

**SOCIALLY RESPONSIBLE PERSONNEL MANAGEMENT OF FOOD INDUSTRY  
COMPANIES**

**Olga Mohylevska<sup>1</sup>, Olena Dragan<sup>2</sup>, Serhii Pavlovskiy<sup>3</sup>, Natalia Melnyk<sup>4</sup>**

*<sup>1</sup>Doctor of Economic Sciences, Professor, Head of Economics, Entrepreneurship, Management Department, Kyiv International University, Kyiv, Ukraine*

*Email:olgaym1993@gmail.com, ORCID: <http://orcid.org/0000-0001-8482-7950>*

*<sup>2</sup>Doctor of Economic Sciences, Professor, Professor of Labor Economics and Management Department, National University of Food Technology, Kyiv, Ukraine*

*Email:eidragan@ukr.net, ORCID: <https://orcid.org/0000-0002-7606-2385>*

*<sup>3</sup>Doctor of Medical Sciences, Professor, Director of the Communal Research Institute "Research Institute of Socio-Economic City Development", Kyiv, Ukraine*

*Email: cmp.ibolit@gmail.com, ORCID: <https://orcid.org/0000-0002-4087-6256>*

*<sup>4</sup>Director of the Department of Economics and Investments of the Executive Body of the Kyiv City Council (Kyiv City State Administration), Kyiv, Ukraine*

*Email: kmda@kma.gov.ua, ORCID: <https://orcid.org/0009-0001-8452-907X>*

**ABSTRACT.** Issues related to the formation of socially responsible personnel management are studied using the example of companies in the food industry. A generalized formation of a business philosophy model based on the main components of corporate social responsibility (CSR) is proposed. Building a personnel management system based on CSR principles, taking into account HR-nhtylsd. Methodical approach to evaluating the level of effectiveness of personnel management in terms of CSR components using reporting indicators of food industry companies.

**Keywords:** corporate social responsibility, personnel management, model, system, strategy, level of efficiency, HR trends, evaluation.

**INTRODUCTION.** Modern operating conditions of food industry enterprises are determined by the processes of internationalization, globalization, integration, and informatization. This affects the factors of positive changes in the functioning of the enterprise's management system, in particular, taking into account personnel innovations, the introduction of the latest competency models, methods of ensuring professional competence, HR technologies that ensure the formation of the intellectual potential of employees. Based on this, the development of a strategy for the development of the company's management system on the basis of corporate social responsibility and personnel safety, which affects the formation of competitive advantages of the highest order of food industry enterprises, becomes particularly relevant.

Modern enterprises (companies) of the food industry, which implement the concept of corporate social responsibility in their activities - LLC "Kernel", LLC "Globynsky meat processing plant",

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PJSC "Obolon", LLC "Nestle", PJSC "Myronivskiy bread processing plant", LLC "Coca- Kola- Ukraine Limited, Danon group of companies, Concern Khiboprom PrJSC, Vinnytsia OZHK PrJSC, Olkom group of companies, etc. Among the positive qualities of the implementation of CSR programs of food industry enterprises, the following can be distinguished:

1) improving the efficiency of production activities by finding ways to reduce atmospheric pollution and adapting production to environmental, technological, sanitary norms and standards;

2) increasing the company's reputation, which reduces the risks of a possible loss of markets and increases the probability of access to new promising markets thanks to the improvement of the company's image;

3) increasing the possibility of attracting investors through ethical investing, using ethical motives and an ethical business strategy.

Methodical approaches to the implementation of CSR in food industry companies were studied by scientists from different positions and directions. In particular, in the section of sub-sectors: meat industry – A. Berger [1], oil and fat – T. Berezyanko [2], agrarian business – A. Grebennikov [3], labor relations – O. Grishnova [4], Lyulov and others. [5], reputational risks – O. Derevyanko [6], personnel management – O. Dragan [7], T. Panyuk [8], organizational and institutional environment – O. Popadyuk [9], innovative development – Ya. Pushak, V. Lagodienko [10] and others.

However, the attention of researchers is mostly reduced to the essence of the definition of "corporate social responsibility", the definition of its components, the study of the environment of enterprises, influencing factors, etc. In particular, the issues of forming a business philosophy model based on CSR principles, building a personnel management system based on CSR principles, evaluating its effectiveness, determining its components and indicators at food industry enterprises remain insufficiently researched.

### **1.1. A model of business philosophy based on CSR principles**

**Corporate social responsibility** (CSR) is the enterprise's responsibility for the impact of its decisions and actions on society and the environment through transparent and ethical behavior that promotes sustainable development.

As noted by Žukauskas et al. [11] corporate social responsibility is developing all over the world, but it is developing in different ways. Variations of the models may be due to the conceptual principles of corporate social responsibility, the development of the concept, the nature of the participation of interested parties and the norms of institutional aspects, as well as cultural traditions. The level of components of corporate social responsibility: economic (aspirations,

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competitiveness of goods and services, effective management, economical consumption of energy and resources). Issues in the ethno-social sphere (welfare of employees and a safe working environment, a developed system of motivation and professional development, involving employees in decision-making, honest cooperation with stakeholders, taking into account the expectations of society and customer information) are gaining priority. Knowiton and others. [ 12 ] indicated the coordination of groups of interested parties in the logical model as a significant factor in the application of the principles of corporate social responsibility.

**Principles of corporate social responsibility** in the implementation of the personnel management development strategy:

**Transparency** involves informing representatives of interested parties about the results of companies' activities in the field of CSR and planned decisions in the field of strategic development, directly related to the social and environmental sphere, aimed at the sustainability and improvement of food production. The CSR strategy is aimed at overcoming stereotypes of the population regarding the activities of companies and involves joint educational work in the aspect of the economic and social significance of enterprises and industrial development projects for the country and regions.

**Responsibility** involves the initiatives of companies in the field of CSR, which are aimed at solving urgent problems for stakeholders and society as a whole and are implemented on a consistent, regular basis. Strict compliance with legislation, norms of international law, international standards of environmental management and social responsibility.

**The formation of common value with external stakeholders** involves consideration of the strategic development of companies in the relationship and integration of the involvement of external stakeholders in the process of improving food production, which is aimed at strengthening trusting, transparent relationships and improving decision-making processes and establishing systemic connections:

- with management and control bodies,
- state authorities and self-government bodies,
- independent regulatory institutions,
- investors,
- food market participants,
- partners,
- mass media,
- international and Ukrainian non-governmental organizations,
- scientific and educational institutions,

- residents of territories in the locations of structural divisions and branches of companies.

**Innovativeness** involves the implementation of socially and ecologically significant projects aimed at supporting and restoring the environment and improving the quality of people's lives. The implementation of innovative technologies should be carried out in all spheres of enterprise activity, from the reconstruction of existing facilities to the design of new ones, taking into account social and environmental aspects.

**Adherence to values** involves consideration of value as the ethical foundation of companies - commitment to the principles of business ethics and responsible behavior, promoting the strengthening of team spirit, the growth of professionalism and responsibility of each employee. The company's values combine three component business models - economic, ecological and social, integrated into internal and external communications, business processes of all structural divisions.

**Compliance with best practices** involves taking into account the experience of applying the best progressive practices of national and international food companies in the activities of enterprises.

Forms of implementation of corporate social responsibility in the development of personnel management: educational programs, trainings, social communications, charity, sponsorship, mentoring, social entrepreneurship, social projects, volunteering, training in ethical behavior of employees, social partnership.

In order to adapt to the current conditions of uncertainty of the company's personnel management development strategy, it is necessary to change the way of thinking of the heads of the HR department (departments) and companies as a whole. Company management should reconsider its approach to working with employees, which is based on the concept "the person becomes the center of all processes."

Ensuring the enterprise's corporate social responsibility is its development according to three components: economic, social and environmental, and mandatory implementation of the ISO 26000:2009 "Social Responsibility Management System" standard.

According to ISO 26000, the company introduces such components as the protection of human rights, the environment, occupational safety, consumer rights and the development of local communities, as well as organizational management and business ethics. That is, the guidelines take into account all the principles specified in the UN Global Initiative (a document to which 6,000 companies and organizations, including 130 Ukrainian ones, have joined) [13]. This International Standard provides guidance on the basic principles of social responsibility, key topics and issues related to social responsibility, as well as ways to incorporate socially responsible behavior into an

organization's existing strategies, systems, practices and processes. He emphasizes the importance of results and activities in the field of social responsibility and its improvement.

We agree with the authors of the article Oscar Licandro and others [14], who suggest abandoning the approach to CSR as a behavioral attribute of companies and considering it as a philosophy of responsible management. Although the ISO 26000 guide does not take a position on the nature of CSR (whether it is a behaviour, a tool or a management philosophy), the content of the document allows us to see that there is a strong focus on linking it to management. In particular, the main parts are chapters devoted to principles (accountability, transparency, etc.), management guidelines to ensure the application of CSR, as well as the seventh chapter entitled "Guidelines for the integration of social responsibility throughout the organization." Therefore, it was decided to define CSR as a management philosophy that establishes that the management of companies should strive to minimize operational externalities for stakeholders, society as a whole and the environment, as well as create positive externalities for them. The theoretical value of this definition is that it can cover all others. By qualifying CSR as a management philosophy, this definition places CSR leadership at the highest level of organizations. This issue is strategic, not just operational.

Based on the above, the business model based on CSR principles looks as follows (Fig. 1).

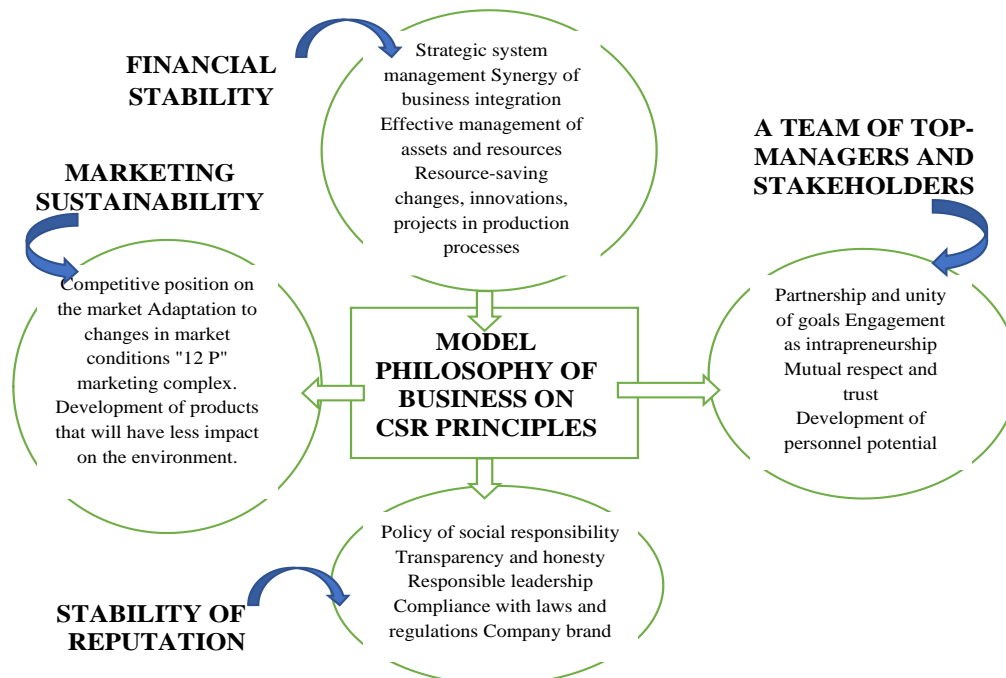


Fig. 1. A model of business philosophy based on CSR principles

In our opinion, the business philosophy model includes 4 main components:

➤ *Financial stability:*

- Strategic system management.
- Synergy of business integration.
- Effective management of assets and resources.
- Resource-saving changes, innovations, projects in production processes.

➤ *The leadership team of top managers:*

- Partnership and unity of goals.
- Engagement as intrapreneurship.
- Mutual respect and trust.
- Development of personnel potential.

➤ *Marketing sustainability:*

- Competitive position on the market.
- Adaptation to changes in market conditions.
- "12R" marketing complex - product, price, place of sale, promotion, personnel, process, psychological perception, packaging, purchase, adaptation of public relations, environment, profit.
- Development of products that will have less impact on the environment.

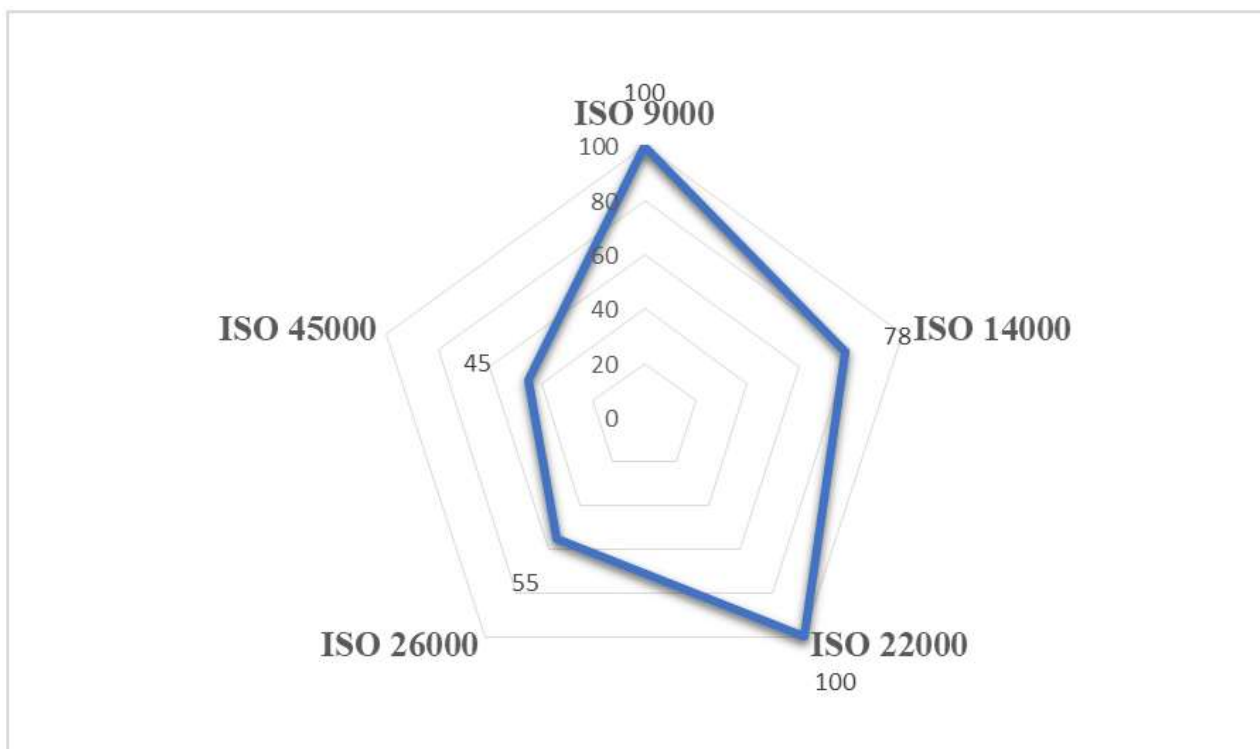
➤ *Stability of reputation:*

- Policy of social responsibility
- Transparency and honesty.
- Responsible leadership.
- Compliance with laws and regulations.
- Sustainability.
- Development of the company's brand.

**The economic component** of corporate social responsibility of food industry enterprises is related to the rational use of resources, improvement of business processes of the enterprise, production of safe, high-quality food products based on the implementation of international ISO standards ISO 9001:2015 "Quality management system", ISO 22000:2007 "Food safety management system".

**The ecological component** of the corporate social responsibility of food industry enterprises is related to ensuring the preservation of biological and physical natural systems by increasing the environmental friendliness of production, controlling CO2 emissions, effective management of water resources and waste, and the formation of an appropriate environmental policy of activity based on the implementation of ISO 14001:2015 standards "Environmental management system".

The social component of the corporate social responsibility of food industry enterprises is related to the introduction of a humanistic approach to work, the creation of safe working conditions for employees in accordance with the international standard ISO 45001 "Occupational Health and Safety Management System". This standard demonstrates that the company fulfills its obligations regarding the health and safety of employees, it protects and enhances its reputation and trust. Availability of certification according to international standards in terms of food industry companies (Fig. 2).



*Fig. 2. Certification according to international standards of food industry leaders*

As evidenced by the actual data of the leading companies in the food industry, more attention is paid to certification according to international standards ISO9000 and ISO 22000, which are mandatory for implementation thanks to the Laws of Ukraine; "On the basic principles and requirements for the safety and quality of food products" (1997) [15], On information for consumers regarding food products (2019) [16].

### **1.2. Formation of personnel management system based on CSR principles**

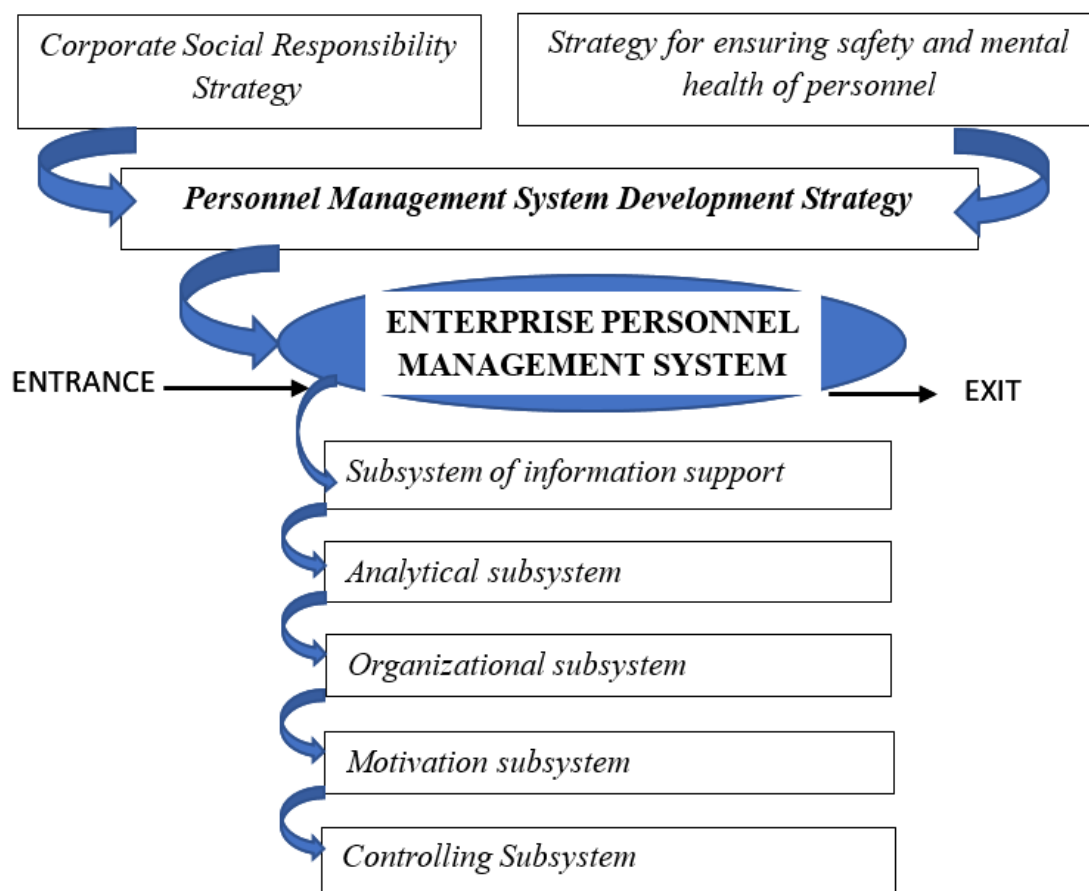
Numerous thematic studies on CSR and OHS have been developed in the literature, and the combination of both factors and their relationship with economic, environmental and social sustainability are studied. Corporate social responsibility and human resource management have become very powerful tools in companies. Research by Juan Herrera et al. [17] shows that the role

of human resource management in the framework of sustainable development remains a relatively underdeveloped area. Modern personnel managers in companies tend to delegate CSR and sustainable development issues to other members of the organization. The development of corporate sustainability research is converging on a vision that balances social and environmental issues with business operations and relationships with all stakeholders.

Dima Jamali and others [18] argue that there are important relationships between CSR and HRM. In particular, HRM can provide interesting and dynamic support to the development of a CSR strategy, as well as its implementation.

Therefore, for the formation of an effective system of personnel management at enterprises, it is necessary to apply the strategy of corporate social responsibility, which takes into account progressive foreign technologies using information technologies, ensuring and observing the safety of personnel.

Summarizing scientific achievements on the issue of improving the structure of the company's personnel management system on the basis of corporate social responsibility and personnel safety and mental health, the following structure is proposed (Fig. 3).



*Fig. 3. Strategy for the development of a socially responsible personnel management system*



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*The subsystem of information and legal support* includes: the use of an effective information system to establish interconnection and cooperation between all functions of the personnel management system; obtaining information from external sources (stakeholders, the public, government bodies, partners, other contact groups); study of changes in labor and other legislation in the field of personnel management, industry regulations; monitoring of labor market trends, changes in the level of wages, compensations, bonuses, bonus system, etc. Preparation of regulatory documents, instructions, regulations, etc. Posting information on the company's website about vacancies, news of the workforce, social projects and charity events, etc. Provision of feedback communications: for employees - request boxes, website, portal for employees, hotline, ethical control services; for the public and other contact audiences - application boxes, website, pages in social networks, personal meetings, community meetings, correspondence: e-mail, post. Training of personnel in information, management and communication technologies.

*Analytical subsystem* includes: development of personnel policy and personnel strategy; personnel planning; forecasting of personnel needs; cooperation with organizations that provide the company with personnel; accounting for admission and dismissal of personnel, transfers; organization of effective use of personnel; formation of personnel reserve; personnel administration (reporting), etc. Personnel reporting is mandatory and is submitted within the specified time to the bodies of the State Statistics Service (State Statistics); State Employment Service; Fund for social protection of the disabled; State Tax Service; military commissariats; bodies of social protection and State Labor [11].

*The organizational subsystem* includes: recruitment and hiring of personnel; conducting interviews, tests, questionnaires to reveal intellectual level, professionalism, communication and other necessary qualities; personnel evaluation, certification and personnel rotation; assessment of the level of knowledge, practical skills, confirmation of mastery and personal responsibility; evaluation of the performed work and its results; carrying out activities aimed at identifying the compliance of the results of the activity, qualities and potential of the employee's personality with the requirements put forward for the work being performed; improvement of labor regulation and organization; pricing of labor process; creation of safe working conditions for employees; compliance with the norms of psychophysiology of work, ergonomics, technical aesthetics; internationalization of requirements and standards for personnel during international certification, etc.

*The motivation subsystem* includes: development of motivation systems; development of forms of personnel participation in the company's profits and capital; development of measures for material and non-material stimulation of personnel; organization of training and professional

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development of personnel; development of new forms of distance learning; employee adaptation management; organization of the mentoring and coaching system; management of professional promotion and career of employees, provision of social protection of employees: organization of meals, medical and household services, recreation and cultural and recreational activities, social insurance, etc.

*The controlling subsystem* includes: compliance with the requirements and rules of social and economic security; maintaining a high level of social and labor relations; control over the performance of functional duties in accordance with the job instructions of employees; management of industrial conflicts and professional stress; development of anti-stress programs; socio-psychological diagnostics; working with complaints; management of labor discipline.

Under modern conditions, large enterprises of the food industry (employing more than 1,000 people) have a personnel department as part of the management organizational structure (JSC "Obolon", JSC "Kremenchukmyaso", JSC "Myronivskyi Hliboprodukt", "Kernel" Company and others ). Department for work with personnel, created on the basis of a combination of functional responsibilities of the departments: personnel, labor organization and wages, social responsibility and development, occupational health and safety, various sectors of scientific labor organization and production management, labor organization and psychophysiology, rationalization labor and invention, as well as individual specialists - a psychologist, a legal consultant, a CSR manager.

### **1.3. Strategic approaches to the development of personnel management based on CSR principles**

The implementation of social standards by companies contributes to the self-realization and professional skill of employees, participation in social and charitable programs, patronage and sponsorship, holding various social and cultural events at the branch and regional levels. The mutual influence of the general strategy of socio-economic development based on the principles of CSR and the company's personnel management strategy is presented in Fig. 4.

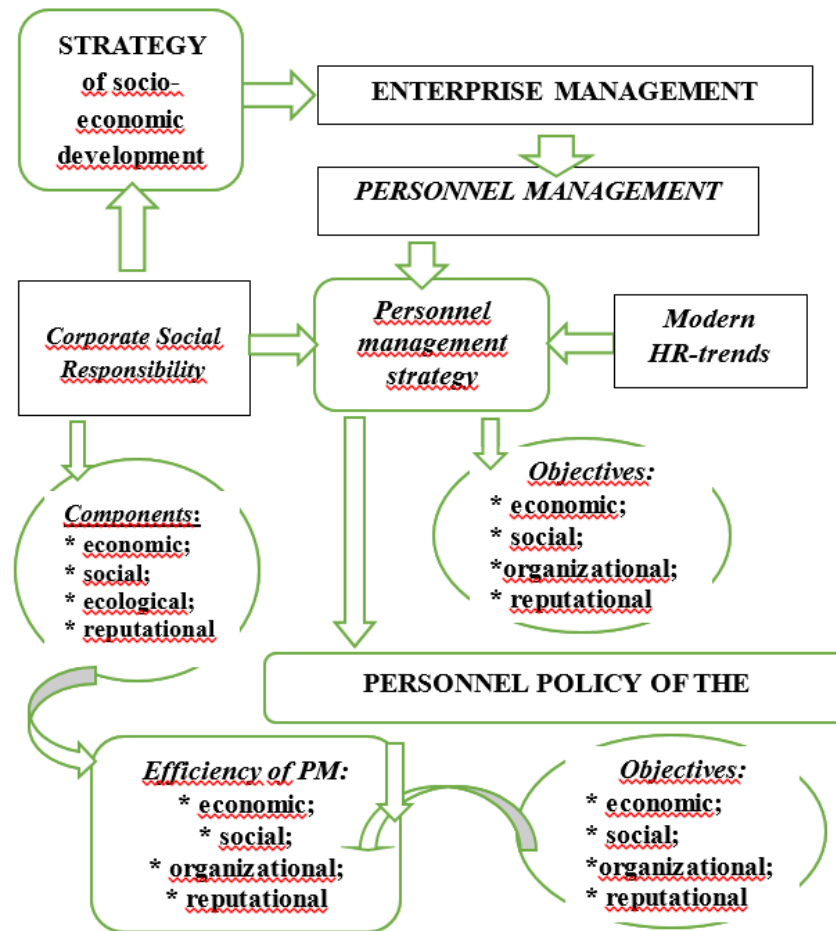


Fig. 4. Company personnel management strategy based on CSR principles

Deloitte's "International Research on Human Resources Management Trends - 2023", which highlighted the main factors that will help companies move from survival strategies to prosperity strategies [19].

*The main trends in the HR industry, which can be adapted to companies of the food industry, taking into account the present day of Ukraine:*

**1) Balance between work and personal life**

Due to the pandemic, the number of employees who work remotely has increased significantly. Therefore, the boundaries between personal life and work have become less clear.

Managers are starting to implement well-being programs, both at the level of individual employees and for teams or the company as a whole. They will help people feel comfortable and give maximum effort and attention to work. Now ensuring the physical, mental and social health of employees is part of the structure of all work processes, and is not carried out at the expense of accompanying programs.

To ensure the comfort of employees who work remotely, the following factors are important:

- use of digital platforms for teamwork;
- allowing employees to independently choose the method of work performance;
- maintaining the schedule and monitoring its compliance;
- training of team leaders;
- providing employees with access to high-speed Internet at home;
- help in setting up a home workplace;
- provision of corporate benefits;
- new resources to ensure the well-being of employees.

### ***2) Retraining and empowerment.***

Company management encourages employees to take on any task they can handle. This also applies to duties not included in the employee's job description. During the pandemic, many employees have shown that they can realize their potential in the most unexpected areas. Thus, organizations can prepare for active development in the future, and employees can acquire new skills and opportunities.

### ***3) Companies in which employees are owners.***

The spread of the development of small companies, where each employee is an owner and has his share of the profit. They can make various management decisions. Each employee takes on several roles (combined positions) at once and at the same time is maximally interested in the effectiveness of work.

### ***4) Formation of super teams.***

A team of like-minded people is the main priority of any company. Management promotes the formation of "superteams" that use new principles in their work, combining human labor and the use of the most modern technologies.

To form a super team, you need:

- ✓ build such a new organizational structure that will encourage adaptability, self-improvement and emotional stability of employees;
- ✓ increasing the potential of employees due to continuous training and retraining if necessary;
- ✓ introduction of new technologies;
- ✓ use of new work methods, incentives and personnel policy;
- ✓ changing (improving) the structure of the organization as needed.

### ***5) Emergence of new areas of work and types of employment.***

New trends involve changing the principles of personnel planning. It is important to apply a strategic approach in personnel planning and to see the prospects of each employee. Much attention will be paid to additional training and retraining of employees. In fast-changing companies, skills

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can become obsolete very quickly. At the same time, new tasks appear, for the solution of which fundamentally new skills will be needed. Only those employees who constantly improve and improve their qualifications will be in demand on the labor market.

**6) *The new role of the personnel manager.***

In the changed conditions, personnel managers will not only work with personnel, but also help the company win the trust of customers and potential employees. Also, the HR department now becomes the architect of work in the company, helps it survive and adapt in conditions of instability. It is planned to expand the responsibilities of personnel managers due to their involvement in the creation of company adaptation strategies, strategic planning and market analysis.

**7) *Implementation of automated HR processes.***

The use of modern HRM systems allows you to minimize manual work. All documentation will be transferred to electronic format, which will reduce the workload on employees and minimize the number of repetitive tasks.

Automation of HR processes has the following advantages:

- visualization of all work processes;
- reduction of time spent on performing routine tasks;
- online data collection;
- the information base is collected in one place;
- delineation of access for different categories of employees and much more.

**8) *HR in a smartphone.***

Development of special mobile applications for personnel managers, which will allow to work from any place where there is a mobile Internet, and always have access to all the necessary information. Loss of time on unnecessary communications is significantly reduced.

With the help of a smartphone, it will be possible to make plans, forecasts and manage the work of employees. In the future, it is also possible to combine several applications and create a single database for different companies of the same industry.

According to the research of the Hurma company [20], there are additional factors that need to be taken into account in the HR activities of companies.

**9) *Demand for the use of new technologies in HR processes, such as artificial intelligence or machine learning.***

The popularity of artificial intelligence and other technologies has skyrocketed in early 2023, and demand continues to grow at the speed of light. Most likely, in the future, more and more applications and programs for HR and recruiters will appear that use artificial intelligence to perform certain tasks and find solutions. There is undoubtedly a logical reason for such popularity

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- artificial intelligence is able to reduce the amount of time spent on certain tasks by up to 70%. In the field of personnel management, artificial intelligence can become a reliable assistant for a specialist who will help find solutions for every problem, answer complex questions, build effective strategies and perform a number of other tasks. Most likely, by the end of 2023, an even greater selection of applications positioning themselves as AI-based will appear on the market.

#### ***10. Diversity, Equality and Inclusion (or DEI)***

More and more companies are implementing DEI principles in their work, and this trend remains relevant in 2023. An inclusive workspace is a place where everyone feels comfortable, where personal boundaries are respected and career development is encouraged. Thanks to DEI, companies not only create a favorable corporate culture and atmosphere in the workplace, but also attract more talented professionals to work in the organization. Companies with high gender, ethnic and cultural diversity achieve high profitability and enter new markets faster, and have at least 19% higher employee retention than companies that do not implement DEI principles.

#### ***11. Caring for everyone***

The war made adjustments in the lives of everyone, without exception, so companies cannot stand aside if they want to maintain their workforce and contribute to the improvement of the emotional state of their employees. Now it is more important than ever to care about each other and treat each other with understanding. The work of HR in the conditions of war has undergone major changes, because now it is necessary to always understand what is going on with the employees, are they safe, do they have access to all the necessary things, medicine and food, does everyone have electricity and communications, etc. Teams have become closer, and in 2023, it is important not only not to forget about this, but also to maintain a warm relationship in the team and rely on each other.

As the world becomes increasingly busy and dynamic, the physical and mental health of employees is becoming increasingly important to many companies.

The experience of the Coca-Cola HBC Ukraine company [21] is interesting for study, which shows that social responsibility has an impact on the brand's reputation and the subsequent choice of the product by users. That is why CSR is part of the company's development strategy, and in addition to the position of CSR specialist, there is a Sustainability department that works with production. The company defines strategic goals until 2025, which prioritize youth development and eco-awareness projects. For example, active work is underway to reduce the carbon footprint of production and logistics. Thus, 31% of the company's refrigeration equipment is more ecological and energy-saving. There are plans to increase the number of such equipment to 50% in 5 years. Already engaged and motivated employees come to work at the company. Therefore, the level of

involvement in social work is 90-95%. Employees are true ambassadors of the company and gladly support internal initiatives. For example, the "Green Day" project has been operating for 14 years in a row thanks to the annual activity and support of employees. Every spring, colleagues from all branches go out to jointly clean the territories and plant trees.

#### **1.4. Evaluation of the effectiveness of the company's personnel management based on CSR principles**

There are several approaches to evaluating the effectiveness of personnel management, which have both advantages and disadvantages. In addition, emphasis should be placed on the use of diverse methodological tools in the context of these approaches.

Common methods are [4, 5]:

statistical methods (comparison methods, grouping method, mathematical statistics methods, matrix method, factor analysis method, taxonomic analysis method);

expert methods (ranking method, rating method, method of pairwise comparisons, method of fuzzy logic, method of neural networks, point assessment, standard method, matrix, biographical, group discussion, testing); methods of evaluating KPI results; calculation of the rate of return on investment in personnel; management by goals; the "360 degrees" method; business games; benchmarking, etc.).

An important aspect of evaluating an enterprise's personnel management system is planning and motivating personnel to achieve certain quality indicators of activity, which will include key performance indicators that are usually formed within the framework of the KPI (Key Performance Indicator – key performance indicators) system.

The main condition for evaluating the effectiveness of the personnel management system is to reflect the real state of affairs at the enterprise and provide real conditions and opportunities for strategic planning, in terms of the form of ownership of the business entity, the characteristics of its activities, goals and objectives.

Among the numerous possible indicators of the effectiveness of personnel management, the indicator of the overall productivity of the organization (P), the indicator of labor productivity ( $P_{pr}$ ) and the indicator of productivity of labor resources ( $(P_{tr})$ ) have the greatest informational value.

*I. Indicator of the overall productivity of the organization:*

$$P = D / B, \quad (1)$$

where D is the total income received from the sale of goods and services;

B - total costs for the production and sale of goods and services.

*II. Labor productivity indicator:*

$$P_{pr} = O / Ch_{so}, \tag{2}$$

where O is the volume of production;

Ch<sub>so</sub> – the average registered number of personnel.

III. Labor productivity indicator:

$$P_{tr} = D / V_p, \tag{3}$$

where V<sub>p</sub> is the total personnel costs for the reporting period.

At the same time, the effectiveness of CSR of food industry enterprises is investigated by various components. In particular, Xanthi Partalidou et al. [23] consider the impact of corporate social responsibility on financial results: the example of the food industry. Where the results based on the estimated level of environmental performance, sustainability report indicators and the implementation of quality principles such as Total Quality Management (TQM), Lean and Six Sigma, which have a positive impact on financial results.

The model of the effectiveness of personnel management, taking into account the principles of corporate social responsibility, is presented in fig. 5.

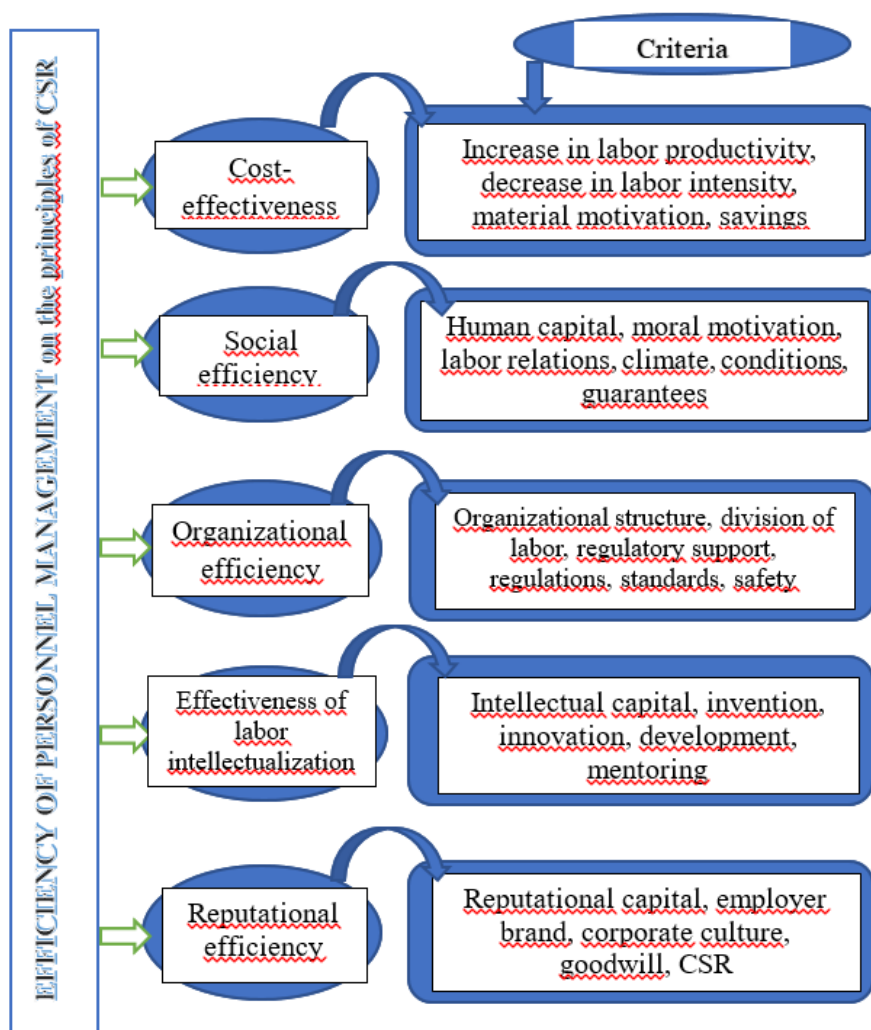


Fig. 5. Model of the effectiveness of personnel management taking into account the principles of CSR



The generalization of scientific achievements regarding the definition of the structure of CSR made it possible to identify its main components [24]: economic; ecological; social and reputational.

Indicators characterizing CSR components of personnel management of food industry enterprises for the purpose of its evaluation (Table 1).

*Table 1*

*Indicators characterizing the components of corporate social responsibility when evaluating the effectiveness of the management of personnel of a food industry enterprise*

| Components of CSR | Indicators that characterize the component   |
|-------------------|--|
| 1                 | 2  |
| Social (S)        | 1) Labor productivity index  |
|                   | 2) Index of average annual wages of employees  |
|                   | 3) Employee turnover index   |
|                   | 4) Index of surcharges, including for harmful working conditions                               |
|                   | 5) Index of expenses for social and cultural events, including the social package of employees |
| Economic (Ec)     | 1) Profitability index   |
|                   | 2) Tax and fee payment index   |
|                   | 3) Financial stability index   |
|                   | 4) Index of renewal of fixed assets  |
|                   | 5) Index of the number of complaints, complaints about products                                |
| Ecological (Eco)  | 1) Index of expenditures on environmental and resource-saving measures                         |
|                   | 2) Environmental Tax Payment Index   |
|                   | 3) Index of the number of inspections carried out by the environmental laboratory              |
|                   | 4) Index of volumes of waste eliminated by hazardous technology                                |
|                   | 5) Index of harmful emissions into the air from stationary sources                             |
| Reputational (Rp) | 1) Reputational capital index  |
|                   | 2) Top management stability index  |
|                   | 3) Index of intangible assets of the enterprise  |
|                   | 4) Index of expenditures on socio-cultural, charitable, volunteer projects                     |
|                   | 5) Employer branding cost budget index   |

*Author's offer*

The proposed indicators characterizing the components of CSR make it possible to develop a methodical approach to evaluating the effectiveness of personnel management using an integral indicator.

It is proposed to calculate the CSR component according to the formula

$$S_i = (I_1 + I_2 + I_3 + I_4 + I_5) / 5, \quad (4)$$

The integral indicator of the level of efficiency of personnel management (IMP<sub>CSV</sub>) according to its CSR components is proposed to be calculated according to the formula

$$IMP_{CSR} = \sqrt[4]{S \cdot Ec \cdot Eco \cdot Rp} \quad (5)$$

With the help of an integral indicator of the level of effectiveness of personnel management by CSR components, it is possible to identify weak points, as well as identify unrealized opportunities for increasing the efficiency of the food industry enterprise and improving its image.

**CONCLUSIONS.** Many studies have been conducted on the topic of corporate social responsibility. In which it is determined that the methods of conducting production activities taking into account ecological safety for the environment, the responsible attitude of the enterprise to its products, personnel, consumers and partners, the active social position of the company in solving serious social issues of communities and the region are priorities in CSR. The influence of a corporate socially responsible strategy on business is impossible without the transformation of the company's personnel management into a socially responsible one. Taking HR trends into account when developing a strategy of socially responsible management of the company's personnel will contribute to its progressiveness, flexibility, modernity and compliance with the needs, wishes and requests of highly qualified personnel, which will improve the level of their involvement, loyalty and reliability. The proposal to evaluate the integral indicator of the level of effectiveness of personnel management according to the components of CSR will allow to increase labor indicators, the level of personnel involvement, and contribute to the development of the employer brand of food industry companies.

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