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FEATURES OF SOCIAL POLICY OF DOMESTIC ORGANIZATIONS

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Social policy of an organization is one of the most important activities of an organization and management. Availability of social facilities and their efficiency increase staff motivation, allow attracting and keeping the best professionals. This article presents the theoretical aspects of the social policy of an organization. The various elements of social policy used in the institutions of the Republic of Belarus in the current difficult economic conditions are considered.

The consistent increase in the level and quality of life, the creation of the state, convenient to the people, is the main goal and the pivotal direction of the state policy of the Republic of Belarus. Therefore, the development of the Belarusian national economic system is carried out with the focus on the social sector.

Social policy is an important element of the strategic development of an organization. It is a complex, integrated facility that requires a correct understanding and views. From whatever side we have not considered social policy, it is linked with human needs – physical, spiritual, intellectual, always existing in the relationship [1, p. 6].

State model of socially-oriented market economy requires social guarantees to the population not only at the level of implementation of the state policy, but directs all economic entities to raise the level of material well-being of its employees not only by wages but also by obtaining social benefits.

At the present stage of development of economy of the Republic of Belarus the number of organizations, which are striving not only to produce products or provide services for profit, but also to take care of employees, investing in health and safety and the provision of tangible and intangible benefits for employees and their families, are increased.

Increasingly, social packages are being introduced that are aimed at attracting skilled workers in the organization. Modern social package is up to 15% of personnel costs, including such important components of investment in human capital as the cost of medical services, education, training, various forms of leisure activities.

As practice shows, the most popular components of the social package in Belarusian companies are [2]:
– compensation for the depreciation of the employee's personal car, which is used for business purposes, as well as the cost of fuel (86% of employers);

– mobile payment (44% of employers);

– staff training (35% of employers);

– providing official vehicles or compensation for travel (17% of employers);

– payment of meals (15% of employers);

– housing non-resident worker (10% of employers);

– payment of subscriptions to the gym or the swimming pool (6% of employers);

– organization of recreation and leisure activities (5% of employers).

Studies have shown that any benefits (paid, free of charge) benefit not only employees, but also employers. Employees receive additional benefits that make working conditions more comfortable. Providing its employees with benefits not provided by the law, the organization attracts new employees, reduces staff turnover, and encourages efficient and high-quality work. In addition, employers are providing employees with social benefits, and pursue goals such as increasing productivity, reducing morbidity, improving the moral and psychological climate in the team, attracting and retaining qualified personnel in the organization.

However, in the current economic conditions financial state of many entities has significantly deteriorated. Payment of social services which was made mainly from the profit has become not always possible, due to lower levels of income in contrast to consumption. To keep social facilities on the books has become problematic, and not only for large organizations. This leads to a decrease in the effectiveness of social policy in general.

In this regard, many organizations and enterprises of the Republic of Belarus take the decision to withdraw from the balance social facilities in order to reduce their losses. This is the right and necessary decision in the case when the organization is on the verge of bankruptcy or when the object of the social sphere requires too high costs, without being vital for the organization.

The release of objects of social sphere may be carried out in three ways:

– through the transfer to the municipal property;

– by sale;

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– by outsourcing and creation of a unitary enterprise.

Sale or transfer of social assets to the private owner is, in our opinion, the best one for this release, but not suitable for all kinds of objects.

Outsourcing and creation of a unitary enterprise has its advantages and risks. This method is currently the most widely used by national organizations and is considered the most effective, because it allows you to save elements of social policy and staff motivation.

The least effective for the organization and its employees is to transfer social facilities on the books of municipal authorities. As a rule, the city's budget is limited financially. In addition, there are many other social sites that require expenditures for maintenance and construction (roads, schools and pre-schools, clinics and hospitals, greening of the city and others).

Even a large organization JSC "Naftan" faced difficulties with social responsibilities and its social policy and is trying to get rid of social facilities now to save its funds.

JSC "Naftan" is one of the first oil processing organizations in Belarus and one of the leaders in this industry. For many years the company has been developing, expanding and improving its social infrastructure. Additional income resulting from the modernization of production, allowed and allows today to create new jobs, build housing, maintain social facilities in good condition. "Naftan" was created for the purpose of industrial and economic activities aimed at generating income to meet the social and economic interests of the employees of the organization, the interests of the owner of property of the organization. Not only the well-being of its employees, but also the welfare of the city and of the region depend on the work of the organization.

At present on balance sheet of JSC "Naftan" are: Palace of Culture, which has the first (i.e. the highest) category; Palace of Water Sports "Sadko" (ICE); three-star hotel complex "Naftan"; recreation complex "Yakovtsy"; children's health camps "Comet" (OL) and "Leninets"; clinic; greenhouse complex; subsidiary farm; housing; catering.

Having reviewed the results of JSC "Naftan" social facilities functioning, we have made the following conclusions:

– payment for labor with deductions makes up about 40% in the costs structure;
– almost all objects have a negative financial result, which is due to the directional nature of social services;

– there is a positive trend in terms of objects payback. The figure increased in 2014 as compared to 2013.

There are following forms of non-material stimulation of employees at JSC "Naftan":

- vouchers to "Naftan" sanatorium are partly paid (90%, 95%, 100% of the total cost);
- tickets to the recreation complex "Sadko" are provided with payment of 85% of the cost;
- vouchers to the recreation center, summer camps for children;
- provide loans for consumer needs for young families at the request of the structural units;
- payments are made due to unforeseen circumstances (illness, natural disasters, etc.);
- provide special food for employees working in harmful working conditions.

All types of service are very important for the Company's employees, and for the city as a whole. The welfare of the city, the health of employees and their families depend on the activity of many objects. Some of these objects should be saved on the balance sheet of the organization. For the objects that are worth saving we have developed a number of proposals that will help to improve their efficiency. Some unprofitable and marketable objects have to be passed or sold.

"Sadko" Palace of Water Sports.

The emphasis should be made on the exclusivity of services.

Particular attention should be paid to the quality of service. Flexible marketing must be used, a strategy that takes into account features of the main target groups, ensuring a constant stream of visitors and allowing to win loyal customers in the long term. In order to prevent the outflow of visitors and to unload the pool in the evening peak hours, as well as to develop the market segment which is not busy in the morning, diving clubs can be organized, offering part (morning) hours at a reduced price. Also the day ticket can be introduced which means that swimming for adults and children on Sunday costs less than on weekdays. It is necessary to attract new customers, to increase attendance. Placement of advertisements as well as creating of new sports clubs may help. The activities of the ICE "Sadko" are affected by the seasonal factor. Because of this the month of June can be used to organize together with trade unions the campaign "Month of swimming with prizes" for the most active visitors.

Palace of Culture "Naftan".

Proposals to optimize the financial results of the Palace of Culture:

1. The regulation of workers' wages, depending on occupancy groups.
2. The opening of new clubs for fee.
3. The increase of revenue due to touring artists, their concerts and tickets of the Palace of Culture.
4. Organizing and conducting exhibitions for the residents of the city.

Sanatorium "Naftan".

Measures to increase the self-sufficiency of the sanatorium, to intensify the work of staff, to attract holidaymakers to the health resort "Naftan":

1. Formation of a more flexible work schedule of medical personnel.
2. The active advertising policy, the improvement of the resort site, contracts with travel agencies for the implementation of vouchers in order to maximize the occupancy.
3. Provision of paid medical services: consultations of medical specialists (physician, neurologist, physiotherapist), as well as physiotherapy services for residents and foreigners. To provide a unique range of services with the help of magnetic resonance imaging.

"Oilman" Sports Complex.

In order to improve financial results and reduce costs sport center "Oilman" can offer the following activities:

1. Open a new section.
2. Organize paid sports services according to the most popular activities.
3. Introduce competent pricing system (gradual increase of prices).

"Greenhouse".

This place is too expensive for the Company; production facility is not in high demand, so it is recommended to sell the greenhouses to other owner. The object is noncore, consumes large amounts of electricity, and is uncompetitive compared with other specialized farms and foreign suppliers of vegetables.

"Comet" wellness camp.

It is an important social object, but it requires significant changes in the operation:

1. Modernization of existing boiler equipment by replacing specific problem sites with modern devices using the latest achievements of science and technology.
2. Saving heating oil (boiler operating mode).
3. The competitive selection procedures for the provision of health services, including for Russian children in 4 shifts.

Public catering companies of JSC "Naftan" are able to improve their financial situation through a series of events.

1. Combine the catering facilities under a single leadership.
2. Increasing the catering margins to 70%, increase of net profit due to their own production and alcoholic drinks for banquets.
3. Organization of trade fairs with an expanded assortment of culinary and confectionery products of own production; hold days of national cuisine.
4. Expansion of the assortment of foods through the development of specialties in order to attract more visitors.

The hotel complex "Naftan".

The object has an important place in the city's infrastructure. However, studies have shown that the problem of the financial plan is related mainly to inefficient management. To improve the efficiency it is required to conduct a number of activities.

1. Organization of services for festive corporate events, celebrations with flexible discounts for their own production.
2. Close cooperation with travel agencies, department of physical culture, sports and tourism on the catering of tourist groups and sports teams.
3. Organization of celebrations. Catering.
4. Opening of the buffet at the Palace of Water Sports "Sadko".
5. Include breakfast cost into the accommodation cost for all hotel guests.

We need to improve social policy in the management of social facilities to increase the efficiency of the measures. These objects provide services, so it is important that the staff is satisfied with the working conditions, as this affects the quality of services.

In order to increase motivation and to increase the effectiveness of each item included in its structure the following changes to the bonus system can be offered:

- to set interest for the implementation of each of the parameters in a fixed amount without reference to the multiplying factor a distinguished award when all indicators will be brought to 90%;
- for each percent of increase in turnover and self-sufficiency, compared to planned target, bonus increases by 0.2 points (maximum size in terms of premium - 35%);
- bonuses for the lack of comments and complaints as production standards on a particular subject.

The proposed activities will, in our view, increase sales revenue, reduce costs, improve the competitiveness of the objects, reduce the number of customers, not satisfied with the service, and to keep these objects not only for the employees of JSC "Naftan", but also for residents and visitors.

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