



REGULATORY MECHANISM FOR INCREASING THE LEVEL OF PUBLIC RESPONSIBILITY

MECANISMO REGULATÓRIO PARA AUMENTAR O NÍVEL DE RESPONSABILIDADE PÚBLICA NAS EMPRESAS FABRICANTES DA SOCIEDADE DA INFORMAÇÃO

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ABSTRACT

Objective: The purpose of the study is to substantiate ways to optimize the mechanisms for managing public responsibility of modern manufacturing companies in the context of the implementation of digital information technologies. **Results:** The main mechanisms for increasing the level of public responsibility of production companies in the new social and information conditions should be as follows: administrative, state coercion, preferential taxation, competition, free access to state resources. **Conclusion:** The authors believe that their optimization consists in the formation of a highly professional composition of power, the organization of its public control to combat corruption, and the improvement of legislation in the field of resource allocation to increase the efficiency of decision-making.

Keywords: public mechanisms of management, digital information technologies, administrative regulation, optimization, social program, corruption.



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RESUMO

Objetivo: O objetivo do estudo é fundamentar formas de otimizar os mecanismos de gestão da responsabilidade pública das empresas manufatureiras modernas no contexto da implementação de tecnologias de informação digital. **Resultados:** Os principais mecanismos para aumentar o nível de responsabilidade pública das empresas produtoras nas novas condições sociais e informacionais devem ser os seguintes: administrativo, coerção estatal, tributação preferencial, concorrência, livre acesso aos recursos estatais. **Conclusão:** Os autores acreditam que sua otimização consiste na formação de uma composição de poder altamente profissionalizada, na organização de seu controle público para combater a corrupção e no aprimoramento da legislação no campo da alocação de recursos para aumentar a eficiência da tomada de decisões.

Palavras-chave: mecanismos públicos de gestão, tecnologias da informação digital, regulação administrativa, otimização, programa social, corrupção.

1 INTRODUCTION

The relevance of the problem of optimizing regulatory mechanisms for increasing the level of companies' public responsibility is due to several systemic reasons: first, internal and external difficulties of Russia's socio-economic development, on which the economic position of manufacturing organizations depends; second, the constructive activity of most modern companies does not fully meet the requirements of the "public responsibility" indicator; third, the accelerated development of digital technologies which allows one to receive a significant amount of information and organize people for both constructive and destructive activities (Gostev, 2019, p. 142); fourth, the increased level of political, economic, military and other dangers (threats); fifth, the globalization of international relations and others. Moreover, according to the observation of social practice, at present, the management system of production and other companies has such internal organizational problems as low efficiency in using the capabilities of forces and means of



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social control; insufficient incentives for the management staff to optimize management mechanisms; the companies that avoid control by civil society institutions; the dissatisfaction of some of the staff with the living conditions at the location area and others.

The use of digital technologies in the activities of modern manufacturing companies is objective, and their advantages are obvious. Currently, both Russia and other advanced economies are implementing strategic programs for the development of digital economies, where the main political, financial, human, and other resources are concentrated.

A priori, the public responsibility of companies is not determined merely by the entrepreneur's kindness and morality but rather by the fear of the destruction of the labor market, sales, protest forms of control (strikes, picketing, lockouts, rallies, demonstrations, mass legal claims), etc. (Demidova, Gostev, 2015, p. 112; Demchenko, Gostev, 2011, p. 165). Given this, the state administration system needs new (optimized) mechanisms for ensuring the public responsibility of manufacturing and other organizations, as well as technologies for their implementation.

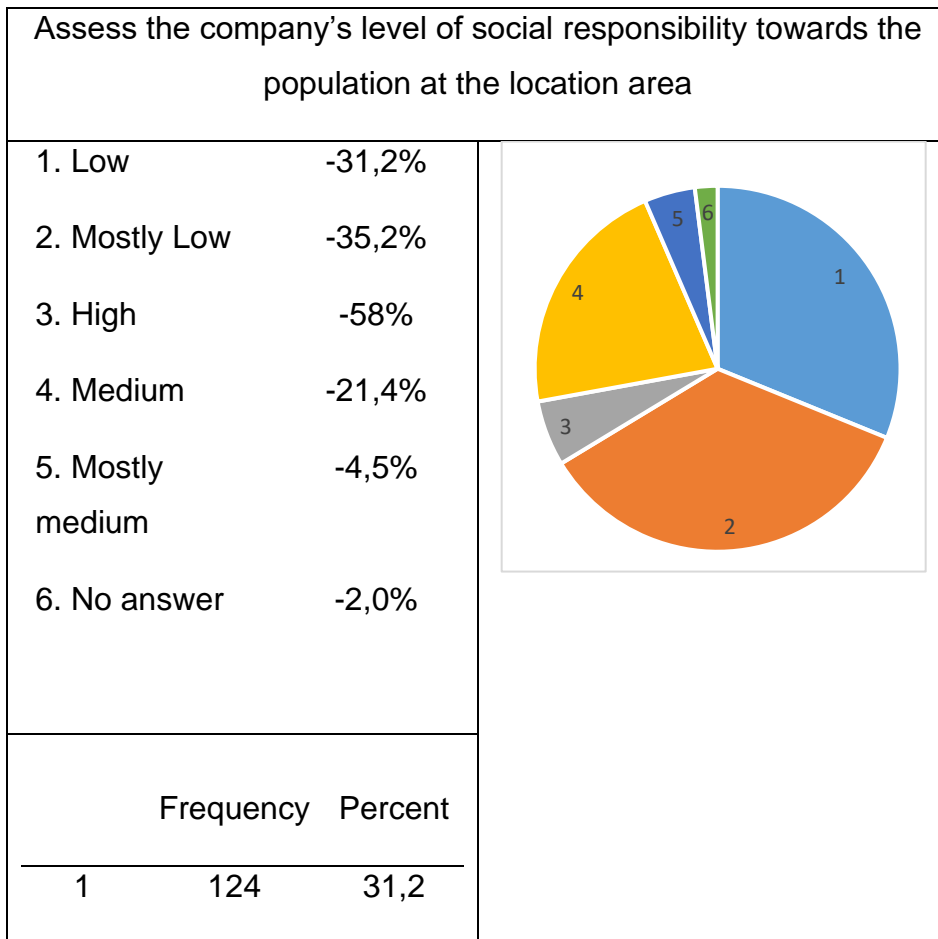
If citizens participate in the formation of the state's budget which, for example, finances the law enforcement agencies' work to create favorable, safe conditions for the public sphere (Federal Law of the Russian Federation, 2011), including the work of manufacturing and other organizations, then the latter, in turn, must formally deduct a part of their profits both to the state budget and informally to the population at the location area if the area is not adequately supported by the state. This (the informal assistance to the population, bodies of local and federal executive authorities), as practice shows, constitutes public (social) responsibility.

Today, this public institution which partially ensures the well-being of the population in the most complex socio-economic relations needs special attention and an increase in the state level of moral and legal incentives. Moreover, public responsibility becomes vital for such enterprises (Bokareva, 2012, p. 114). The level of implementation of such responsibility directly depends on staff productivity and the well-being and competitiveness of the organization. The indicators of the implementation of the category of "public responsibility" of enterprises are regulated by Russian legislation (Federal Law of the



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Russian Federation, 2008). In particular, in the context of this research subject, for the staff, public responsibility consists in providing the following range of benefits and payments: supplementary health and pension insurance; long-term disability insurance; free parking; accident insurance for tourists; assistance in further education, professional training and retraining; participation in the distribution of profits; purchase of shares by employees; provision of recreation and entertainment facilities for employees (cultural and leisure complexes); assisting in job-related relocation, etc. (Demidova et al., 2015, p. 94). The results of this study show that the level of public responsibility of companies in the context of the implementation of digital information technologies to the population of the location area will remain low (Fig. 1).



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2	140	35,2
3	23	5,8
4	85	24,4
5	18	4,5
6	8	2,0
Total	398	100,0

Figure 1. The respondents' assessment of the manufacturing companies' social responsibility level towards the population

The purpose of the study is to define and justify methods to optimize the mechanisms for managing the public responsibility of modern manufacturing companies in the context of the implementation of digital information technologies.

The object of the study is the public responsibility of manufacturing companies in the context of the implementation of digital information technologies.

The subject of the study is the optimization of regulatory mechanisms for the public responsibility of manufacturing companies in the context of the implementation of digital information technologies.

Hypothesis: The efficiency of public mechanisms for managing the public responsibility of manufacturing companies in the context of the implementation of digital information technologies can be increased if one: a) clearly defines the conditions (factors) that influence the quality of public management of manufacturing companies; b) develops new ways for their optimization.

Goals – one must analyze the state of public mechanisms for managing public responsibility in manufacturing companies in the context of the implementation of digital information technologies and develop practical recommendations for optimization.



2 METHODS

The theoretical basis is the regulatory legal documents of the Russian Federation and academic literature. The empirical basis is production companies in ten administrative districts of Moscow: North, North-East, East, South-East, South, South-West, North-West, Zelenogradsky, Troitsky and Novomoskovsky. The requirement is one manufacturing company in the district. The employees in each manufacturing company were selected at random, 40 people from each. The required characteristics of respondents: gender, age and education. After sorting and rejecting the respondents, the sample amounted to 398 people. The sampling error is 5%. There were 14 experts (senior management at manufacturing companies). The study was based on a structural-functional approach. We used the following research methods: theoretical – analysis, synthesis, modeling; empirical – observation, questionnaire, survey of experts, content analysis, secondary analysis of the sociological research results.

3 RESULTS AND DISCUSSION

The categories "public", "social", "people's" are not fundamentally different. The basis for this statement is not only linguistic but also legal (The Constitution of the Russian Federation, 1993; Federal Law of the Russian Federation, 2014). At present, the category of "public responsibility", as shown by the analysis of academic literature, is defined by researchers in different ways: entrepreneurs' voluntary material contribution (charity, patronage) to the development of any organization for people (veterans, children, students, patients, athletes, ecologists, etc.) (Demchenko, Gostev, 2015, p. 12); voluntary contribution to the development of society directly related to the main activities of the



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company and exceeding the minimum specified by law (Demchenko, Gostev, 2013, p. 112); activities aimed at promoting the harmonious existence of people (Nasakina et al., 2014, p. 315); a concept according to which organizations take into account the interests of society and organize activities to resolve its problems (Demchenko, Gostev, 2016, p. 241) and other interpretations. The accuracy of all these definitions of the category under consideration, in the context of the subjects of research carried out by the above authors, does not require any criticism. These definitions also make it possible to combine this knowledge into a single methodological structure and interpret it in terms of the subject of this scientific study, presenting its original interpretation in the following way: a manufacturing company's public responsibility is a form of independent provision of a) a stable order in the market of the labor force and material production means (prevention of protest public forms of control: strikes, rallies, picketing, pogroms, mass court appeals, etc.); b) the efficiency of morality (ethics), duty, kindness, freedom and the need to assist the state in improving the spiritual and material support of the population at the location area.

There is no theory of managing public responsibility in manufacturing companies in the context of the implementation of digital information technologies acceptable to all and it is impossible to create one since the number of conditions, methods, ways and means of interaction between a company and the population living, for example, in the company's location area, can correspond to the number of numerous human needs: from physiological to various moral (humanitarian) (TASS, 2020).

According to the results of the content analysis of the Russian dissertation research topics at the V.I. Lenin Library, we can say that, directly or indirectly, over 1,500 Russian (Soviet) researchers have studied the problem of management mechanisms for increasing the level of public responsibility in production companies to a degree. For example, S.A. Abakumov solved this issue in the context of control over the activities of federal executive bodies (Demchenko, Gostev, 2011, p. 78); A.V. Bodrikova (2015, p. 65) studied the work of manufacturing companies with associations of persons with disabilities caused by military action or war injuries; E.A. Borisova considered the fight against corruption in the



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social institution of education (Demchenko, Gostev, 2013, p. 124); T.S. Demchenko (2011, p. 78) examined teaching youth in private universities; D.V. Korolev looked into the management of a manufacturing organization (Demidova, Gostev, 2015, p. 109); V.V. Kochetov considered the participation of manufacturing organizations in the additional education of youth (Nasakina et al., 2014, p. 313); V.M. Pribylovskii studied conflict resolution in various organizations (Demchenko, Gostev, 2016, p. 240); N.A. Rodionova examined ensuring the readiness of young people for service in law enforcement agencies (Gostev, 2019, p. 144); V.P. Serikova addressed preserving the educational traditions of the Russian population (Demchenko, Gostev, 2011, p. 78); V.A. Chernykh looked into ensuring the mobilization of military resources (Gostev, 2019, p. 146); D.V. Chistyakov covered information and psychological protection of personnel of Magnitogorsk Metallurgical Combine (Bodrikova et al., 2015, p. 116) and many others. All of them point out the need for the strategic work of manufacturing companies in the context of their research subjects.

Peculiar interpretations of the content of the category "public (social) responsibility" of various institutions of society can be found when analyzing, for example, the content of the following theories: social Darwinism (R. McDougall, K. Lorenz, R. Ardi and others); "positive-functional conflict" by L. Coser; "liberal model of political conflict" by S. Lipset; "social determinism" (M. Weber, P.A. Sorokin, M. Taylor and others); "socio-psychological determinism" (N. Berdyaev, L. Gumilyov, H. Bergson, V. Pareto, D. Bell and others); "technical determinism" (Z. Brzezinski, A. Toffler, E. Fromm, H. Marcuse and others) (Gostev, Demchenko, 2020, p. 80).

The results of the analysis of academic literature (TASS, 2020; Bodrikova et al., 2015; Bokareva, 2012; Gostev, 2019; Gostev, Demchenko, 2020; Demidova, Gostev, 2015; Demidova et al., 2015; Demchenko, Gostev, 2011, 2013, 2015, 2016; Marx, Engels, 1961; Nasakina et al., 2014; Petrova et al., 2020; Cheplukhov et al., 2020) show that in modern science, there is no single explanation of the category of "social control mechanism" which complicates the modeling and practical implementation of this scientific phenomenon in the context of the subject under study. In the content of the results of several studies



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(Bodrikova et al., 2015; Bokareva, 2012; Demidova, Gostev, 2015; Demidova et al., 2015; Petrova et al., 2020; Cheplukhov et al., 2020), one can find such names of social mechanisms as anti-monopoly, foreign policy, military-technical, military, hydrometeorological, humanitarian, demographic, leisure, information and intelligence, information, criminal, cultural studies, medical, tax, scientific, national, educational, political, legal, law enforcement, industrial, psychological, socio-psychological, social, judicial, customs, technological, trade, courier, financial, economic, energy, ethnic and others (see analogy – the list of federal executive bodies). Public practice shows that such definitions of mechanisms correspond to the spheres of activity but not to their structural and functional essence. For example, the information mechanism consists not only of a package of information but of communication units, organizations for control of non-disclosure of information (closedness), transport (airmail, etc.), training institutions (departments of communication...), departments of legal support, interested consumers of information and many other organizations. Thus, depending on the importance (rating) of the element included in the system, the information mechanism can be presented not only as information but also as transport, personnel, legal, etc.

Therefore, the public mechanisms for managing the increase in the level of social responsibility of manufacturing companies are various combinations of organizational bodies in the system of regulation of the activities of a production company. These bodies collect, analyze, model and implement various forms of patronage, charity, assistance to the population (individuals and groups of people), federal bodies of executive power, municipal government and civil society institutions.

Staff surveys have shown that, in modern practice, the main (generally recognized) indicators for assessing the public responsibility of manufacturing companies, conditioned by the implementation of the principle of minimum government intervention in the economy and the relationship between the company and the social environment, do not fully correspond to the realities of modern times and should be specified. Given this, a survey of experts (N=14) was carried out, which made it possible to determine, classify and systematize indicators for assessing the efficiency of public responsibility management



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mechanisms for manufacturing companies according to the basic law of society management. This law means that an actualized public need is satisfied by purposeful activity through a specially created management structure. These indicators, as shown by the results of the study, must be grouped on a two-level basis: internal – directly regulated by a company's management; external – regulated with a company's indirect participation.

Internal level indicators include a company's timely fulfillment of its obligations to the state (tax, social and other budget contributions); regular indexation of wages; constant implementation of a socially-oriented policy for the company's employees (provision of employment benefits); obligatory material assistance for employees in connection with difficult life circumstances; strict fulfillment of obligations to customers, partners, employees, government and society; periodic creation of new jobs and improvement of working conditions; implementation of social programs for employees; participation of personnel in the corporatization of a manufacturing company; assistance to veterans, people with disabilities and other categories of socially vulnerable citizens associated with the company and others.

External: the authority (prestige) of the production company among the population near the company's location; activity of the population in the elections of company representatives to local and federal authorities; public participation in the creation of company development concepts; the number of migrants (emigrants) near the company's location; the style of the company's management; labor productivity level; conflict level in the regional community near the company's location; legal order in the territorial public sphere; the number of protests and other events related to the company's activities; the level of corruption near the company's location; the degree of public awareness of the company's activities; solidarity, patriotism of the district population; prevalence of positive social traditions, moods and opinions about the company and local and federal authorities; development of public control; the number of the population leading a healthy lifestyle; the number of large families and the number of divorced citizens; the number of people with disabilities; the average age of the population; freedom of the media; openness of government; popularity of representatives of the company's management system; prestige



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of the professions available in the company; the company's participation in maintaining the cleanliness and order near the company's location (cleaning, landscaping, repair, reconstruction of facilities etc.); allocating funds to support social programs that are significant for society and providing assistance to schools, hospitals and orphanages and more.

A priori, in the context of capitalist production, a good entrepreneur is a prudent, economical person with the psychological motivation to receive super-profits. This entrepreneur will not invest in a business that will not bring in additional income from a tactical, operational or strategic perspective or ensure the preservation of the labor market. In this regard, an important mechanism for increasing the level of public responsibility of manufacturing companies is administrative regulation which should stimulate the entrepreneur to develop the system-forming elements of the life-supporting complex of the territory where the means of production are located. "A certain ten percent [of profit] will ensure its employment anywhere", wrote K. Marx (1961, p. 542). This thesis explains both the hidden nature of the social responsibility of the modern entrepreneur and their motivation for such activities. During administrative regulation, according to the results of the study, the following incentives are applied: tax incentives, providing information and other support in obtaining material means of production, training, sales of finished products and others.

The results of the study showed that most enterprises that have significant financial, material and administrative resources are not active agents of the system of public responsibility. These enterprises only occasionally participate in the implementation of state and local social programs to advertise their activities at less costly events. The correctness of this statement is confirmed by the results of the study (Fig. 2).

Do you have shares of the manufacturing company?	
1. Yes	- 16,8%



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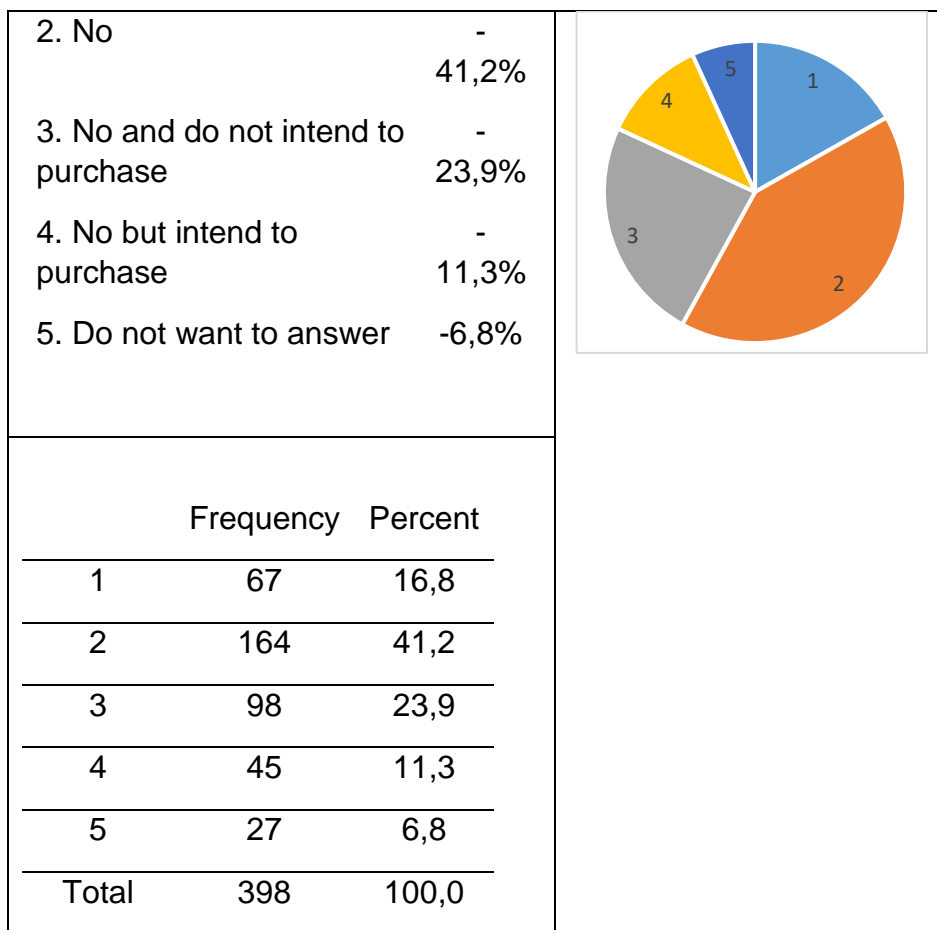


Figure 2. Respondents' satisfaction with the company's participation in the implementation of social programs

The results of the survey of respondents allow us to state that the main motives of the management system of a manufacturing company in providing social assistance to the population are creating its positive image among investors, counteracting competitors, advertising the organization, providing administrative support by federal executive bodies and more (Table 1).

Table 1. Staff opinions on the motives behind the manufacturing company's social assistance to the population

Answer	Frequency	%
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Creating a positive image in society, among investors and competitors	71	17.8
Advertising the company to gain a competitive advantage	78	19.5
Informing society about social programs	47	11.8
Improving the attitude of employees towards the company	89	22.5
Hiding the economic and other problems of the company, distracting the attention of the population from the adverse consequences of their activities	60	15
Altruism, voluntary charity (patronage)	35	9
Undecided	18	4.5
Total	398	100

As can be seen in the table, only 9% of respondents believe that altruism, voluntary charity (patronage) is the meaning of the indicator for assessing the activities of companies "public responsibility of manufacturing companies". In this regard, according to the expert survey, to optimize the mechanism of administrative regulation of public responsibility for manufacturing companies in the federal executive bodies responsible for the economic sphere, there is a need to consolidate the corresponding function and introduce the position of an authorized representative for the regulation of social programs implemented by manufacturing companies. Such an improved mechanism will allow mobilizing additional forces and means, increasing the level of fairness, transparency, the efficiency of the activities of the federal and regional authorities for the implementation of various federal social programs.

Naturally, the activity in question cannot be managed without the mechanism of state enforcement for the companies to participate in the social programs of the municipality and region. Typically, these programs involve assisting veterans, people with disabilities and other categories of company staff who find themselves in difficult life circumstances; hospitals and orphanages located near the company's location; improvement of the municipal territory, maintenance and reconstruction of various cultural and leisure facilities and more (Table 2).

Table 2. Ranking of types of social assistance provided by a manufacturing company



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Answer	Frequen cy	%
Improvement of the municipal territory, maintenance, reconstruction of various cultural and leisure facilities, and more.	178	44.8
Provision of material assistance to company employees who are in difficult life circumstances	82	20.8
Helping schools, hospitals, orphanages, sports organizations near the company's location	42	10.5
Employment of veterans, people with disabilities and other categories of socially vulnerable citizens	38	9.5
Undecided	58	14.5
Total	398	100

A survey of experts (management staff of manufacturing companies – N=14) made it possible to determine that about 75% of companies implement social programs under administrative pressure from the federal executive authorities, which indicates an insufficient level of organization of information and educational work with management of the entrepreneurial stratum. The experts suggested conditions under which companies will be interested (motivated, voluntary) to participate in the implementation of social programs:

- Elimination of unnecessary administrative barriers (excessive managerial regulatory structures, bureaucratic relations, mediation) and, accordingly, reduction of corruption in the distribution of contracts for social programs.

- Ensuring regular reporting and transparency in the expenditure of financial (material) resources allocated by companies to organize activities for the implementation of social programs. For this purpose, one must create a public council for the implementation of social programs in the system of municipal government with the participation of representatives from manufacturing organizations and granting them the rights to control the expenditure of resources.

- Providing companies with the right to initiate the choice of ways to implement the content and activities within programs.



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- Free access for companies to federal and municipal production (financial, material, personnel, information and others) resources on a contractual basis. For this purpose, one must ensure the participation of the companies' representatives in the structure of state resource distribution bodies.

Naturally, one of the permanent incentives for an entrepreneur is tax exemption. This is the most accessible, simple and efficient means of administrative regulation for the activities of the entrepreneurial stratum. According to experts, the mechanism of tax exemption of socially responsible companies should include the following organizational structures: administration of the municipality which verifies the compliance of the organization's activities with the terms of tax exemption; a manufacturing company; public commission for quality control of implementation of social programs by the company; control departments of law enforcement agencies (for example, divisions for combating economic crimes of the police); various representative bodies of civil society institutions.

According to the results of studying practice, the most important mechanism for the companies' active participation in the system of "public responsibility" is competition in the market. The mechanism may consist of various manufacturing organizations and administrative regulative and public bodies that force federal and local executive, legislative and judicial authorities to participate in social programs of tax exemption. Surveys of respondents have shown that the company's success in competitive confrontation directly depends on the preparedness, loyalty and level of motivation of staff to work in the organization. The last indicator naturally depends on the degree of ownership of the company's assets by the staff or, conversely, the alienation of its employees from the property (Fig. 3).

Have you purchased shares of your company?	
1. Yes	- 11,3%



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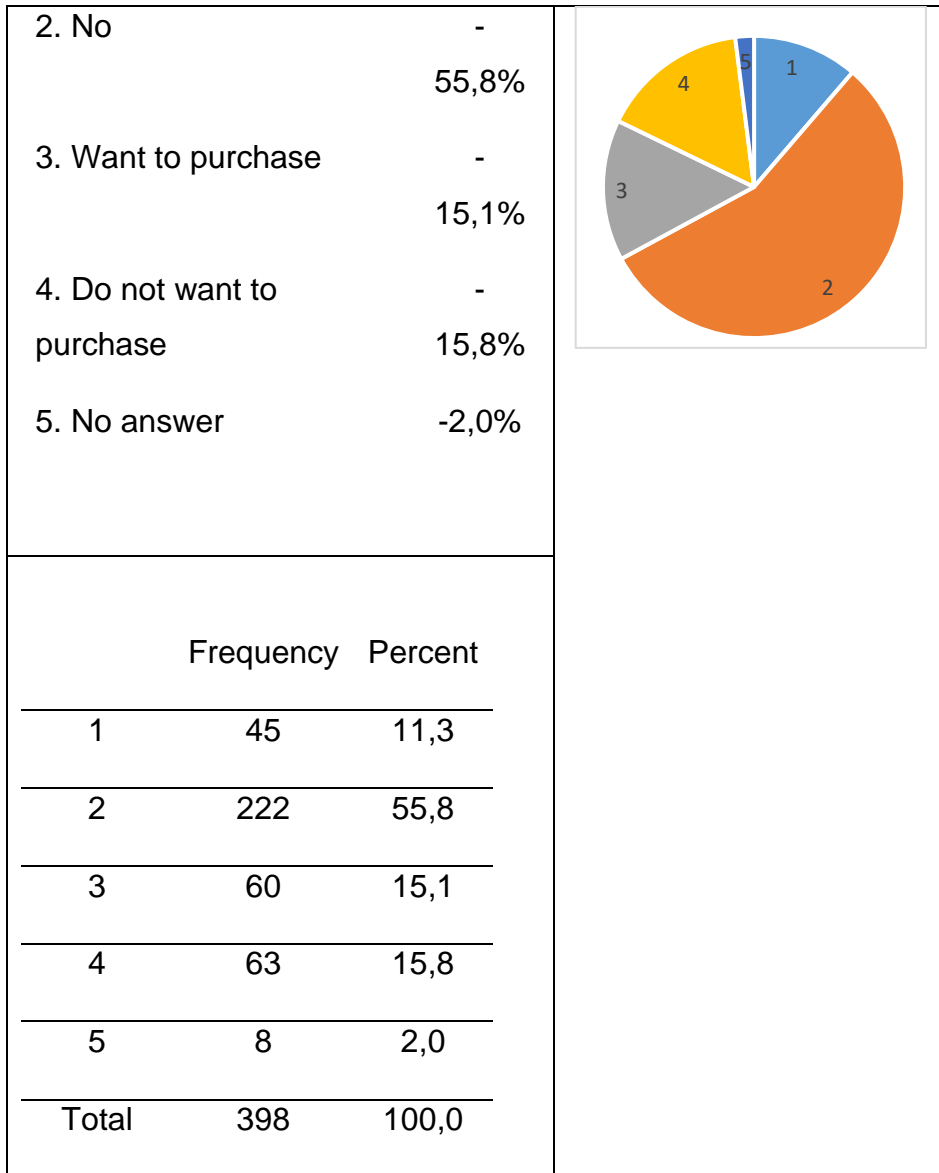


Figure 3. Staff participation in the corporatization of manufacturing companies

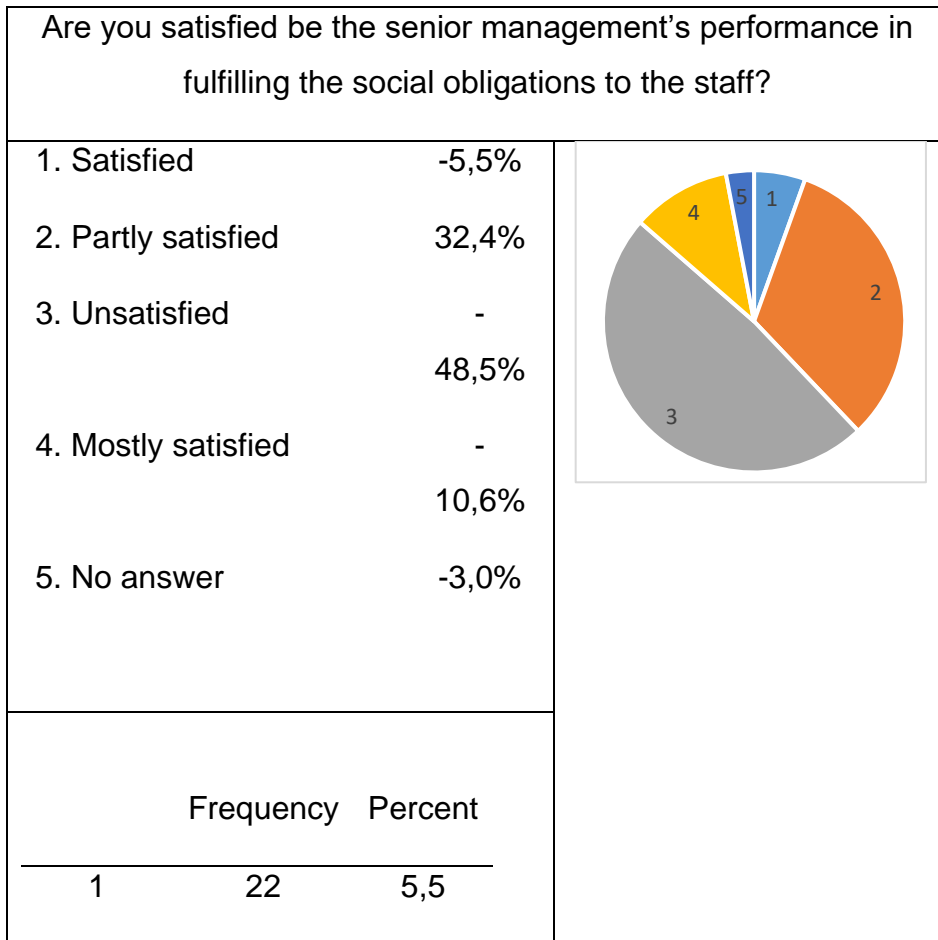
As one can see in the figure, only 11.3% of employees purchased shares of companies and only 15.1% wanted to buy shares. The company management was not using this resource quite correctly. Undoubtedly, the considered mechanism will become more efficient if the number of company owners increases.



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The results of the survey also showed the following fact. A lot of company staff give a low rating to the management's performance in fulfilling social obligations by the following indicators: timely indexation of wages; providing employees with the declared (promised) employment benefits; assisting staff in difficult life circumstances; assisting veterans, people with disabilities and other categories of socially vulnerable citizens who used to work for the company (Fig. 4).

As can be seen in the figure, most company employees give a low rating to the management's performance in assisting veterans, people with disabilities and other categories of socially vulnerable citizens who were previously associated with the organization; implementation of social programs for company employees; timely indexation of wages and more.



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2	129	32,4	
3	193	48,5	
4	42	10,6	
5	12	3,0	
Total	398	100,0	

Figure 4. Staff assessment of senior management's performance in the fulfillment of internal social obligations

The mechanism of access to state resources is of no less importance in the process of increasing the level of public responsibility of manufacturing companies. The mechanism can help companies become more competitive and attractive for customer and talent retention. The results of the study showed that the operation of this mechanism is hampered by some systemic reasons: the imperfection of the legislative framework in the distribution of state resources, low level of managerial training of the authorities, alienation in the relationship between companies and the authorities, persisting corruption between the authorities and enterprises. Systematic and timely preventive work along these routes will optimize this mechanism and increase the level of public responsibility of companies.

5 CONCLUSION

Therefore, the goal of the study was achieved, the tasks were solved and the hypothesis was confirmed.



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At present, the level of public responsibility of manufacturing companies can be significantly increased, so the task of improving the regulatory mechanisms becomes significant.

The main mechanisms for increasing the level of public responsibility of manufacturing companies can be:

- Administrative, the purpose of which is to regulate the balance in the activities of a manufacturing company to provide comprehensive assistance to the population and create conditions for gaining their advantage over competitors in the manufacturing market. The optimization implies the introduction of the company's authorized representative to regulate social program activities.

- State enforcement of a production company to participate in state and municipal social programs. For its efficient work, it is proposed to create a public council for the implementation of programs with the participation of representatives of industrial organizations with control functions in the municipal government.

- Tax exemption for socially responsible manufacturing companies.

- Market competition. The optimization involves improving relations with the staff through the corporatization of main production assets; strengthening the external activities of the forces of management structures in manufacturing companies; creating unions (associations) with partner enterprises.

- Access to state resources. The optimization consists in the formation of a highly professional administration, the organization of its public control to combat corruption and the improvement of legislation in the field of resource allocation.

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