

- управление. Перевод на русский язык: Б. В. Бабина-Кореня. [Электронный ресурс] – М.: 1923. – Режим доступа: <http://gtmarket.ru/laboratory/basis/5783>
9. Gold Keneth A. Managing for Success: A comparison of the private and public sectors / Keneth A. Gold // *Public Administration Review*. – 1982. – Vol.42. – Nov.-Dec. – P. 568-575.
  10. Shein Edgar H. Organizational Culture and Leadership: A dynamic view / Edgar H. Shein. – San Fransisco. CA.: Jossey-Bass Inc., 1985. – 437 с.

**Т.А. Беляк**

*Кировоградский национальный технический университет*

### **Корпоративная культура как инструмент регулирования социально-трудовых отношений**

Целью статьи является исследование сущности корпоративной культуры, выявление особенностей ее развития в условиях рыночного ведения хозяйства и роли в регулировании социально-трудовых отношений.

Предложена трактовка прогрессивной корпоративной культуры как совокупности общих целей, интересов, ценностей, традиций, регламентов и стандартов, норм поведения, которые для работодателей и наемных работников становятся движущими силами их партнерского сотрудничества в реализации заданий экономического роста, инновационного развития, повышения конкурентоспособности. Разработана схема, которая иллюстрирует мотивационное воздействие корпоративной культуры на регулирование социально-трудовых отношений и развитие социального капитала. Обоснована взаимосвязь корпоративной культуры с формированием методов мотивации (административной, социально-экономической, морально-психологической).

Сделан вывод, что перспективы стабилизации развития социально-трудовых отношений следует нужно связывать со становлением корпоративной культуры прогрессивного типа, ориентированной на сохранение трудовых ценностей, наращивание социального капитала, формирования социальной ответственности за результаты совместной деятельности и достижения избранных целей.

**корпоративная культура, социально-трудовые отношения, партнерство, патернализм, социальный капитал**

Received 15.11.14

**UDC 331.101.3**

**Galyna Volchkova, postgraduate**

*Kirovohrad National Technical University, Kirovohrad, Ukraine*

## **Educational and Professional Staff Development Based on Social Capital Accumulation**

The ways to live employees educational and professional development on the basis of the social capital accumulation have been developed in the article. Analyzing the value orientations concerning professional development of employees, which were formed in society over a period 2012-2014 years, the author concentrated her attention on destruction of the education ponderability, lowering motivation to professional development due to the social capital degradation. The author also has analysed the interrelation of educational level with a confidence level in society and influence of the accumulated social capital on the improvement of employees' professional development.

**social capital, education, trust, professional development**

**Г.К. Волчкова, асп.**

*Кіровоградський національний технічний університет*

**Освітньо-професійний розвиток працівників на основі накопичення соціального капіталу**

В статті розроблено шляхи активізації освітньо-професійного розвитку працівників на основі накопичення соціального капіталу. Аналізуючи ціннісні орієнтації щодо освітнього і професійного розвитку працівників, що склалися у суспільстві протягом 2012-2014 років, автором зосереджено увагу на руйнуванні вагомості освіти, демотивації професійного розвитку на основі деградації соціального капіталу. Також автором проаналізовано взаємозв'язок рівня освіти з рівнем довіри в суспільстві і вплив накопиченого соціального капіталу на поліпшення професійного розвитку працівників.

**соціальний капітал, освіта, довіра, професійний розвиток**

**Statement of the problem.** In the conditions of the transformation of public consciousness and value orientations of the Ukrainian nation, the formation, accumulation and use of the social capital importance gets gain in importance.

In the National report «New course: reforms in Ukraine 2010-2015» it is specified that «It is necessary to create new rational life standards in Ukraine, such behavior and welfare model which allowed to use all creature comforts, to treat nature and its resources kindly, to bring up healthy, educated and spiritually rich person. Formation of the healthy needs and interests of the person directed on detection of his creative abilities and their comprehensive realization in a family, school, labor collectives, public organizations, all other communities has to become a core of this process» [10, pp. 9—10].

The social capital covers such spheres of human activity as a family, values, traditions, culture, education, participation in public organizations, display of collectivism, cooperation, mutual aid. The activation of the accumulated social capital of the society, work collective and family becomes an important source of educational and professional development of employees.

**Analysis of recent researches and publications.** The interrelation of educational and professional development and the social capital is considered by such Ukrainian and foreign scientists as V. Geets, V. Kremen, A. Popovic, M. Semykina, P. Bourdieu, F. Fukuyama, R. Rose, E. Glaeser, T. Natkhov, S. Klimov and others. So, for example, V. Geets, studying questions of the social capital development, has emphasized the importance of knowledge economy and the barest deficiency of confidence in society. «Obviously, we need thirty years more to create society, where the majority of the population would consciously participate in political and economic processes, would be capable to self-organization and responsibility for the made decisions» [5, p. 22]. V. Kremen has emphasized that «education is the environment of the social capital accumulation... universities and other higher education institutions become the intersection of social cooperation, form the atmosphere of social confidence round themselves, help to form the fair society» [8].

In fact, educational institutions form an intellectual, moral and social level of the population development, form the foundation of the future relationship and cooperation level. «Owing to transfer of democratic values and cultural norms the higher school promotes development of a civic stand, makes a contribution to the state construction, favours the social unity. This, in turn, serves as a support for formation and strengthening of the social capital» [8]. Fukuyama who gave an impetus to scientific interest concerning category of the «social capital» in Ukraine, emphasized that «professional education is not simply transfer of certain facts, knowledge and techniques. It is a process of training in moral standards thanks to which professional standards become more important, than own interests of the employee...

the advantage of such higher education is that it cultivates certain norms which become an important source of the social capital» [13].

Russian scientist T. Natkhov considers that «education plays an important role, being at the different levels as result, and as a factor of the social capital accumulation» [9, p. 63]. Using as a basis of the analysis 68 regions of Russia, he has proved that «the average level of education in the region is the only indicator which steadily correlates with the level of confidence. Education is the main predictor of confidence at the individual level and prognosticates participation in non-profit organizations and associations. For example, each additional studying year increases the probability of an affirmative answer concerning the question of confidence for 5 %» [9, p. 66]. The American scientists led by E. Glaeser investigating the determinants of confidence and reliability in the student's environment have come to the similar conclusions. So, only 28,5 % of Americans without secondary education diploma, consider that most people can be confided. The indicator of confidence is much higher for Americans with the secondary education diploma up to 43,0 % and with college diploma up to 61,8 % [3]. The confidence is the main characteristic of the social capital and it can be seen that level of confidence in society depends on education level and scholarship.

However, one of the founders of the social capital theory J. Coleman, proves an opposite relationship of cause and effect in his works. He considers that exactly the considerable social capital of a family, school, person is a push for obtaining higher education level. J. Coleman has proved that «the social capital of a family is a resource for increase of children's education level, equally with the financial and human capital» [7, p. 134]. However, despite of the achievements in study of this problem, the academic research in social capital sphere does not relatively for Ukraine. The problems of sources of social capital accumulation not been disclosed in scientific papers.

**Statement of the objective.** On the basis of the value orientations analysis to develop ways of activation of educational and professional development of employees in society on the basis of the social capital accumulation.

**The main material.** Development of the social capital is directly connected with educational and professional development of employees. Prerequisites to educational and professional development of employees in Ukraine can be defined by the level of global competitiveness which is defined annually at the World economic forum. Actually Ukraine lost 11 steps in 2013 and took already the 84th place from 148 countries after improvement of positions in 2012 (the 73rd place). In general, Ukraine keeps the competitive advantages. It is reached due to the the big size of domestic market (the 38th place) and the thorough education system which provides easy access to all education levels. So, in 2013 Ukraine occupies the 43rd place by the higher education and vocational training and the 57th place by the primary education (in 2012 – 47 and 54 places respectively). Good results in education would have to provide also innovative development of the country. However the situation on innovation level in 2013 worsened to 93rd place (71st place in 2012) [1, 2]. Though Ukraine has quite good indicators on engineering and scientific structure of employees (the 46th place among 148 countries), deformation of the population social capital leads to the destructive consequences in the sphere of educational and professional development of employees: negative attitude towards education and professional growth importance, own intellectual development. Only 11,9 % of Ukrainian citizens consider a good education as the key to success in the country [12, p. 322]. Unfortunately, there is no direct dependence between education level and material well-being of the population in Ukraine. The numerous researches of labor mentality of the Ukrainian society made by M. Semikina confirm

deformation of labor consciousness. The scientist-economist notes that «many employees have the equalizing labor psychology, disinterested attitude towards education, social envy is formed and the century tradition of an attitude to work as to the value collapses» [11, p. 89].

Besides, in Ukraine problems of development of institutes which are directly connected with the level of the social capital are the main obstacles for improvement of level of competitiveness. As notes A. Grishnova, «the social capital can be defined at the macrolevel as a set of norms, traditions, values and confidence, it defines nature of public interaction through the system of specific structural forms and institutes. The social capital promotes development of democracy, human development and public welfare achievement at the level of society» [6, p. 22]. However, the problems of institutes development are observed in Ukraine (in 2012 – 132nd place, and in 2013 – 137th place among 148 countries). Such negative demonstrations of the destroyed social capital of the nation (data of 2013) are: violation of the property rights (the 143rd place), inappropriate use of budgetary funds (the 122nd place), low confidence to politicians (the 117th place), favoritism in decision-making by officials (the 133rd place), bribes and existence of informal payments (the 130th place) and low corporate ethics (the 130th place) [2].

It is noted in the National report «New course: reforms in Ukraine 2010-2015» that exactly on the basis of formation, accumulation, use of the social capital of society the achievement of welfare is possible. «The interconsistency of social interests, functional complementarity and impartiality in a dialogue between social groups, social confidence and common values as a basis of public stability have to become the main features of social life» [10, p. 10].

The social capital is characterized by the formal and informal sides. «The formal social capital is characterized by confidence to the authorities of all levels, participation in political, religious and public organizations for the solution of public problems, participation in labor unions and the charitable organizations, confidence to law machinery and judicial authority. The informal social capital is characterized by confidence in a family, values which are inculcated in children, attitude to people around, confidence in work collective» [4, p. 60]. The specific feature of the modern Ukrainian nation is a prevalence of the informal side of the social capital over the formal one (fig. 1). Considering such feature, it is necessary to support educational traditions which are put in families, to develop confidence to colleagues, labor unions, enterprises and public organizations which can become a source of educational and professional development of employees. Traditionally, education is appreciated in Ukraine. Regarding sociological researches nearly 49,6 % consider that the higher education is necessary for the modern person anyway, 37,6 % consider that the higher education is necessary for achievement of success in life. Unfortunately, 12,3 % of respondents consider that the higher education isn't needed at all [12, p. 525]. Thus, satisfaction with education level in Ukraine remains low what is testified by the education level and opportunities for citizens to become educated. Only 42,1 % of respondents are fully or partially satisfied with education, and 36 % are not satisfied at all (fig. 1).

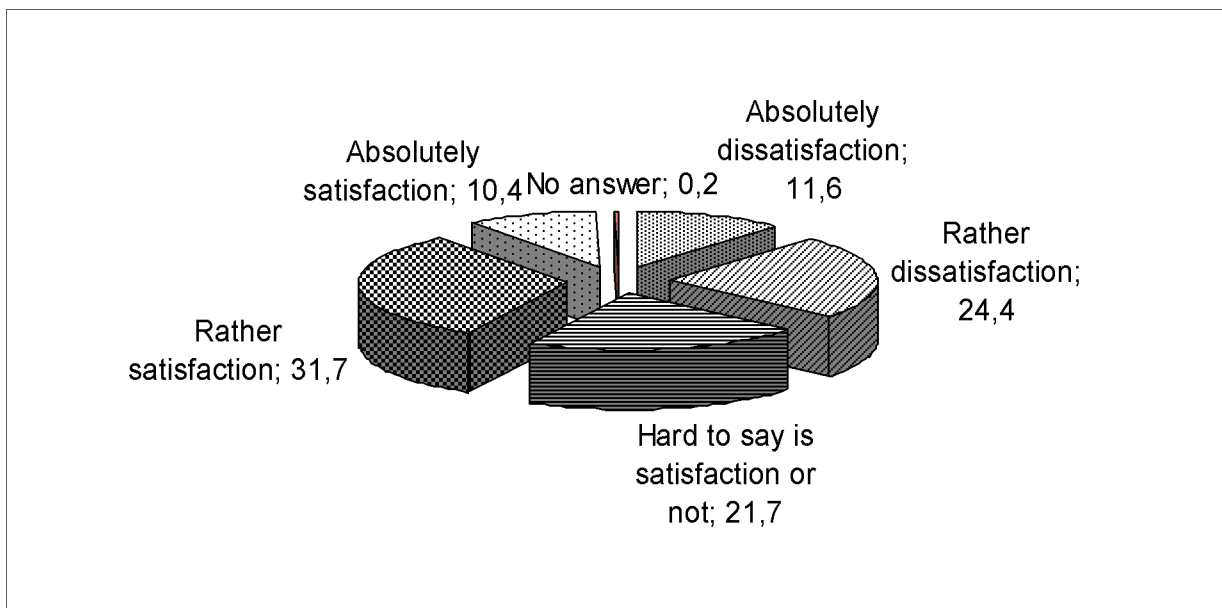


Figure 1 – Satisfaction with the level of own education 2013 (%)

Source: compiled by the author based on data [12, p. 524].

The author built a chart displaying the level of confidence to social institutes and groups using the data of the statistical observations made by Institute of sociology of National academy of sciences (fig. 2).

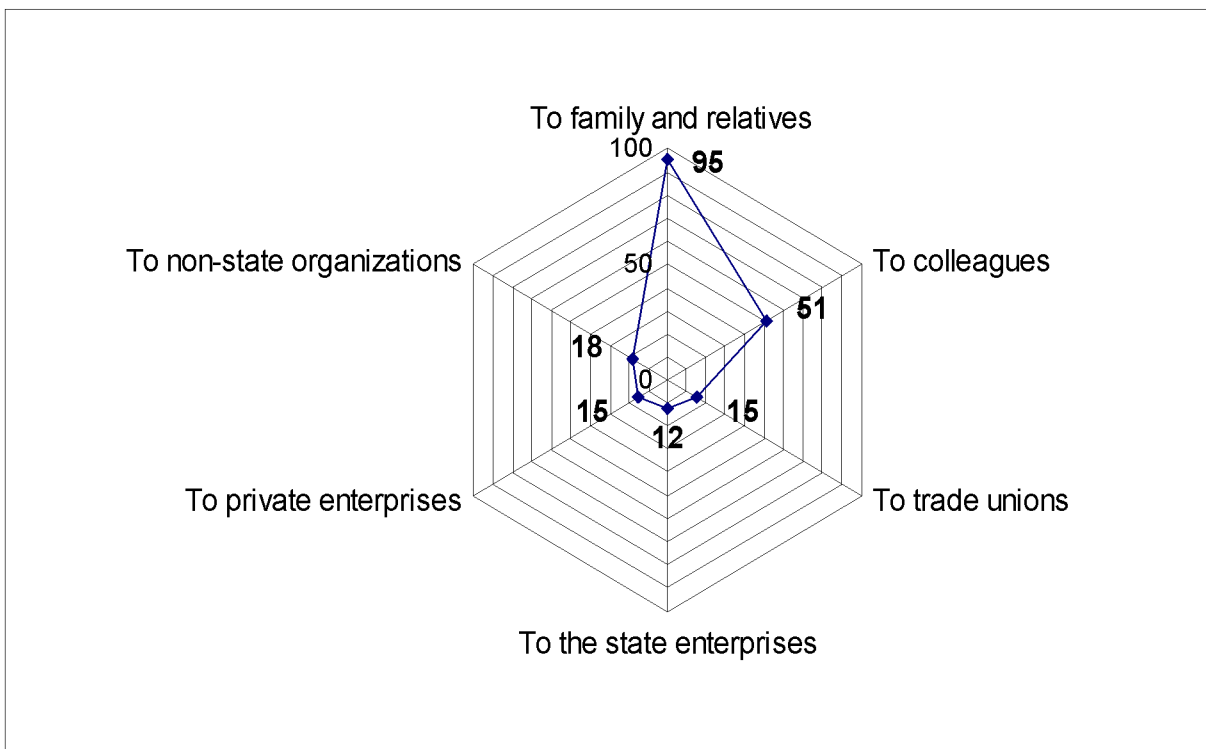


Figure 2 – Level of confidence of the Ukrainian citizens (primary or full confidence) to social institutes and groups in 2013 (%)

Source: compiled by the author based on data [12, pp. 477 – 485].

The possibility of obtaining information, peculiar to the social relations is one of the important forms of the social capital. Information is a precious resource which demands means and time. If the confidential relations on the basis of mutual support were established in work collective, then exchange of information and knowledge exists in principle, this facilitates and reduces the costs of working hours of receiving additional knowledge. Active communication and cooperation allow quicker, more actively and more effectively to exchange information and knowledge within work collective. Active cooperation always yields the better result, than separate work.

Change of values, reorientation to individual interests which still is going on in Ukraine, all this influences on educational and professional development of employees. The author built the histogram reflecting reference points in educational and professional and labor spheres using as a basis the researches developed by the Institute of sociology of National academy of sciences of Ukraine (fig. 3).

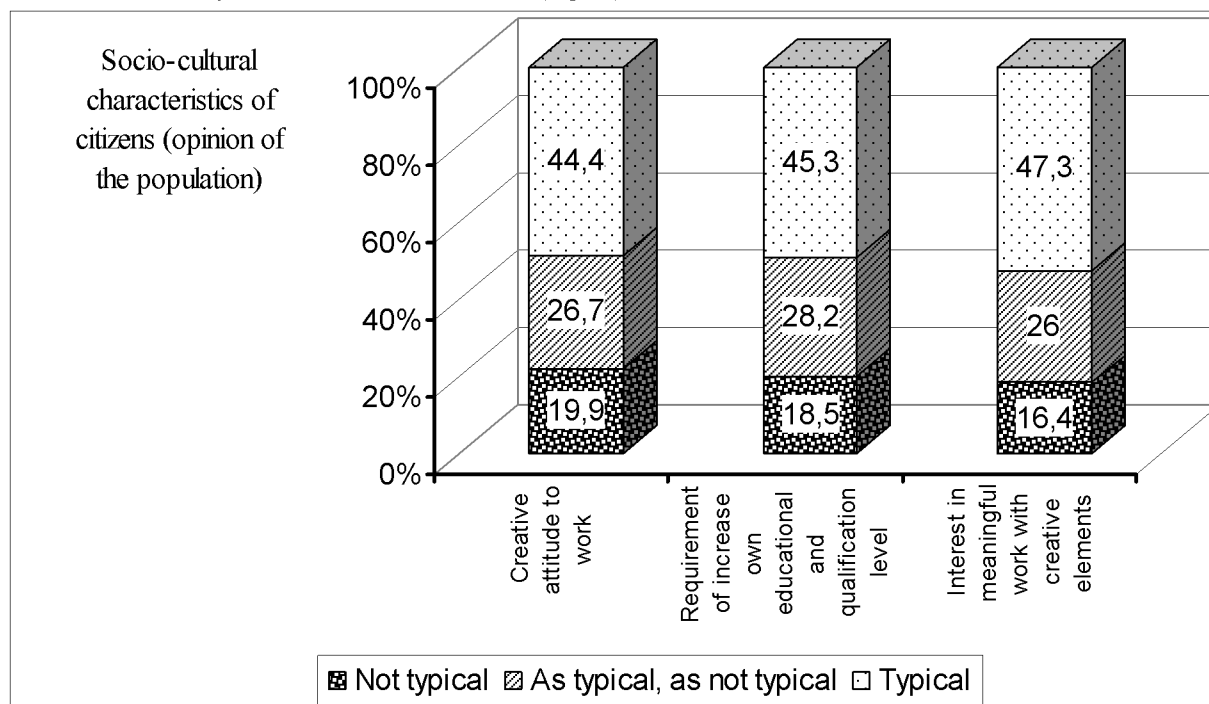


Figure 3 – Population opinion of sociocultural characteristics of the Ukrainian citizens (according to mass and expert polls) in 2013

Source: compiled by the author based on data [12, p. 356].

The conceptual developer of the category «social capital», J. Coleman in the article «Human Capital and Social Capital» emphasizes the importance of confidence, as a source of the social capital. «For example, the group within which there is full reliability and absolute confidence is capable to carry out much more in comparison with group which doesn't possess similar qualities» [7, p. 126].

In general, the need for increase of the qualification level is felt only by 45,3 % of employees. This is less than a half. Actually every fifth worker doesn't feel a need of improvement of the labor quality at all. This essential indicator characterizes loss of interest in work, decrease in labor productivity, absence of understanding of self-development importance for the improvement for the sake of own and public welfare.

The creative component in the course of work isn't less important. The aim to labor creativity is a guarantee of economic growth for both work collective, and enterprise

competitiveness. Unfortunately, the creative attitude to work is felt only by 44,4 % of employees, and only 47,3 % of Ukrainian citizens have intensional work.

**Conclusions and prospects for further researches.** Proceed from the aforesaid, it is possible to draw the following conclusions. It is necessary to improve the social institutes of interaction between various segments of the population, to adjust public dialogue, to find the general standards of behavior and valuable orientations of the population, to predetermine cultural, educational and professional development of the personality. It is possible to achieve success in the labor sphere, display of creative potential, activation of innovative activity and labor creativity on the basis of the confidence and cooperation principles as the main qualitative social capital characteristics. Usually all these elements are the source of employee's productivity increase, they further the improvement of enterprise competitiveness on the national and international markets, form an innovative orientation of state development in general.

Livening up the employee's educational and professional development is the complex challenge society faces today. The degradation of the nation, depreciation of education, cultivation of «thirst for easy money» without applying efforts, work and knowledge leads to the systemic educational and professional crisis in Ukraine. The solution of a number of problems in this sphere, as well as in any other, demands an integrated approach.

The work collective should control how the enterprise's owners discharge their main functions, observe labor laws, this has to play an important role in livening of employee's professional development. Nowadays there is a number of mechanisms of employee's involvement into the process of decision-making in production, however the majority of them don't work properly. The inability and unwillingness of the enterprises owners to be guided in their work by certain principles, start public policy procedures and recognize labor unions (work collective organizations) as equal partners and to cooperate with them are the main reasons. On the other hand the passivity and lack of professional readiness of the work collective to carry on the professional dialogue concerning development of own professional development policy also can be noted.

For improvement of the current situation there have to be carried out two parallel processes:

1) highly skilled, educated, professional employees have to become highly required for the employer – they should develop such products or to provide services without which the enterprise can't function qualitatively;

2) enterprises have to use and stimulate the potential of employee (labor union, collective) effectively for carrying out the economic production activity of the enterprise.

Employees involvement into the discussions of problems, participation in meetings and councils at higher level, explaining of more wide range of organization's problems and stimulation of participation feeling promotes improvement of the employee's work and this is one of ways of its active training. The identification of production problems with the own ones increases productivity, creativity, encourages a desire to advance professionally for understanding more complex production problems.

The active cooperation, established collaboration among all production levels and mutual aid promote fast employee's development. The process of interaction has to happen through the all chain of management – leaders should encourage to training, stimulate the increase of a skill level of work, mastering of adjacent professions, development of the personality and has to be supplemented with a cooperation with colleagues, support and assistance to professional development. The basis of cultural, decent, responsible behavior with the high level of professionalism have to be inculcated in a family, school, study groups and sections, educational institutions of all levels and be obligatory supported by the public

organizations, labor unions, businessmen, public institutions and the directional state policy concerning formation of positive educational and professional qualities in mass population consciousness, in general.

## References

1. The Global Competitiveness Report 2012-2013 / Klaus Schwab, Xavier Sala-i-Martin. – Available at: [http://www3.weforum.org/docs/WEF\\_GlobalCompetitivenessReport\\_2012-13.pdf](http://www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2012-13.pdf). – Title screen.
2. The Global Competitiveness Report 2013-2014 / Klaus Schwab, Xavier Sala-i-Martin. – Available at: [http://www3.weforum.org/docs/WEF\\_GlobalCompetitivenessReport\\_2013-14.pdf](http://www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2013-14.pdf). – Title screen.
3. What is Social Capital? The Determinants of Trust and Trustworthiness [NBER Working Paper No. 7216] / Edward L. Glaeser, David Laibson, Jose A. Scheinkman, Christine L. Soutter. – Available at: <http://www.nber.org/papers/w7216>. – Title screen.
4. Волчкова Г.К. Криза довіра – криза соціального капіталу [Тези] / Г.К. Волчкова // Збірник доповідей Міжнародної науково-практичної конференції "Людина, бізнес, держава: реалії та перспективи соціально-економічного та інноваційного розвитку" (17 квітня 2014 р.). – КНТУ. – Кіровоград: КОД, 2014. – С. 60 – 61.
5. Геєць В. Розвиток соціального капіталу – найбільше багатство у світі / В.М. Геєць // Віче. – 2001. – №1. – С. 22 – 26.
6. Грішнова О. Соціальний капітал: сутність, значення, взаємозв'язок з іншими формами капіталу / О. Грішнова, Н. Полив'яна // Україна: аспекти праці. – 2009. – №3. – С. 19 – 24.
7. Коулман Дж. Капитал социальный и человеческий / Джеймс С. Коулман // Общественные науки и современность. – 2001. – №3. – С.122 – 139.
8. Кремьнін В. Освіта як соціальний капітал [Електронний ресурс] / В.Г. Кремьнін // День. – 2008. – №8. – Режим доступу: <http://www.day.kiev.ua/uk/article/nota-bene/osvita-yak-socialniy-kapital>. – Назва з екрану.
9. Натхов Т.В. Социальный капитал и образование / Т.В. Натхов // Вопросы образования. – 2012. – № 2. – С. 63 – 68.
10. Новий курс: реформи в Україні. 2010–2015. Національна доповідь / за заг. ред. В.М. Гейця. [А.І. Даниленка, М.Г. Жулинського, Ю.А. Левенця, Е.М. Лібанової, О.С. Онищенко]. – К.: НВЦ НБУВ, 2010. – 232 с.
11. Семикіна М. Особливості взаємозв'язку мотивації праці і національного трудового менталітету / М. Семикіна // Экономика и управление. – 2012. – №5. – С. 85 – 91.
12. Українське суспільство 1992–2013. Стан та динаміка змін. Соціологічний моніторинг / За ред. д.ек.н. В.Ворони, д.соц.н. М.Шульги. – К.: Інститут соціології НАН України, 2013. – 566 с.
13. Фукуяма Ф. Что такое социальный капитал? Киевская лекция Френсиса Фукуямы [Электронный ресурс] / Френсис Фукуяма // День. – 2006. – №177. – Режим доступу: <http://www.day.kiev.ua/ru/article/podrobnosti/chto-takoe-socialnyy-kapital>. – Название с экрана.

### Г.К. Волчкова

*Кіровоградський національний технічний університет*

#### **Образовательно-профессиональное развитие работников на основе накопления социального капитала**

В условиях трансформации общественного сознания и ценностных ориентиров украинской нации важным становится формирование, накопление и использование социального капитала. Цель статьи – на основе анализа ценностных ориентиров в обществе разработать пути активизации образовательно-профессионального развития работников на основе накопления социального капитала.

На основе анализа публикаций отечественных и зарубежных ученых, социологических опросов установлена взаимосвязь уровня образования с уровнем доверия в обществе. Показано, что высокой степенью доверия в украинском обществе пользуются семья и коллеги, которые являются источником образовательно-профессионального роста работников. Сосредоточено внимание на деформации социального капитала, которое приводит к уменьшению значимости образования, демотивации профессионального и интеллектуального развития. Отмечено, что такие проблемы развития общественных институтов, как коррупция, нарушение прав собственности, низкое доверие и отсутствие корпоративной этики приводят к разрушению социального капитала и дестимулированию профессионального развития.

Обосновано, что с учетом национальных особенностей сложившегося социального капитала внимание необходимо сосредотачивать на сохранении и стимулировании института семьи, повышении



уровня доверия к профсоюзам, работодателям и органам власти. Доказана необходимость направления политики государства на формирование положительных образовательно-профессиональных качеств в массовом сознании населения: от воспитания в семье и до общественного поощрения профессионального роста.

**социальный капитал, образование, доверие, профессиональное развитие**

Received 11.11.14

**UDC 331.5.024**

**Nadegda Goncharova, postgraduate**

*Kirovohrad National Technical University, Kirovohrad, Ukraine*

## Diagnosics of the Current Trends in the Employment Sphere of Ukraine

The content of the category "employment" has been disclosed in the article. The dominating factors influencing the labor market and employment development in Ukraine have been defined. The main tendencies of employment in regions of Ukraine have been analyzed. The key problems of employment requiring structural changes of economy, regulation of labor market have been revealed.

**employment, labor market, influential factors, effective employment, high-quality employment**

**Н.В. Гончарова, асп.**

*Кіровоградський національний технічний університет*

**Діагностика сучасних тенденцій в сфері зайнятості України**

В статті розкрито зміст категорії «зайнятість». Визначені домінуючі фактори, що впливають на розвиток ринку праці і зайнятості в Україні. Проаналізовано основні тенденції зайнятості в регіонах України. Виявлено ключові проблеми зайнятості, які потребують структурних змін в економіці, регулюванні ринку праці.

**зайнятість, ринок праці, фактори впливу, ефективна зайнятість, якісна зайнятість**

**Statement of the problem.** The difficult period of market transformation of economy in Ukraine influenced the development of labor market and employment of the population in a contradictory way. The imbalance of labor market, growth of employment in an informal sector, difficulty of labor potential implementation in the conditions of the low income, – all these problems require the deep scientific analysis and search of ways of formation of effective employment in Ukraine.

**Analysis of recent researches and publications.** The analysis of scientific references shows that key provisions of the employment theory have been developed by A. Smith, D. Ricardo, U. Petty, K. Marx, M. Tugan-Baranovsky, J. M. Keynes, A. Marshall, etc. The problems of employment were in center of attention of many scientists during the last years. The various aspects of employment were also actively studied in Ukraine and found the reflection in works of S. Bandur, E. Grishnova, T. Zayats, G. Kupalova, I. Kravchenko, E. Libanova, L. Lisogor, V. Onikiyenko, V. Petyukh, I. Petrova, M. Semikina, S. Paseka, A. Tsimbal, etc. At the same time the contradictions in the employment sphere of Ukraine require continuation and deepening of scientific searches. Transformation processes in the