

## ASSESSMENT OF THE SOCIAL AND LABOR COMPONENTS OF INDUSTRIAL POTENTIAL IN THE CONTEXT OF CORPORATE SOCIAL RESPONSIBILITY

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**Abstract.** The paper shows the approach for creating corporate social responsibility (CSR) strategy in the context of industrial potential. The authors identified and analyzed social and economic indexes that eventually establish development of social and labor component of industrial potential. The contribution of the paper into the subject area is principles of assessment the development social and labor component of industrial potential. The essence of this approach is to highlight income and outcome indicators that allows consider industrial potential according to resource-result approach. In addition, it helped us to establish two main indexes of its development: level of the development of reproductive potential that shows current opportunities and level of the development of performed potential that shows indexes of efficient use of social and labor resources. To achieve relevant results of assessment, we provide the grading system, which is a prerequisite for making complex recommendations due to the level of indexes. The paper puts the recommendations regarding boosting social-labor component of industrial potential, which could be used while shaping CSR strategy of the business.

**Key words:** assessment, corporate social responsibility (CSR), industrial potential, social-labor indicators, indexes

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### Introduction

There have been numerous changes in the sphere of modern business recently. Globalisation, accompanied by rapid technological changes, has given rise to a completely new business environment (Sroka and Szanto 2017; Oláh et al., 2017a). No wonder that under these new circumstances, the development of a modern company is determined not only by the effective use of resources and applying appropriate strategies, but also by taking into account the concept of business ethics in management processes. Given these facts CSR and other kinds of social activities of the business are perceived as competitive potential of the enterprise. Nowadays mainly the issue of environmental aspects is considered as a relevant source of company's competitiveness (Moravcikova et al., 2017).

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Another important aspect of the issue is that evaluation of CSR is better to consider with the CSR strategy of the business. One of these challenges, appropriate assessment of expenditures within CSR performances and the correlation between other indexes as financial and not financial accomplishments, efficiency of long-term goals. Another important aspect of the issue that by interpreting and implementing the outcomes of assessment we need to consider the long-term path of the organization development. This is also stated by Balcerzak et al. (2017). This relates principally to the fact that investments into social performance are efficient in case of permanent and long term their implementation. Taking into consideration industrial potential as a characteristic of a national economy and a complex economic phenomenon we noticed the need to identify the influence of CSR on its development. In the consequences of these, we suggested to highlight a social-labor component as an initial part of industrial potential, which mirrors the social activity of the business.

### **Actual Scientific Researches and Issues Analysis**

Despite numerous efforts to bring about a clear and unbiased definition of CSR, there is still some confusion as to how CSR should be defined. Though CSR is a widely used concept both in the academic and corporate world, yet there is no clear and unbiased definition of this concept (Dahlsrud, 2006). There is a large number and diversity of the approaches to determine the CSR concept. For example, Carroll (1999) traces back the origin of the 'modern' CSR construct to the 1950s, but he claims that the concept has continuously evolved over subsequent decades. As a concept, CSR addresses the fact that profitability from business for some may come at the expense of others (Kraisornsuthasinee, 2012). Therefore companies are forced to maintain profitability and in the same time behave responsibly (Mohr et al., 2001) and this ethical behaviour should be based on the principles of honesty, integrity and trustworthiness (Androniceanu, 2013). CSR may be then defined as a concept whereby enterprises integrate social and environmental concerns in their operations and in their interaction with the stakeholders on a voluntary basis. This point of view is highlighted also by Musova (2016).

Among the different approached to determination of CSR concept it is also worth to mention the assessment of stock indexes. Elms (2006) has drawn attention to the fact that the implementation of CSR in the Central and Eastern European countries should be focused not on charity, marketing and public relations, but should first and foremost be understood as social responsibility to the stakeholders. Lielgaidina et al. (2012), who conducted another study in Latvia, stated that a number of organizations in that country published public commitments in the financial, social and environmental areas; however, the promotion of CSR in Latvia is at the development stage. While the media as an instrument plays an important role in explaining the significance of CSR to the public, and information about the benefits of social responsibility is provided, there are some mistakes within.

In turn, H. Sikacz argues that: *“The results show that investments in socially responsible businesses in selected capital markets are not associated with resistance to the collapse of the stock market. Information about the participation of the company in the index is not a guarantee to the investor that the investment in the company in question will bring a reasonable return”* (2016). At the same time, Łudzińska (2009) suggested to highlight the sustainable development indexes in terms of understanding the matter of CSR assessment. Given these facts, more and more frequently, assessment of CSR is based on the financial indicators and financial data bases. This approach is recognized by wide scope of data base and large number of indicators as well as evaluation techniques. Benefits of this approach are evaluated also by Baulina and Klyushin (2017). Bek-Gaik and Rymkiewicz (2014) compared CSR of the business and financial outcomes represented in WIG30 index (2001-2012) and noticed that *“a weak correlation between financial variables and social responsibility. Only achieved a statistically significant relationship between CSR and variables P/BV and operational profitability”*. In turn, Pelozo (2009) focuses on the correlation between expenditures on CSR and financial outcomes. He claims that *“the relationship is relatively weak; questions of causality are unanswered; and the measures used to examine the business case are inconsistent. This situation leaves the “believers” advocating for CSP based on broad studies that do not address firm-specific issues, and the “skeptics” discounting CSP because the research findings are irrelevant. Managers have a vague idea that CSP pay off financially, but they do not know how best to measure the financial impacts of implementing these initiatives”*.

Masternak-Janus (2017) suggests using eco-efficiency to evaluate social responsibility of businesses. The evaluation process will be based on data envelopment analysis. The findings of the study are based on the fact that ecological efficiency of different industries differs significantly. Simultaneously, Masternak-Janus and Rybczewska-Błażejowska (2017) presented the features of data envelopment analysis for Polish enterprises, and Kliestik et al. (2018) as well as Kliestikova et al. (2017) in conditions of Slovak Republic.

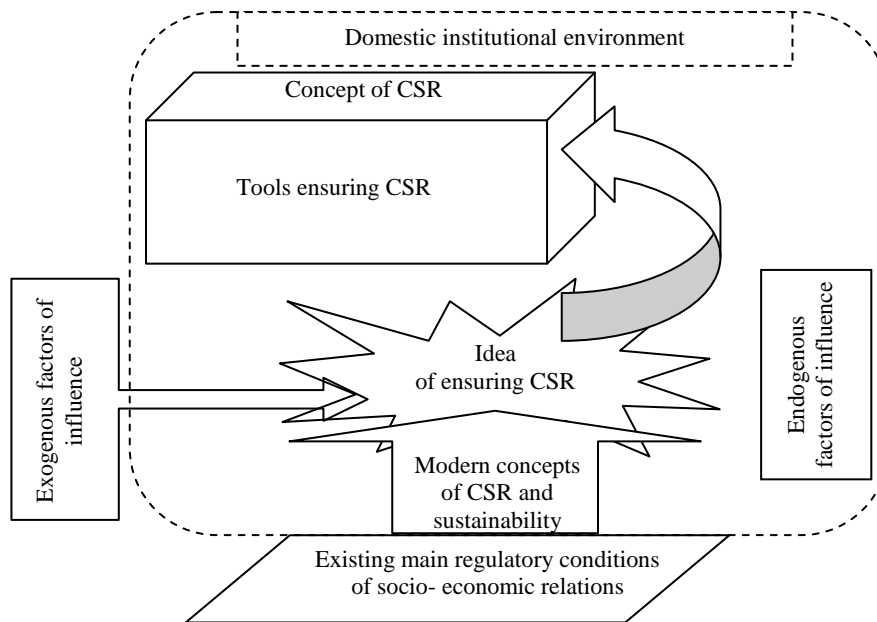
In the rich literature on the subject, in particular Lulewicz-Sas (2015), Rojek-Nowosielska (2017), Waniak-Michalak (2017), Murawski (2013) opinions that to estimate CSR we are able to use various of tools, methods, techniques and approaches. The purpose of this is to show the real effects of CSR investments and impact on different stakeholders (owners, managers and top managers, government, employees, consumers and clients, suppliers and other counterparties). Although there are various discussions on the direct or indirect benefit of corporate social responsibility to the enterprises themselves (Kot 2014), various studies show that social responsibility positively affects attitudes and the loyalty of stakeholders such as product users and employees (Galbreath and Shum, 2012; Cha et al., 2016), due to which the enterprises include CSR values in their business strategies, adapting to changes and changing themselves. On the other hand, there also opponents of the CSR concept - that is, the representatives of a conservative,

traditional trend - who believe that the responsibility of managers is to maximize profits for shareholders, and not moral responsibility. As stated by Chwistecka-Dudek (2016), *“the opponents of CSR also criticize the attempts to introduce the universal principles of CSR on a global scale, which is seen as ignoring differences between different economies”*. It shows that despite the considerable work of the scientists, the issue of shaping CSR strategy towards increasing the development of industrial potential needs more fundamental and deep research. Therefore the research objective is to analyse the impact of CSR on development of industrial potential with a help of social-lab or indexes.

### **The Statement of Basic Materials**

Analytical approach used for evaluating CSR need to be coherent with established business strategy. Due to strong connection between social responsibility and sustainable development, we are going to search for the suitable tools in both scientific fields. There are numerous examples of such approach, for instance Bielińska-Dusza and Pająk (2012) suggested using concept of CSR for shaping strategy of sustainable development. It seems, however, that dealing with the pivot challenges of CSR could be facilitated by gaining knowledge from similar scientific fields. The advantage of such approach will provide significant pool of relevant information and suitable decisions regarding assessing process and shaping strategy of CSR performances. In case creating CSR strategy we need consider the features of institutions that surround the entity. The pivot prerequisite for ensuring the CSR of the business entity is direct perception of the social importance of the individual in entrepreneurship and management process, taking into account the institutional impacts on the behaviour of economic agents and minimizing transaction costs. The possibility of reasonable use of special tools (methods and techniques of social sciences, modern tools of microeconomics) aiming to ensure social responsibility of the commercial organization can be considered as the advantage of an objective account of the institutional environment. The development of the concept of CSR primarily involves taking into consideration the specific use of management tools. Any concept is not self-sufficient without proper functional tools. When studying fundamental conditions of the formation of the tools ensuring CSR, it is relevant to consider the determining factors that influence the stability of the economic unit (Figure 1). Testing tools without reasonable conceptual orientation towards ensuring CSR of the enterprise have no strategic perspectives. It is suggested to determine the tools in the context of the concept of establishing CSR of the enterprise.

The direction vector of the basic conditions of tools formation is defined by the elements represented on the scheme above. Having examined the peculiarities of the formation of conceptual approaches to ensuring CSR, it can be declared that the direction of basic conditions is determined by factors of influence that are prevalent in economic environment and already existing developments within a specific scientific area of knowledge.



**Figure 1. Basic Components for Tools Formation to Ensure CSR**

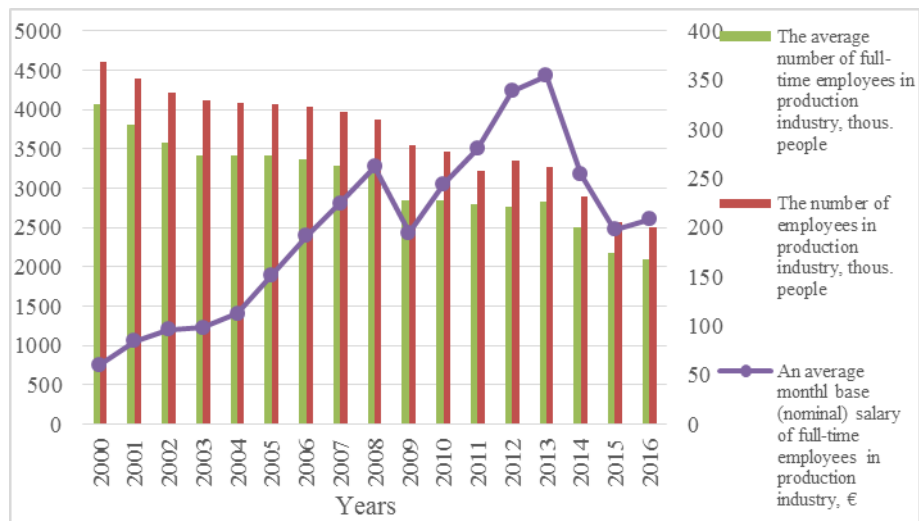
The formation of strategy is important for establishing the way of development in terms of social aspects. The important fact is that the selected concept is adjusted to the possibilities of existing assessment, analytical, functional and management tools accordingly. Thus, the tools are aimed to identify core issues of CSR considering social needs of consumers, but these provisions can be implemented in a variety of formats.

A gradual process for interpretation the CSR strategy is the most distinctive feature of clearly identified units. The concepts consist of following units:

- analysis of resource potential and formation of socially-oriented goals;
- providing social and labor oriented indexes for enterprise assessment (based on the date gained on the previous stage);
- implementation of the CSR strategy (using the evaluation results).

The development of production potential shows the correlation with CSR through social-labor component of potential. In this case, by calculating indicators of social-labor component we are representing the level of CSR of production potential. The first glance, with significant facilitations, on the social-labor component frequently looks like the combination of the number of employees in production industry and the range of salary in production industry (Figure 2).

According to the diagram above the number of employees throughout analysed period decreased dramatically (starting from over 4 500 thous. people in 2000 and around 2 500 thous. people in 2016). The same situation is with the average number of full-time employee.



**Figure 2. Dynamics of Indexes due to Socio-labor Aspect as a Component of the Production Potential** ([http:// www.ukrstat.gov.ua](http://www.ukrstat.gov.ua))

These numbers are influenced by demographic factors and migration process but not only. In this case we need to mention poor economic background of the industry and lack of appropriate salary range. Based on this date and the date from different other sources we could argue that social-labor component of production potential has anxious position.

Consequently, a lot of enterprises within the industry requires qualified and experiences employees. According to the official data 24.7% of migrants are highly qualified candidates, which are capable to be the core part of the social-labor component within production potential. Regarding several aspects of migration, the most relevant research directions and dilemmas, security policy, legal and human rights aspects, current trends and their impacts should be highlighted (Oláh et al., 2017b).

We proposed to use primary indicators systematized in the context of input indicators to conduct a comprehensive assessment of the state and level of development of the socio-labor component of industrial potential. These indicators should reflect the possibilities of attracting social labor resources (reproductive potential). In addition, in the context of primary indicators, we allocate output indicators that characterize the effectiveness of their use (performed potential).

It seems, however, that the input indicators should be divided into two groups: general, which reflect the scale of development, and partial ones, which allow revealing specific peculiarities to a specific component. The scale indicator characterizes the magnitude of the involvement of social labor resources to shape the reproductive potential. Frequently, is represented by absolute indicators.

Partial indicators allow us to assess the suitability of resources for reproduction. For instance, in a social and labor component, such indicator is social

attractiveness. This indicator reflects the favorable conditions of work in a particular type of industrial activity.

Based on the initial data taken from the Main Department of Statistics of Ukraine, a system of indicators for assessing social and labor industrial potential is presented. Taken into consideration the input and output indicators by their individual types (Table 1).

**Table 1. Polycryptal System for Assessment the Socio-labor Aspect as a Component of the Production Potential**

Groups of indicators	Types of indicators	Indexes
Incoming indicators	Scale	1.1. The average number of full-time employees, thous. people 1.2. Hired employees, thous. people 1.3. The ratio of number hired employees to average number of full-time employees, %
	Socially-economic attractiveness	1.4. An average monthly base (nominal) salary of full-time employees, € 1.5. An average monthly base (nominal) salary in the equivalent of full employment, €
Outcoming indicators	Efficiency	1.6. Productivity 1.7. Labor efficiency

The set of indicators was created according to the definite principles. The list of principles is shown below:

- indexes are formalized representation of input and output indicators;
- each component of the potential has its own functional purpose and is characterized by a set of indicators that can be calculated based on reliable statistical data;
- each group of indicators is represented by the main industries;
- indicators are selected to show the specific features of industrial potential.

The scope of indicators presented in the Table 2 is aimed to sow quantitative as well as qualitative assessment of social-labor component within production potential. In this case, the presence of absolute and relative indicators with different units of measurement necessitates their standardization.

According to the fact that amplifying the value of indicators will improve development of social-labor component as well as CSR we pick the highest value of the indicator within the industry as the etalon number. The way we made standardization of indicators is presented below – Formula (1).

$$X_{iy}^I = \frac{X_{ij}}{X_{m+1j}} \quad (1)$$

Set identities  $i = 1, 2, \dots, m; j = 1, 2, \dots, n$ ;  $X_{m+1j}$  –  $j$  indicator of etalon type for definite industry.

At the same time the deviation of values indicates the development or stagnation of social-labor component of production potential within definite industry – Formula (2).

$$Y_{iy} = 1 - X_{ij}^1 \quad (2)$$

Deviation from the reference point indicates the state of development of a certain component of production potential in the specified industry. The closer the value of the integrated index to 0, the higher the level of development of the socio-labor component of production potential.

Based on the selection of input and output indicators, two integral indices can be formed. These indicators would be used to determine the magnitude of reproductive and performed productive potential in the context of the selected component. Each of the integral indexes of the level of development of the socio-labor component has a complex hierarchical structure, since at the initial stage the diversification of primary indicators are formed. The second level requires their generalization at the level of individual types of indicators.

To determine integral indexes we use the Formula (3):

$$I_j = \sqrt[n]{\prod_{i=1}^n I_j} \quad (3)$$

Set identities  $n$  – the number of socio-economic indicators that will be used to assess the relevant indicators,  $I_j$  – index of appropriate type of indicator.

The construction of indicators within a certain component of the productive potential to determine the integral levels of development of reproductive and performed potentials is conducted according to a similar formula.

Considering the analytical outcomes and using the modified Harrington Scale we grouped the types of processing industry activities taking into consideration the levels of development of reproductive and performed potentials of the social-labor component (Table 2).

The first group consists of industries that have high level of development both reproductive and performed potential. That fact indicates a balanced development of the socio-labor component. More specifically the industries from the first group are manufacturing of food, drinks and tobacco products as well as manufacturing metal products excluding machinery and devices, which are significant for development of productive potential and supporting economic sustainability. However, Máté et al., 2017 found a valid representation of the negative relationship between food chemistry patents granted and productivity growth in the long run.



**Table 2. Systemizing the Types of Manufacturing due to Levels of Development of a Socio-labor Aspect as a Component of the Production Potential**

(Source classification of types of economic activities – 2015 (Ukrainian acronym KBEД-2015))

Levels of development		Levels of development of reproductive potential				
		Very high (0-0.2)	High (0.2-0.37)	Medium (0.37-0.63)	Low (0.63-0.80)	Very low (0.80-1.0)
Levels of development of performed potential	Very high (0-0.2)	C10,11,12		C19,20		
	High (0.2-0.37)		C24,25			
	Medium (0.37-0.63)			C16,17,18, 22,23		
	Low (0.63-0.80)	C21		C13,14,15,26, 27,28,29,30, 31,32,33		
	Very low (0.80-1.0)					

Unfortunately, over recent years, the volume of industrial production in terms of mentioned industries has decreased significantly; therefore, it is necessary to hold active state support for their development in order to prevent negative trends in the future. From our point of view, the protectionist measures will create a competitive industrial potential for the specified types of processing activity.

Second group consists of processing industries with an average level of reproductive potential and the average and above average level of the performed potential, indicating the prospects of their development. The assumption behind to balance the development of the socio-labor component, it is necessary to take measures aimed at stabilizing the labor market, improving the system of social security for workers, ensuring a growth of wages taking into account the level of inflationary processes.

Third group consists of processing industries with a low level of development of performed potential and an average level of development of reproductive potential, indicating the ineffective use of existing opportunities and negatively affecting the socio-economic situation. This group is represented by variety of industries, in particular manufacturing pharmaceutical products and drugs; manufacturing computers, electronic and optical products; manufacturing electric equipment, etc. Processing industries from this group should be subjected to a selective approach and the efforts should be directed to support the most promising global trends. Thanks to this, such development will facilitate the technological modernization of industrial potential and increase the share of high-tech products in the structure of industrial products.

## Conclusions

Summing up the above considerations, it is clear that implementation CSR strategy into business can be seen as an important factor in increasing the competitiveness of industrial potential. An analysis of the main social and labor indicators has shown that the most important threats to social responsibility in the industrial sector of the economy are the gradual loss of human potential and low level of salary range of employees. Therefore, proposed assessment approach has a significant practical usage, since it permits to identify the deformation processes in the socio-economic development of certain industry. There is clear analytical evidence that production of food products, beverages and tobacco products; metallurgical production and production of metal products can be considered as reproductive and performed potential, and could be a good environment for implementation social initiatives. The grouping of industries according to the level of potential development of the social-labor component should become the basis for timely response to the emergence of social threats and the formation of a strategy of social responsibility of business in the industrial sector of the economy. In addition, presented analytics will allow investors, business and government to orient them towards the development of production potential regarding the implementation of relevant social programs at all administrative levels.

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### OCENA SKŁADNIKÓW SPOŁECZNYCH I SKŁADNIKÓW PRACY ODNOSZĄCYCH SIĘ DO POTENCJAŁU PRZEMYSŁOWEGO W KONTEKŚCIE SPOŁECZNEJ ODPOWIEDZIALNOŚCI BIZNESU

**Streszczenie:** W artykule przedstawiono podejście do tworzenia społecznej odpowiedzialności biznesu (CSR) w kontekście potencjału przemysłowego. Autorzy zidentyfikowali i przeanalizowali wskaźniki społeczne i ekonomiczne, które ostatecznie wpływają na rozwój społecznego i pracowniczego składnika potencjału przemysłowego. Wkładem autorów w omawianą dziedzinę są zasady oceny rozwoju społecznego i pracowniczego komponentu potencjału przemysłowego. Istotą tego podejścia jest zwrócenie uwagi na wskaźniki dochodów i wyników, które umożliwiają uwzględnienie potencjału przemysłowego zgodnie z podejściem opartym na zasobach. Pomogło to ustalić dwa główne wskaźniki jego rozwoju: poziom rozwoju potencjału reprodukcyjnego, który pokazuje aktualne możliwości oraz poziom rozwoju potencjału, który pokazuje wskaźniki efektywnego wykorzystania zasobów społecznych i pracy. Aby uzyskać odpowiednie wyniki oceny, zapewniono system oceniania, który jest warunkiem wstępnym do złożonych zaleceń ze względu na poziom indeksów. W artykule przedstawiono zalecenia dotyczące zwiększenia społecznego i pracowniczego komponentu potencjału przemysłowego, które można wykorzystać przy kształtowaniu strategii CSR firmy.

**Słowa kluczowe:** ocena, społeczna odpowiedzialność biznesu (CSR), potencjał przemysłowy, wskaźniki pracy socjalnej, indeksy

#### 评估企业社会责任背景下的工业潜力社会和劳动力组成部分

**抽象:** 本文展示了在工业潜力背景下创建企业社会责任 (CSR) 策略的方法。作者确定并分析了社会和经济指标，最终确立了工业潜力的社会和劳动组成部分的发展。该论文对主题领域的贡献是评估工业潜力的发展社会和劳动组成部分的原则。这种方法的实质是突出收入和成果指标，允许根据资源成果方法考虑工业潜力。此外，它帮助我们确立了发展的两个主要指标：生殖潜力发展水平，显示了当前机会和发展潜力的水平，显示了有效利用社会和劳动力资源的指标。为了达到相关的评估结果，我们提供了评分系统，这是根据指标水平进行复杂建议的先决条件。本文提出了提升工业潜力社会劳动组成部分的建议，可以在制定企业社会责任战略时使用。

**关键词:** 评估，企业社会责任 (CSR)，工业潜力，社会劳动指标，指标。