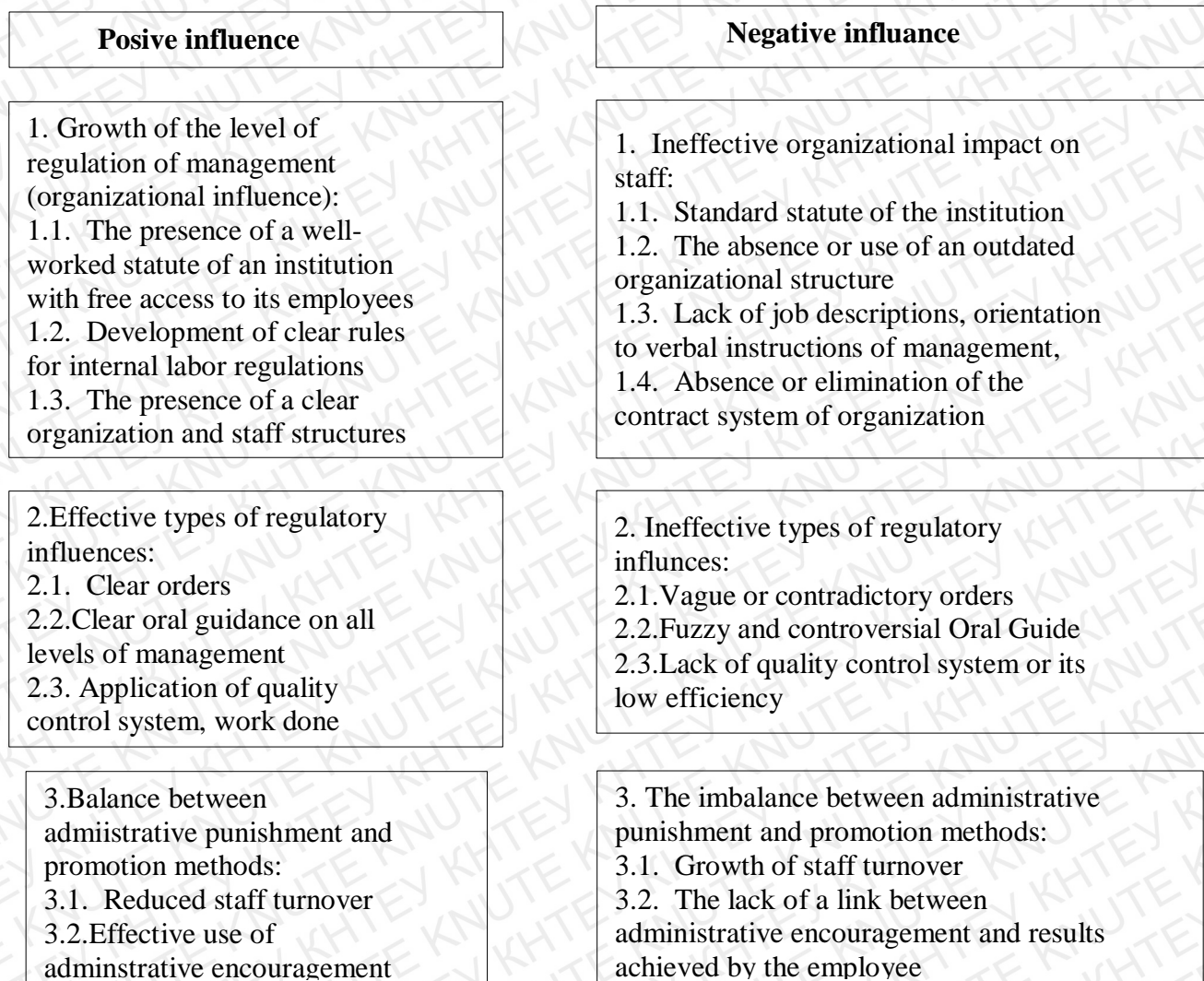


Fig. 2.5 Positive and negative influence of administrative methods

Economic methods. Control of the personnel is carried out on the basis of use of economic laws and categories. Economic methods should be based on commodity-money relations, the market economy, causing the need for a new theoretical justification of the role of economic methods. Economic methods of management can be classified as follows (Table. 2.3).

Table 2.3

Economic management methods

Method	Description
Planned farming	free enterprise economic development plan; portfolio of orders; performance criterion; the end results.
Labor remuneration	salary; wage rate; additional salary; remuneration; premium. The head of the institution, with the help of the listed components, can regulate the material interest of employees to ensure their living standards increase
Labor force	labor market; demand (need); availability (number); labor cost; standard of living;
Market pricing	cost; price; cost; income; profit

Socio-psychological methods of influencing the staff are based on the use of regularities of psychology and sociology. Sociological methods play an important role in personnel management, they allow to identify the appointment and place of employees in a team, identify leaders and provide their support, link the motivation of workers with the final results of production, provide communication and conflict resolution in the team [24, p.73] (Table 2.4).

Table 2.4

Socio-psychological methods impact

Positive impact	Negative impact
<p>1. Effective social methods</p> <p>1.1. Constant sociological survey team on the state of the psychological climate, and roles of managers</p> <p>1.2. The use of social experiments prior to drastic changes in the team (restructuring, remuneration, change of leaders)</p> <p>1.3. The social development planning team on the basis of growth in living standards and social norms</p> <p>1.4. Support for initiative of employees, the accrued traditions</p>	<p>1. Ineffective social methods of influence</p> <p>1.1. Ignoring sociological questionnaires and supporting informal methods for collecting information (rumors, gossip, etc.)</p> <p>1.2. Ignoring social experiments, making radical changes without training and informing the team</p> <p>1.3. "Resetting" the problems of social development of the team to the city authorities and the infrastructure of the service</p> <p>1.4. Focus on market competition, ignoring the initiative of employees</p>
<p>2. Rational psychological methods of influence on personnel Formation of a good psychological climate in the team on the basis of strict observance of human rights and psychological methods of research</p>	<p>2. Ineffective psychological methods of influence: create nervousness and psychological discomfort in the team, ignoring human rights and psychological methods</p>

In addition, with the purpose of improving the management of the labor collective and planning its social development in the "Retail Trend" LLC, the method of training is used.

2.3 Analysis of indicators of the labor collective social development and criteria for its evaluation

Taking into account the fact that today there is no single approach to assessing the level of social development of the enterprise and the labor collective, it is expedient to use a false system of social indicators (Table 2.5).

Table 2.5

The social indicators system

Directions of analysis	Indexes
Labor potential	Average number of staff. The share of the main social groups of workers in the total number of personnel.
Payment of labor	Labor Fund, including: basic salary fund supplementary wage fund; incentive and compensation payments; specific weight of labor costs in the total volume of production costs; size of the average monthly salary (at the enterprise and in the region, the country).
Social benefits	The amount of money spent on social benefits and benefits. Average costs of an enterprise for social benefits and benefits per one worker. Specific weight of expenses for social payments and benefits in the total volume of production costs.
Status of social infrastructure objects	The number of social infrastructure objects that are on the company's balance sheet. The amount of funds deducted for the maintenance of social infrastructure objects. The share of funds allocated to the maintenance of these objects in the total volume of production costs.
	Number of workers who have completed professional training, including: trained in new professions (primary training, retraining); have improved their qualifications. The share of workers who have passed professional training in the average number of staff. Company expenses for professional training of workers. Average cost of vocational training per one worker trained. Specific weight of expenses for professional training in production costs.
Working conditions	The number of workers who work in conditions that do not meet sanitary and hygiene standards. The share of workers who work in conditions that do not meet sanitary and hygienic standards in the total number of employees of the enterprise. The number of workers receiving benefits and compensation for working with harmful and difficult working conditions.
Moral-psychological climate in the team	The number of workers who are satisfied with the moral and psychological climate in the team. Number of conflicts. The number of conflicts in the team that managed to prevent. The ratio of resolved conflicts without negative consequences to the total number of conflicts that occurred during the analyzed period.
Staff movement	Ratio of turnover taken to work; Ratio of turnover on the output of workers. Coefficient of fatigue; Costs associated with staff turnover.

The study of social indicators in trade should begin with an assessment of the labor potential of the enterprise. As the "Retail Trend" LLC network has over 110 wholesale and retail stores, and reporting is done separately for each store, it would be advisable to select one of these stores and analyze the exact working capacity on it (as an example). An analysis of the size, composition and movement of the personnel of the trading company is carried out in order to assess the company's existing labor potential and its compliance with the strategy and tactics of the enterprise (Table 2.6).

Table 2.6

Analysis of the structure and dynamics of the staff of the wholesale and retail store "Retail Trend" LCC for 2016-2017

Indicator	2015	2016	2017	Absolute deviation	Relative deviation, %		
				2016	2017	2016	2017
Average number of employees per year, persons	138	145	152	7	7	5,07	4,83
The number of people who have been hired for a year	47	58	60	11	2	23,40	3,45
Number of discharged persons per year:	45	51	53	6	2	13,33	3,92
at their own will	31	34	35	3	1	9,68	2,94
for violation of labor discipline, person	14	17	18	3	1	21,43	5,88
Because of the state reduction, persons	0	0	0	0	0	0	0
The total number of persons accepted and dismissed	92	109	113	17	4	18,48	3,67
Leading staff, persons	14	17	19	3	2	21,43	11,76
specific weight, %	10	12	13	1,58	0,78	15,57	6,62
Trading and operating personnel, persons	109	111	113	2	2	1,83	1,80
specific weight, %	79	77	74	-2,43	-2,21	-3,08	-2,89
Auxiliary personnel, persons	15	17	20	2	3	13,33	17,65
specific weight, %	11	12	13	0,85	1,43	7,86	12,23

For the last three years, the average number of employees of the “Retail Trend” LLC was 138, 145 and 152 people in 2015-2017 [36].

It can be seen from the data in the table that the number of employees is increasing every year, but the growth rates do not significantly decrease. The growth rate in 2016 amounted to 5.07%, in 2017 - 4.83%. Such changes are primarily due to the expansion of the enterprise.

From the data it is clear that the number of adopted and dismissed workers increases annually. In total, the number of adopted and dismissed workers for the last three years is: adopted - 165, released - 149 people.

The age structure of “Retail Trend” LLC workforce (according to the results of observations) (Table 2.7).

Table 2.7

Age structure of "Retail Trend" LLC workforce

Type of employment	Women	Men
Consultants	All age groups 58. Preferably 25-45 years	Everyone is 40 years old. Preferably about 25 years old.
Cashiers	Approximately 25-40	Younger than 35
Guards	25-35.	35-40.
Cleaners	Approximately 55	
Administrators	Approximately 35 -	

For analyzing the movement of staff it is expedient to use such analytical indicators as acceptance coefficient, variability, smoothness and stability (Table 2.8).

Table 2.8

Analysis of the turnover of cargoes of the wholesale at “Retail Trend” LLC for 2015-2017

COEFFICIENT	2015	2016	2017	ABSOLUTE DEVIATION	
				2016	2017

Ending of the table 2.8

COEFFICIENT	2015	2016	2017	ABSOLUTE DEVIATION	
COEFFICIENT OF ACCEPTANCE	0,34	0,40	0,39	0,06	-0,01
COEFFICIENT OF VARIABILITY	0,33	0,35	0,35	0,03	0,00
COEFFICIENT OF STRENGTH	0,22	0,23	0,23	0,01	0,00
COEFFICIENT OF STABILITY	0,67	0,75	0,74	0,09	-0,01

Consequently, it can be said that in the “Retail Trend” LLC during the years studied, the movement of personnel did not have significant changes, that is, the situation became. A significant increase in 2016 and 2017 compared with 2015 was observed only for the positive coefficient of personnel stability.

But in general, the existing staff turnover at the enterprise, which indicates the need to take measures aimed at reducing this indicator.

The largest turnover of personnel is observed among the trading and operating personnel, as a rule, the transition of employees to a similar position in other trading networks.

In recent years, the “Retail Trend” LLC trading network has shown the poor financial and economic performance. Moreover, the number of outlets in the network is decreasing (according to GT Partners, in 2016 the company ended up with 81 supermarkets versus 97 a year earlier), and the total retail space for 2016 “Retail Trend” LLC decreased by 28,000 square meters. m of retail space. But these disappointing results are partly due to the recognition of the loss of control over the stores in the Crimea and in separate regions of Donetsk and Lugansk regions. The company does not publish the financial statements, so the growth or fall in revenue can only be judged by the individual comments of the leaders of the “Retail Trend” LLC.

The “Retail Trend” LCC has 69 stores in all regions of Ukraine. The average retail space of our stores is from 300 to 4500 m². The network has started an online project- customer service channels. So, Kiev citizens have the opportunity to order a grocery basket in the online store.

“Retail Trend” LCC offers a wide range of products of consistently high quality in different price ranges - more than 20,000 items of Ukrainian and imported goods.

Conducting observations in the supermarket chain “Retail Trend” LCC are intended to give some insight into the socio-economic indicators and the structure of employment in this network, its individual representations and the organization of work of supermarket workers.

As a result of the observations, it became apparent that the trend of the general structure of employment in the sex-age aspect is preserved in various supermarkets-representative offices of the “Retail Trend” LLC network, with the fact that the supermarkets themselves differ in their location, area and number of employees, and the range of goods available, etc. Of course, the number of women working in supermarkets significantly exceeds the number of men. This fact confirms the all-Ukrainian tendency that the number of women employed in the service sector (which includes supermarkets) significantly exceeds the number of men.

Analyzing the age structure of the employees of the supermarkets under investigation, it should be noted that in general the “Retail Trend” LCC network includes all age groups of the able-bodied population and is differentiated depending on the position occupied. However, it should be noted that the age of employees was estimated approximately, and therefore, the obtained data may differ from the actual state of things.

The object of the research was the employees of the supermarket management “Retail Trend” LLC (for example, a board member, a head of the personnel department or a department of public relations, etc.). Interviews with

such respondents were supposed to give a picture of the organizational and management structure of the “Retail Trend” LLC group [36].

The employment structure is one component of analyzing the gender peculiarities of hiring employees to work. The employment structure of the “Retail Trend” LLC network staff includes many aspects. In this analysis, we will focus on how men and women from the stores of Furshet are represented, as well as people of all ages.

In the course of the study, there was little information about the vertical gender segregation of professions in Furshet stores. Information on the ratio of men and women to managerial positions was obtained only in an interview with the deputy director of one store, who noted that they "in management positions are mostly all women." But it is not necessary that such a situation is observed in other stores [36].

During the observation it was noticed that the age of the store staff is about 25 to 45 years old. That is, men and women predominate among young supermarket workers, which testify to the reluctance of the leadership to employ people of pre-retirement age and the presence of psychological pressure on their lack of physical strength.

The next step was to analyze the gender peculiarities of hiring employees for work. It can be concluded that there is a practice of giving preference to a particular gender: such practice is argued that such professions as a loader or a worker with a wheelchair provide for lifting and moving heavy objects, therefore, a vacancy is given to young men. However, in vacancy claims, there is no information about sex.

Another aspect of the gender features of the working conditions of “Retail Trend” LLC network is the situation with the absence or presence of discriminatory manifestations in terms of remuneration, qualification and career advancement. The identified aspects are not found in the "Furshet" network.

An important aspect of “Retail Trend” LLC salaries is their equality or insignificant differences in salary levels for all employees (non-government

staff, lower-level managers) without regard to the positions occupied and workload. The only factor that influences the level of salaries is the term of a person's employment in a supermarket.

Annual growth rates of the average monthly salary of workers of trade enterprises in Ukraine during the period under study also tended to increase as well as the average monthly salary of employees of the "Retail Trend" LLC. But if we compare the growth rates of wages of the workers of the researched shop with the growth rates of wages in the industry as a whole, it can be seen, that in the company "Retail Trend" LLC the growth rate is less than 2 times, so in 2017, in relation to 2016, this indicator in the industry increased by 27.51%, and in the store only 13, 95% in 2017. This figure amounted to 32.23% and 16.23% respectively in the industry as a whole and in the store respectively. At the same time, the average monthly salary of the employees of "Retail Trend" LLC network significantly exceeds the level of minimum wages in the country.

It can be said that in 2016, the average monthly earnings of employees "Furshet" almost twice exceeded the minimum wage in the country and almost 10% exceeded this figure in the industry. Already in 2017, the average salary in the store has become smaller by 1.2% than the average salary of workers in the trade. In 2017, the average monthly earnings of employees of the store "Furshet" became 13% less than the average earnings in the industry [36].

Thus, we can conclude that the growth rate of the average monthly salary in the "Retail Trend" LLC is quite low compared to the growth rate in the industry, which does not ensure the interest of employees in the results of labor and does not contribute to strengthening the labor potential of the enterprise. Low wages also lead to the outflow of highly skilled personnel and, as a consequence, affects the reduction of the competitiveness of the trading company.

Analyzing the data obtained, it should first of all be noted that the information is controversial: the data obtained through focus groups with

supermarket workers do not always coincide with the data obtained during the interview with the administration of stores.

Conclusion to the Part 2

Modern trends in the functioning of the network “Retail Trend” LCC show that in this sector, as well as in the trade as a whole, labor productivity is quite low, which negatively affects the competitiveness of trade networks. It is established that the given problem is caused by low efficiency of labor management at the enterprise in the conditions of deformed professional qualification structure of the personnel (prevalence of low skilled workers, a significant part of the main personnel has non-specialized education), its low motivation.

Thus, the study of social indicators allows us to draw a conclusion on the level of social development at “Retail Trend” LLC and to determine the directions for improvement of further social development of the labor collective:

- Improvement of personnel structure at the enterprise and decrease of staff turnover due to increased interest of employees on the basis of their work and successful activity of the company;
- increase in the cost of labor, as well as rationalization of the structure of the wage bill, by increasing the share of incentive and compensatory payments, which should serve as a tool for material incentives for employees;
- raising the professional level of employees through the full utilization of intellectual and creative potential, which will allow the company to provide the company with highly qualified personnel;

To implement the proposed measures to improve social development "Retail Trend" LLC, it is important to pre-determine the possibilities and prerequisites for the development and implementation of the program of social development of the labor collective of the enterprise.

PART 3 PRACTICAL ASPECTS OF FORMATION OF THE SOCIAL DEVELOPMENT STRATEGY ON THE EXAMPLE OF “RETAIL TREND” LLC

3.1. The main directions of improvement of the company's social development strategy planning process

As a result of the analysis of modern conceptions of labor productivity management and the process of planning the strategy of social development of the company, it is necessary to distinguish three main approaches - crisis-based, situational and system-differentiating according to program objectives, objects and tools of management. These concepts have significant methodological contradictions due to the uncertainty of place, role, tasks and functions of labor productivity management in the system of enterprise management and planning of social development strategy; the question of the construction of permanent mechanisms of the effectiveness of social regulation of the work force is disclosed only partially, in some aspects.

In addition, scientific research in the field of managing the efficiency (or productivity) of work in the “Retail Trend” LLC network during the analysis was not revealed.

Against this background, it is worth proposing a model for managing the effectiveness of social regulation of the workforce in “Retail Trend” LLC network, whose purpose is to organize a focused and coordinated activity of all management actors in order to improve the performance of the network at the expense of increasing the return on each unit of labor costs on the basis of permanent mechanisms that ensure the achievement of high economic, organizational and social efficiency of labor [49, p. 558].

The implementation of this approach in the “Retail Trend” LLC network means that labor efficiency is a priority objective for all management actors, including employees. The work on managing and improving the efficiency of

work is included in the tasks of managers and managers of stores, as well as personnel services, which together provide the required level of personnel.

In the “Retail Trend” LLC network it is necessary to introduce four main permanent mechanisms of planning of social development strategy (*Fig. 3.1*):

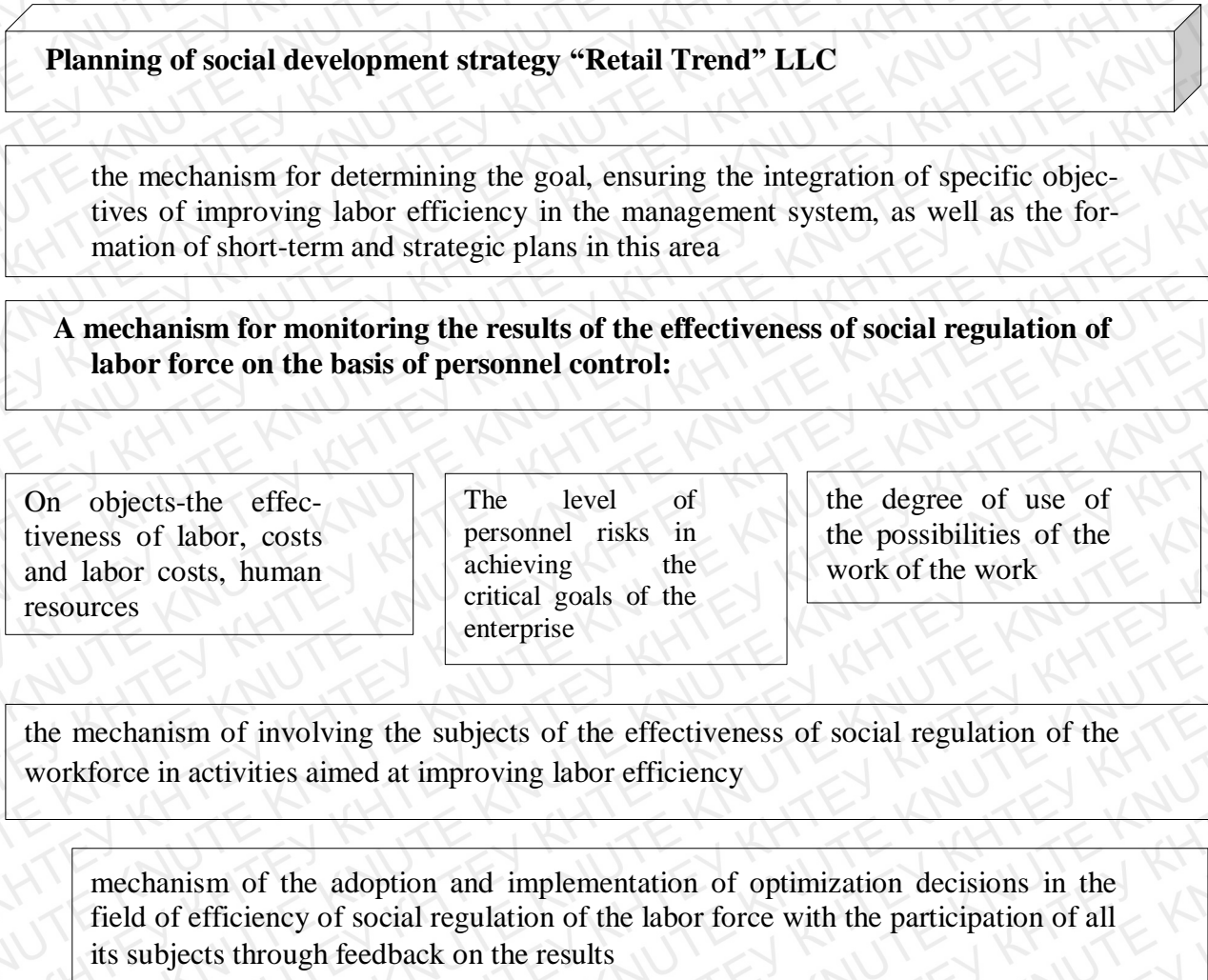


Fig. 3.1 Social development strategy planning

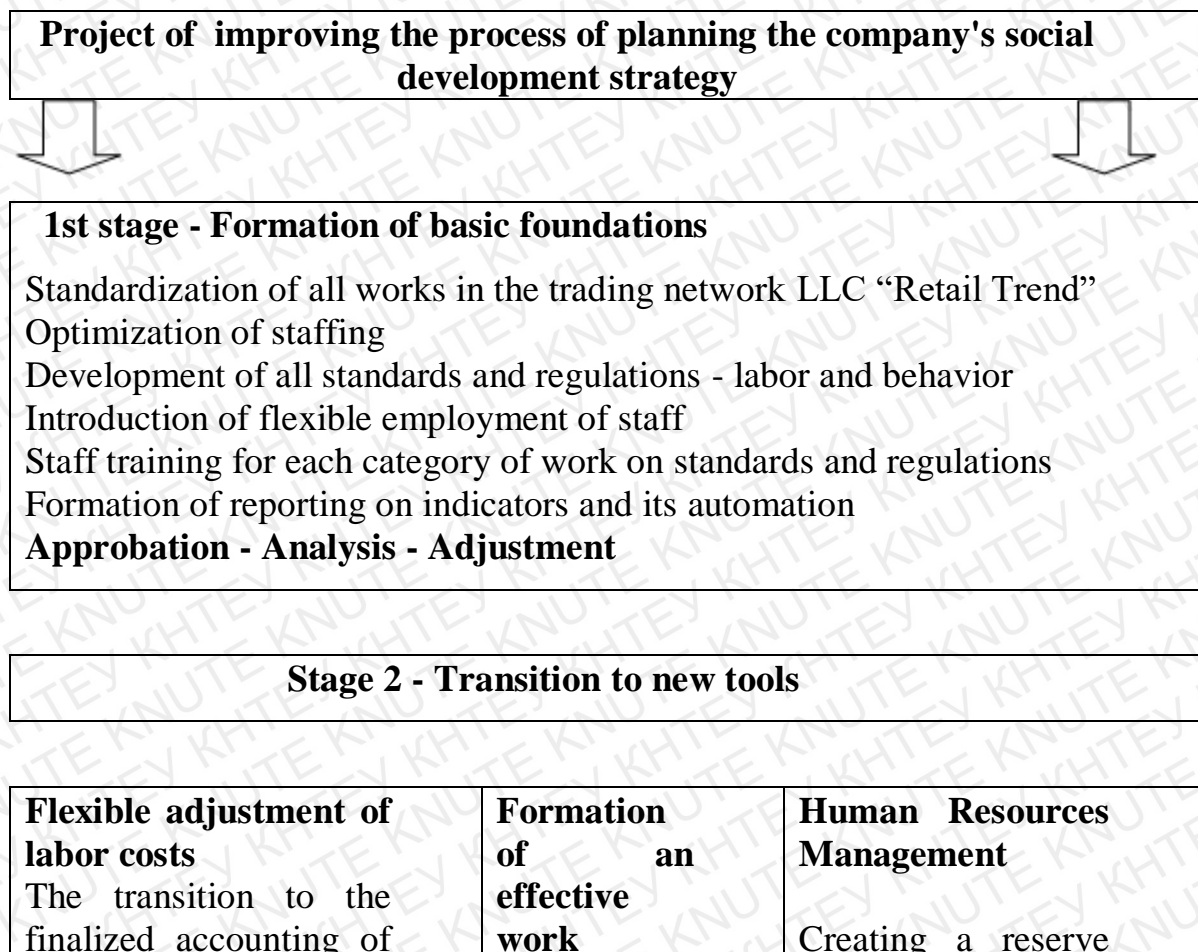
In addition, in the “Retail Trend” LLC network, it is necessary to develop a model for setting up a personnel management system by changing the concept of personnel policy and the role of the personnel management: this function of labor management becomes a key staffing strategies and network policies should be based on the principles of efficiency, relevance and flexibility.

In this regard, when planning the social development strategy of the Furshet network, the role of the personnel management service should be changed from

the executor and the administrator to the active mentor of the processes of increasing the efficiency of labor. The basis for effective personnel management should be new principles: quality, speed, reliability, flexibility and cost-effectiveness of staffing.

Also, when planning the social development strategy of the “Retail Trend” LLC network, it is necessary to develop a system of indicators of labor productivity management, which includes key indicator indicators, comprehensively reflect the impact of costs and labor costs in a certain state of personnel potential for profit generation; indicators-results describing the status of objects of labor productivity management; as well as indicators-capabilities, which reflects the ability of the management system to use internal reserves of labor efficiency in a context of high business and personnel risks [45, p. 79].

It is possible to propose the next project to improve the process of planning the social development strategy of the “Retail Trend” LLC (*Fig. 3.2*).



working time with a decent wage Flexible planning and adjustment of labor costs The system of remuneration and labor material incentives: bonuses, levels of benefits Interchangeability of staff Budgeting based on internal labor cost standards	culture	of candidates Formation of an internal reserve of managers and highly skilled workers Improvement staff assessment Changing the technology of recruitment Changing staff training technologies: distance learning, school-shop, dual mentoring
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Stage 3 - Result

Growth of financial indicators of the network, increase of operational efficiency Reducing costs and labor costs to an objectively required level Improved customer service quality	Running permanent mechanisms: goal-setting, control of indicators, involvement of managers and employees, adoption and implementation of optimization decisions	Creation and use of flexible regulation tools in the system of improving the process of planning social development strategy
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Fig. 3.2 Social development strategy improving plan

Nowadays, competitive businesses have trade enterprises that apply flexible regulation of volumes and structure of personnel costs. According to foreign research in retail, such an approach can reduce staff costs by 15%. For example, in the company "Gloria Jeans" the division of the working day into several changes, the conclusion in the change of personnel of different skills, taking into account purchasing streams and the use of partial employment reduced the cost of labor by 40%. Therefore, the development of practical tools

for flexible regulation of labor costs is an urgent task of improving labor efficiency [53, p. 273].

Thus, it is expedient to use the method of flexible regulation of labor costs in the “Retail Trend” LLC network, which ensures achievement of the planned productivity of labor in each trade format and maintenance of its value at the planned level [50].

The use of a flexible method for regulating labor costs in the “Retail Trend” LLC network requires the use of a number of tools (*Fig 3.3*).

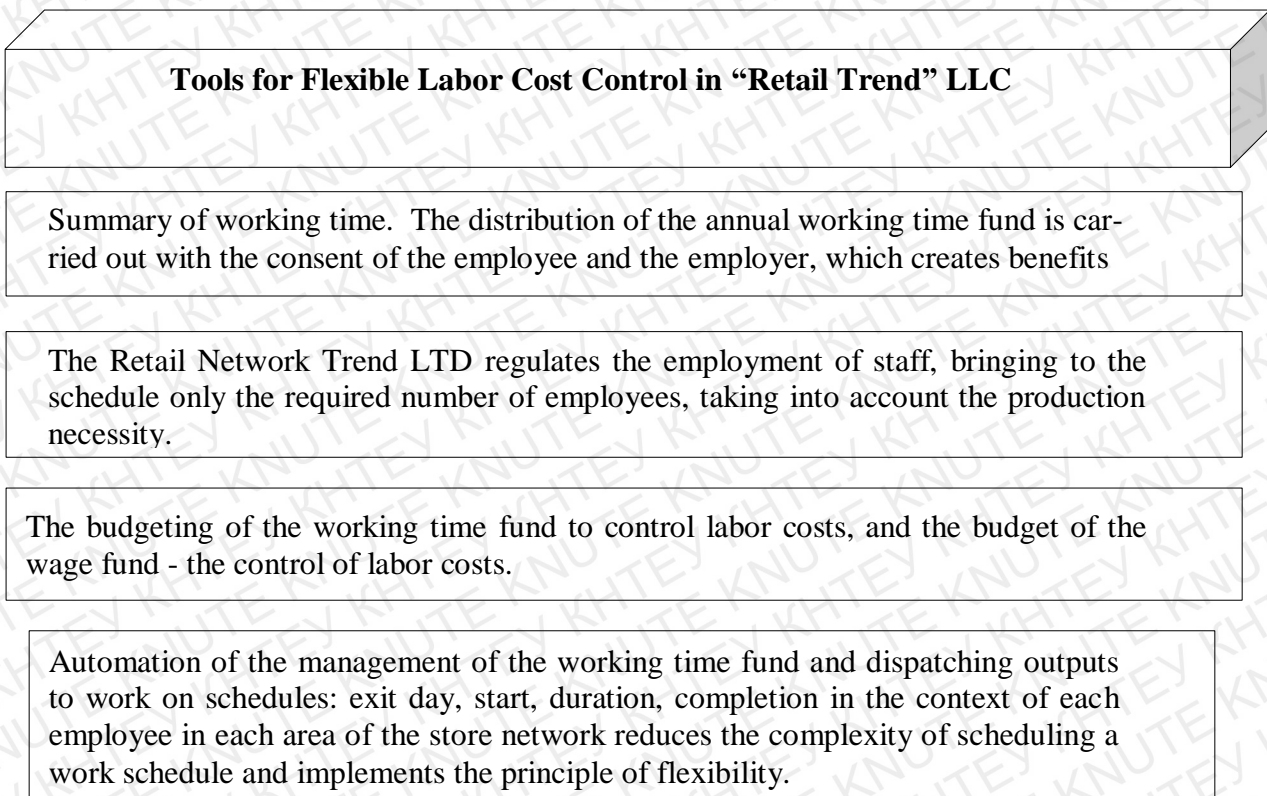


Fig. 3.3 Flexible method for labor costs regulation

For example, the automated workplace of the cashier allows you to receive daily data on the number of buyers, average check, in the mode of every day and hour. An automated control system allows you to receive information on the required working time fund; to compile the optimal working schedule of the personnel taking into account all kinds of employment, to conduct a tabular record.

In order “Retail Trend” LLC network, a personnel and work time accounting program that provides data on the number of staff and actually worked hours, absenteeism, receptions and dismissals is to be introduced. Automation of the definition of the wage fund and the calculation of wages allows you to receive information on the wage bill in percentages and in monetary terms; to calculate the components of wages based on the time rates for the actual time worked and to pay bonuses based on the results of work per month [52, p. 17].

The flexible labor cost control method is a convenient and easy to use tool that can be implemented on any enterprise, including the "Retail Trend" LLC network, since at the store level for payments you can use the standard Excel program [51. p. 231]. For the introduction of this technique and obtaining the full amount of necessary information, the trading network can use existing information technology or develop a software product that is convenient for use in its management system (programming tools).

3.2. Implementation of methods for improving the labor force management system efficiency and planning its social development

In modern practice of personnel management there are many methods and technologies of business assessment of personnel. Among them are the following: attestation, goal management, performance management, 360° method, interview method, etc. [242, p. 184].

Thus, in the “Retail Trend” LLC, within the framework of the implementation program, attestation is the right of the enterprise administration, which can be implemented in relation to all or certain categories of employees. All data obtained during the attestation is transmitted to the commission that examines them in the presence of the employee and makes decisions about his further fate in the enterprise [54].

According to the method of performance management assessment is carried out not only the results, but also the competences of employees, that is, those personal

qualities that are necessary for the employee to achieve their goals. The tasks and evaluation of their tasks are carried out by the manager and subordinates, after which the results of the interview agree: the review of wages, the payment of bonuses, bonuses, a comparison of the individual employee development plan, career development [57].

For the 360 ° method, the employee's assessment is a leader, colleagues and his subordinates. And the interview method is that the applicant is given the task of interviewing several candidates for jobs and making the decision himself. This method is aimed at testing the skills to properly evaluate and select employees [58, p. 207].

The program for improving the efficiency of the system of social regulation of the work force of “Retail Trade” LLC should also include a methodology for improving the quality of labor force based on a motivational mechanism. The indicated procedure will include two stages of implementation (*Fig. 3.4*).

Stage of the implementation of the program for improving the efficiency of the system of social regulation of the work force of LLC "Retail Trend"

Assessment of the degree of use of motives in improving the quality of manpower. For this purpose it is necessary to formulate 5 basic coefficients:

1. the coefficient of force of social action;
2. coefficient of force of creative realization;
3. coefficient of executive power;
4. coefficient of professional competence
5. coefficient of motivation of the employee at the enterprise.

System of Social Regulation of the Workforce of “Retail Trend” LLC

The integral indicator of the degree of use of motives of employees is calculated, which includes the specific gravity of the components of improving the quality of manpower.

Fig. 3.4 Stages of implementation

Also, the program implementation methods to improve the effectiveness of the system of social regulation of the workforce should include training in "Retail" Trend" LLC, carried out in different forms for different categories of staff. These forms are the school Directors of school Vice-principals, school managers, Deputy School managers, school governing trading hall, cashiers school[36].

“Retail Trend” LLC draws the frames due to both external and internal sources.

The external shape forming include placing information about job acancies directly on the Internet web site of the company, as well as personal invitations rom third parties, cooperation with the employment service and educational institutions.

Internal installation is carried out within companies of the enterprise, informing employees about available vacancies and the criteria provided to the applicants, the promotion of their employees. The staff selection process at the enerprise consists of the following stages (*Fig. 3.5.*)

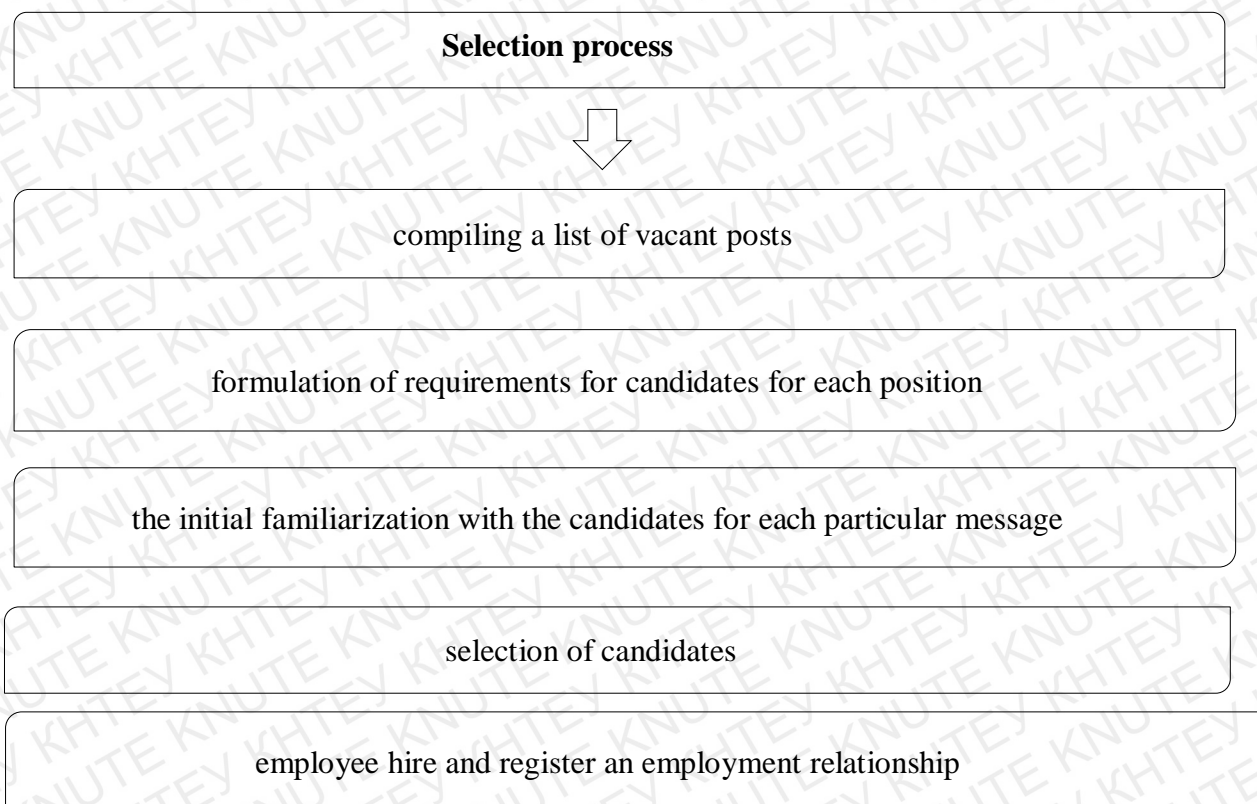


Fig. 3.5 Staff selection process at the “Retail Trend” LLC

The process of selecting a worker for a post involves the formulation of a set of requirements for the applicant. This set of requirements is described in the service description. Applicants are offered a number of qualification requirements, requirements for knowledge and skills in accordance with the position, as well as requirements to the individual and psychological qualities of the employee (business and moral qualities).

Initial acquaintance with a candidate for a position takes place through analysis of candidates' documents, first of all, this summary, autobiography, questionnaire, description, recommendations, copies of documents on education. Having reviewed the documents, it was decided to appeal the most suitable candidate for the interview. The purpose of the interview is the preliminary determination of the applicant's competence and personal qualities, the degree of his interest in obtaining this post; informing about the company as a whole and the content of work in this position; clarifying the interests and expectations of both parties.

After the interview, a decision is made to accept the candidate.

Professional orientation, adaptation, advanced training, training, staff certification. After accepting the crediting procedure for the company "Retail Trend" LLC, the worker is sent to the workplace, the process of his professional orientation and adaptation begins [36].

Special professional orientation is carried out by the management of the structural unit, which includes a new employee. A special professional orientation involves familiarizing the employee with the provisions of the structural unit in which he will work, namely: with the general provisions of the unit; with its composition and structure; with the purpose, tasks and functions of the unit; with interaction with other divisions and external organizations; familiarization with the rights and duties of employees, as well as responsibility for the unfulfilled duties, tasks and functions.

3.3. Forecasted estimation of the growth of the enterprise social development performance at the enterprise

Often evaluation experts use the term "assessment" in the vocabulary sense. The assessment is only what it is, and no more - namely, the definition of value [63, p. 501]

Due to the lack of a single definition to avoid difficulties with different interpretations, the European Commission proposes to use the five most important evaluation features that should be used to predict the growth of the

effectiveness of the social development strategy of
 “Retail Trend” LLC [63] (Fig. 3.6):

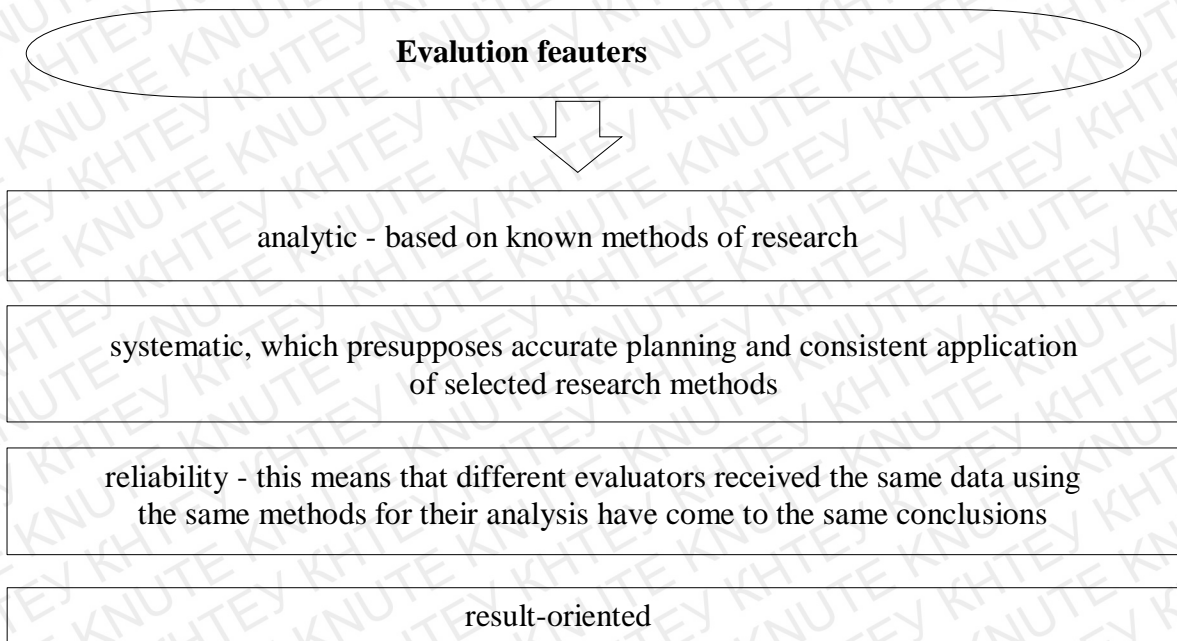


Fig. 3.6 The evaluation features

It is accepted to allocate interim and final evaluations. An interim evaluation is carried out at the stage of implementation of the program. Very often it is called an estimate that generates an idea of a program or diagnosis. Estimates that are carried out and set closer to the end of the program, often referred to as the final "generalizing assessment".

Usually distinguish three groups of factors that determined the evaluation of the program:

- 1) increase of responsibility and accountability
- 2) further development of the program
- 3) research work and obtaining new knowledge

In aim to improve the social development strategy indicators, the following improvement training program might be suggested (Table 3.1).

Table 3.1

Improvement training program

School	Training
School of Managers	Training center of the Department of corporate development of the chain of stores "Retail Trend" LLC was organized and conducted training and certification of managers to order from the trading floor of the local group of products [36].
School of the shopping hall management	In order to improve the efficiency of work, to teach how to quickly establish contact with subordinates, techniques for effective sales, methods of work and training of junior staff, ways to maximize the number of buyers, was organized by a permanent School of Managers trading floor, which consists of a series of step-by-step trainings.
School of cashiers (initial training)	Approximately 600 people were trained and sent to the shops for further employment.

On the basis of generalization, it is possible to propose a social passport of the trade enterprise, which should consist of the following sections:

- social structure of the personnel of the enterprise;
- working conditions of the personnel of the enterprise;
- safety of the personnel of the enterprise;
- compensation package;
- social package;
- labor discipline;
- social infrastructure of the enterprise.

As for today, the Training Center is actively organizing and training staff at different levels. The required number of personnel attraction to an enterprise is determined by the difference between the available labor force and the need for it.

Conclusions to the Part 3

After analyzing the socio-economic indicators of the economic activity of the "Retail Trend" LLC network, it can be noted that the implementation of the model of labor productivity management is important. It is necessary to increase the productivity of social development strategy by introducing a system of standardization and standardization of labor, the construction of working processes

based on the use of flexible work schedules, depending on the purchasing flow and flexible structures of personnel of different qualifications and forms of employment, changes in the system of evaluation of labor productivity. Implementation of this model of labor productivity management allows to implement a "soft" approach to optimizing labor costs, which does not involve radical and rigorous measures to reduce the number of staff and any economic benefits for employees (wages, compensations, privileges).

Alignment of costs and labor costs occurs in the implementation of an integrated approach, which includes the introduction of flexible labor cost management tools, the change in the practice of personnel management, as well as the use of the initiative of high-performance and motivated employees. During the appraisal of the program, experts may have some thoughts or conclusions that need to be discussed with the customer (program manager) before inserting it into the report.

CONCLUSIONS AND SUGGESTIONS

In order to develop theoretical positions and methodical recommendations for the formation of a scientific and practical approach to the management of labor productivity in the network "Furshet" in the study, the following tasks were set and solved:

- The essence of the social development strategy management was defined;
- Analysis of methods for collective management of labor and scheduling social development was completed;
- Characteristics of social development indicators of the labour collective and the evaluation criteria were determined;
- Analysis of formation and social development of labour collective of the "Retail Trend" LLC was conducted;
- The analysis methods of the workforce management and plans for social development were implemented;
- Characteristic indicators of social development of the staff and criteria for its evaluation of a trading network "Retail Trend" LLC were identified;
- Assessment of the effectiveness of the system of social regulation of labour in the Retail Trade of a trading network;
- The basic directions of perfection of process of planning of strategy of social development of a trading network "Retail Trend" LLC were defined.

It was discovered that the social development strategy is the leading direction of development of the social subsystem of the enterprise and each employee as structural elements of society. It should be developed in the form of an independent program of actions, coordinated with the corporate and business strategies of the organization.

The problem of low productivity in the network trade sector is caused by the low labor management efficiency in enterprises under the conditions of deformed professional qualification structure of personnel (prevalence of low skilled workers, a significant part of the main personnel has non-formal education), its low motivation, which negatively affects the efficiency of retail

chains and, as a consequence, leads to a decrease in their competitiveness in relation to foreign companies any.

On the basis of modern management concepts and research results, features of the organizational, economic and social efficiency of the social development strategy development in the network of "Retail Trend" LLC were revealed, which resulted in the allocation of three management objects that are key factors that have a direct impact on profitability :

- labor productivity as a measure of achievement of commercial goals and financial results in the quality of customer service;
- costs and labor costs - the level of labor costs and the cost of labor of a certain quality, which achieves the maximum level of labor productivity in the implementation of trade and technological processes and standards of service;
- human potential - a state of resources, in which the size, structure, dynamics, competence and motivation of the personnel allow to achieve the best results of the network as a whole.

When developing the efficiency indicators model of the labor force at the "Retail Trend" LLC, it should proceed from the fact that they must:

- 1) reflect the impact of labor efficiency on the efficiency of the enterprise;
- 2) show the influence of the practice of personnel management on labor efficiency;
- 3) determine the degree of use of internal capabilities of the enterprise to reduce personnel risks and increase the performance of staff;
- 4) the structure and number of indicators should meet the requirement of objectivity, complexity and optimality.

The program for improving the efficiency of the social regulation system of the work force of "Retail Trade" LLC is based on the use of three groups of management methods that differ in ways of influencing people: administrative, economic, social and psychological.

The main factors adversely affecting the effectiveness of the strategy of social development is the continuous high turnover, low qualification, low labor

motivation and limited supply of labor, low wage rates in the labor market, high competition for work force

It is necessary to implement an integrated approach to managing the effectiveness of the social development strategy in the trading network.

For the “Retail Trend” LLC it is important to introduce a management model of the social development strategy’s efficiency, the objective function of which is to organize a focused and coordinated activity of all management actors to improve performance by increasing the return on each unit of labor costs on a continuous basis operating mechanisms that ensure achievement of a high economic, organizational and social efficiency of labor and development of the social strategy of the enterprise.

Overall, social development strategy can be characterised can be characterized as a powerful tool for improving entrepreneurship, support and welfare in general.

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APPENDICES