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MANAGEMENT OF THE DEVELOPMENT OF THE REGION BASED ON MOBILIZATION OF LABOR POTENTIAL

Abstract: Modern approaches to the management of the development of the region are studied. The scientific and practical methods of mobilizing the use of the labor potential of territories in the retail trade sectors analyzed. The problems of development of labor collectives of trade organizations of the region shown and possible ways of solving this problem listed. The measures on crisis management in the personnel management system in the context of territorial development are proposed.

The policy of social and economic development is an integral part of the personnel policy. Its principles aimed at ensuring the interests of the organization through the implementation of the interests of an individual employee and implemented in terms of social development of the business entity at various levels.

Key words: social and economic development, region, trade, labor potential, social planning, management.

Language: English

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Introduction

Social planning for the development of a trading enterprise is a well-founded and financially secured system of measures aimed at regulating social and labor relations, mobilizing the human resources of the organization, building commitment, devotion of personnel to its interests [1, p. 55]. In developing sections of the plan for social and economic development, external and internal regulatory documents (labor agreements, collective agreements) taken into account. Development of the draft plan carried out by personnel of the personnel services, economists with the involvement of representatives of the labor collective in the person of trade unions or other public groups that protect the interests of workers. The plan, approved by the head of the enterprise, takes the form of a directive, mandatory for execution.

The initial information for drawing up the plan are:

- external and internal documentation regulating social and labor relations;
- plans for the development of the company for the planned year and perspective (corporate business plan);
- results of the analysis of the development of the labor potential of the organization (analysis of

statistical data, documentation reflecting the social structure of the staff, current trends and the level of costs to meet social needs);

- manuals and methodological recommendations for the development of social programs;

- generalized data on observations of the social life of the work collective;

- results of analysis of the materials of questionnaires and interviewing of the organization's employees, conducted with the purpose of clarifying the assessments, opinions on the effectiveness of the social policy conducted by the administration and personnel preferences for the future;

- an analysis of the existing experience of planning the social development of the team in the region and the country as a whole, as well as foreign practice.

The purpose of the article is the development of ethical codes that describe the system of common values and ethical rules of the organization, which must adhered to by its employees. Such codes needed to describe the organization's goals, create a normal ethical atmosphere and define ethical recommendations in the decision-making process. In order to make ethical codes more effective, certain disciplinary measures must take in organizations to



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punish violations of the code and encourage acts committed in accordance with its rules.

Materials and Methods

Mintzberg G. and R. Hall dealt with this problem. From the Ukrainian authors can be identified Voron OV, Dimitrova LM, and Kibanov A.Y. Etc. With the help of our studies and the results [5, p. 3], we identified a generally accepted set of measures and actions aimed at developing and ensuring the development of human resources in trade in the regions of the country. Among them, the main place occupied by the following.

1. Moral conviction - this method of influence contributes to the conscious adoption by people of ethical knowledge, the formation of motives for active development of moral skills. Deep persuasion shapes the person's morally worthy ideals.

2. Moral examples. It is desirable that in every work collective there are people who can imitate. Imitation is an important socio-psychological means of spreading the norms of morality and their escalation into traditions and habits.

3. Work with books and periodicals.

4. Ethical consultation. It should be borne in mind that many members of the work collective have no systematic ethical education. In this connection, they have difficulties of a moral-cognitive nature. Therefore, ethical consultations organized in the work collective are useful.

5. Ethical examination. Widely used in the analysis of conflicts that arise in the team.

The more literate it is, the more clearly the content and degree of moral responsibility of the parties to the conflict, violators of moral norms. Qualified ethical expertise as an integral part of humanitarian expertise is of decisive importance in the design of human technologies, while summarizing the results of their implementation. In modern domestic management practices, the effect of working conditions in the moral socialization of workers is often underestimated. In those enterprises where ergonomic and aesthetic working conditions, people are predisposed to moral influence, for such conditions indicate respect for them. The materialized manifestation of care for the physical and mental health of people makes it possible to raise the level of the requirements imposed on their moral health. Another integral part of the formation of effective working conditions at trade enterprises is ethical propaganda. Along with environmental and economic, ethical propaganda firmly established in labor collectives. It promotes the translation of ethical knowledge into the language of practice [2, p. 55].

This achieved by revealing the ethical meaning of specific actions carried out by people in the service conditions. Ethical propaganda is most effective when interacting with professional studies.

In any team, the leader, thanks to the methods of moral influence, can actively use both the subconscious mind and the consciousness of people, and therefore give their actions a concentrated character. To increase the level of ethical conduct of managers and rank-and-file employees, the following activities become most relevant. Develop ethical codes that describe the system of common values and ethical rules of the organization, which adhered to by its employees. Such codes needed to describe the organization's goals, create a normal ethical atmosphere and define ethical recommendations in the decision-making process. In order to make ethical codes more effective, certain disciplinary measures must be taken in organizations to punish violations of the code and encourage acts committed in accordance with its rules. Ethical codes are a kind of "guides" to correct behavior, they give general guidelines in disputed situations, help professionally control those managers who sometimes ask, even order their subordinates to commit not only unethical, but even illegal acts. At the same time, as practice shows, ethical codes sometimes contain too vague formulations of rules of behavior, and with their help, it is difficult to solve a specific ethical problem.

Another tool to increase the ethical behavior can be ethics cards - a set of ethical rules and recommendations that specify the ethical code organization for each employee. It seems expedient to establish an ethics committee directly for trade enterprises in the region, usually having a certain set of functions, which include the following: introducing ethical issues for discussion by the board or representatives of top management in the region as a whole; Bringing the basic requirements of the ethical code to the attention of managers of enterprises and organizations; analysis and revision of codes based on annual in-house reports and depending on the change and external conditions of operation; support for the code by developing a system of sanctions; providing top-level management with advice on ethical issues. Training in the ethical conduct of managers and employees assumes familiarity with the ethics of business relations of all organizations in the region, which increases their sensitivity to ethical problems that may arise before them, mastering a set of ready solutions that fit within ethical requirements.

For evaluation and reporting on the implementation social programs of the organization, it is necessary to carry out social audits. Supporters of social audit believe that reports of this type can indicate the level of social responsibility of the organization [6, p. 116]. Ethical review is a comprehensive analysis of a specific aspect of the organization (or a specific project) that causes concern to senior management, staff or the public and can affect the image and prospects of the



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organization [7, p. 79]. The result of such an examination is a system of proposals aimed at improving the moral climate and moral respectability of the organization, as well as adjusting the practice of the organization (or its specific projects). Ethical counseling is conducted when the problems that arise cannot be solved by the organization itself due to the lack of appropriate structures, complexity and inconsistency of the situation associated with specific moral dilemmas, for which competent independent ethics of business relations from outside are invited. For example, when concluding transactions and other types of business communication, ethical standards are usually prohibited from being taken piracy, extortion, gifts, fraud, violation of laws, illegal payments to political organizations, etc. In economically developed countries [8, p. 87] ethical standards are usually formed, which are brought to the employees in the form of printed materials. Some firms create working groups or standing committees for ethics. Others hire a specialist in business ethics, called an ethics lawyer. Its role is reduced to the development of judgments on ethical issues, including ethics of business communication. The task of raising norms and standards of ethics of business communication, like business ethics in general putted forward in many countries today as one of the most important. The problem is quite acute. Thus, according to public opinion polls, among the general population of the United States there is a belief that the values of ethical behavior are steadily declining [9, p. 241].

Therefore, organizations, firms, managers and entrepreneurs of all levels should do their best to improve the ethics of business communication, using various methods and means, including training in business ethics. Activating the workforce largely determined by ethical norms and principles, which the manager uses in relation to his subordinates. These norms relate to how and based on which orders are given in the management process, in which the official discipline determining business communication is expressed. In business communication, "from below-upward" [3, p. 78], i.e. in relation to a subordinate to his boss, knowledge of how to handle and treat his leader is no less important than what moral requirements should be presented to his subordinates. Without this, it is difficult to find a "common language" with both the boss and the subordinates. Using these or those ethical norms, you can attract a leader to your side, make your ally, but you can also set it against yourself, make it your ill-wisher [4, p. 103]. Observance of the ethics of business communication "horizontally" is also no less important, since it strengthens the position of the employee both in professional and psychological plans, allows finding significant support and understanding of others. At the same time, in relation to fellow managers, it

should be borne in mind that it is very difficult to find the right tone and acceptable norms of business communication with peer-educated employees from other departments. Especially when it comes to communication and relationships within one enterprise.

In the work of the American sociologist L.Hosmer, modern ethical principles of business behavior formulated, based on the axioms of world philosophical thought, past centuries-old testing of theory and practice:

- never do what is not in your long-term interests or the interests of your company;
- never do what you cannot say is truly honest, open and true, which you can proudly announce to the whole country in the press and on television;
- never do what is not good, which does not contribute to the formation of a sense of elbow, because we all work for one common goal;
- never do what violates the law, because the law presents the minimum moral standards of society;
- never do something that does not lead to a greater good than harm to the society in which you live;
- never do what you would not want to recommend to others who are in a similar situation;
- never do that which infringes on the rights of others;
- always act in such a way as to maximize profits within the framework of the law, market requirements and with full consideration of costs.

For the maximum profit under these conditions testifies to the greatest efficiency of production:

- never do that which would harm the weakest in our society;
- never do what would interfere with the right of another person to self-development and self-realization.

Thus, the head must be familiar with the issues of culture, ethics, morality, mental and physical health and personal development, master the philosophical thinking, the ability to navigate in various theories (especially on the organization of production and labor), in the results of scientific research. Therefore, to the main criteria for the work of a modern manager-manager, Western scientists include: more reporting; more leadership; more attention to teamwork; close contact with people; more conventional power; more individuality; more dedication; a combination of intelligence and operational qualities [10, p. 163].

Conclusion

Leaders and managers who need to inspire the employees themselves must feel a spiritual uplift, work at a high spiritual level, constantly keep in touch with the ideas and energy of the people around them, pay more attention to their spiritual qualities.



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The attitude to operate only as to an instrument, an object that can be manipulated, induced, is a sign of totalitarian thinking. The problems of spirituality, faith, religion and their psychological consequences play an increasing role in modern society. The manager should have modern knowledge in the field of theory and research of human behavior, be able to provide for people's attitude to themselves and reasonably respond to it. As the system of its internal values plays an important role in the modern company, the manager must skillfully instill in their subordinates, produce and support the desire to achieve the goal. Overall, the planning of social development of labor potential in the region ensures a comprehensive approach to the implementation of its socio-economic policy.

At the same time, the socio-economic policy of the administration ensures the formation of

conditions for the most complete realization of the labor potential of personnel and promotes the development of professional characteristics:

- the formation of conditions for effective social interaction;
- formation of the corporate spirit of the organization, commitment, devotion to its values;
- the formation of a favorable socio-psychological climate - an important condition for the quality performance of professional functions, rational organization of labor;
- creation of conditions for ensuring and maintaining the efficiency of staff; increase of cultural level, development of abilities,
- creative potential - necessary conditions for activating the human factor of labor productivity.

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