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PROBLEMS OF SOCIAL AND ECONOMIC DEVELOPMENT AT THE „DONETSKOBLغاز” ENTERPRISE

Introduction

The gas branch is one of the most important branches ensuring the industrial potential of Ukraine. The largest national company of oil and gas branch is National Joint-Stock Company „Naftogaz of Ukraine”. It is realizing the state foreign and domestic policy as for provision of the delivery of oil and gas resources to various categories of the consumers in Ukraine and abroad.

The Donetsk region represents a highly advanced industrial and energy complex, where the important role played by gas industry provides its stable functioning. In Donetsk region the first activities on supplying cities and industrial objects with gas started the late 1930s.

However mass gas supply campaign began in 1958, when the plan of gas supply for dwellings in Donetsk region was approved for the period of 1959 – 1965. In 1959 due to gasification of 17 cities of Donetsk region the self-supporting regional gas company „Oblprombytgaz” was created within the municipal service for control of gas local enterprises. The first industrial consumers were Khartsyzsky steel wire rope and pipe producing plants, Kontantinovsky metallurgical and glass producing plants, Kramatorsky metallurgical plant, Novokramatorsky machine-building plant, Artemovsky plant of rolled metals. In 1975 the reorganization of the management system in regional gas industry was carried out, and the trust „Oblprombytgaz” was liquidated. Then the Donetsk industrial association of gas supply named „Donetskoblغاز” was founded and it was subordinated to Republican association „Ukrغاز”.

According to the Decree of the President of Ukraine „On formation of enterprises corporation” from 15.06.1993 №210/93 and Order of State Committee of Ukraine on oil and gas from 11.03.1994 in 1994 the Donetsk regional state enterprise on gas supply „Donetskoblغاز” was transformed in the Open Joint-Stock Company „Donetskoblغاز”.

Structure of this company includes 19 branches: 17 departments on gas supply, departments on construction works and repair-shop „Gas – service” and Donetsk gas filling station. The privatization of the enterprise was carried out by the central body of State Property Fund of Ukraine.

In June 2011 Open Joint-Stock Company „Donetskoblغاز” was transformed into Public Joint-Stock

Company „Donetskoblغاز”. About 38% of the shares of the PJSC „Donetskoblغاز” belong to NJSC „Naftogaz of Ukraine”. Nowadays the territory of the licensed activity of the company includes numerous economic institutions, namely: 49 cities, 108 settlements of urban type and 808 villages, 382 industrial enterprises, 3529 municipal household installations, 853902 apartments, 1379107 household units of gas equipment, 265426 household gas counters. Over 12 thousand km of gas pipelines, including about 5 thousand km of underground gas pipelines, are under the authority of PJSC „Donetskoblغاز” enterprise.

The PJSC „Donetskoblغاز” is one of the leaders of gas branch; more than 4,5 thousand employees work at this enterprise. New technologies and innovations are developed here, the specialized laboratories and service centres are created. The own educational center of professional training and improvement of professional skill of the employees is established. There are some campings, sports centers and health facilities at the disposal of the employees of the „Donetskoblغاز” enterprise.

Taking into account social and economic importance of PJSC „Donetskoblغاز” for gas branch and Donetsk region, the long-term history of the given company functioning, the research was carried out with the purpose of studying corporate and organizational culture at the „Donetskoblغاز” enterprise.

1. The economic and financial activity of the PJSC „Donetskoblغاز” enterprise

The PJSC „Donetskoblغاز” is one of largest gas supply enterprises of Ukraine. The basic tasks of the enterprise are: maintenance of gas pipelines and equipment in a technically serviceable condition; maintenance of reliable and safe gas supply for all categories of the consumers; designing and construction of gas transport systems. Priority trends of the company activities are: application of innovation technologies; attraction of new industrial consumers; increase of volumes of the gas supply. The strategy of the PJSC „Donetskoblغاز” is aimed at designing and construction of gas pipelines from polymeric materials.

The results of industrial output of the PJSC „Donetskoblغاز” for 2009 – 2010 are given in table 1.

In 2010 volume of natural gas transportation by PJSC „Donetskoblغاز” amounted to 2449,181 million

cubic meters. It increased by 408,972 mill. cubic meters or by 20% as compared with 2009. However in 2010 the supply of natural gas provided by „Donetskgaz” enterprise to the various consumers was 4.54% less as compared with 2009 and amounted to 814,978 million cubic meters. The volume of liquefied gas supply has grown in 2010 and amounted to 2402 tons, it is 30.2% more as compared with 2009.

The cost of the enterprise production in 2010 has considerably increased due to the growth of volumes supplied to customers and growth of prices. In 2010 the cost of gas transported by the enterprise made 272891 thousand of UAH, that is 69.93% more as compared with 2009. The cost of natural gas supplied by enterprise to the various consumers made 38162 thousand UAH in 2010, that is 3.48% more as compared with 2009. The cost of the liquefied gas supply increased in 2010 and amounted the 15971 thousand UAH, that is 39.75% more as compared with 2009. The cost of other services delivered by the „Dontskgaz” enterprise” increased by 43.54% in 2010.

However, as it is seen from the last column of tab. 1, the structure of production cost in 2010 did not essentially differ from the structure in 2009. So, in total amount the share of gas transportation cost increased by 6,3%, the share of natural gas deliveries cost to the various consumers decreased by 4,4%. In 2010 the share of other kinds of services decreased by 1,49% in the structure of production cost.

In table 2 the basic economic indicators of the PJSC „Donetskoblغاز” are shown for 2007 – 2010. In 2007 the income from production sold has amounted to 688055 thousand UAH, and in 2010 this index was 1077312 thousand UAH. The growth of the income from production sold amounted to 389257 thousand UAH for the period of 2007 – 2010 or 56.76 % as compared with 2007.

The net income of the enterprise was 568024 thousand UAH in 2007, and in 2010 this index has amounted to 898782 thousand UAH. The growth of the net income of the enterprise was 330758 thousand UAH for the period of 2007 – 2010 or 58.23% as compared with 2007.

The cost of production sold was 539491 thousand UAH in 2007, and in 2010 this index has amounted to 870028 thousand UAH. The growth of the cost of production sold amounted to 330537 thousand UAH for the period of 2007 – 2010 or 61.27% as compared with 2007.

The gross profit of the enterprise was 28533 thousand UAH in 2007, and in 2010 this index amounted to 2854 thousand UAH. The growth of the gross profit was 6237 thousand UAH for the period of 2007 – 2010 or 0.77% as compared with 2007.

In 2010 the enterprise received net profit equal to 2154 thousand UAH for the first time for the period of 2007 – 2010.

In table 3 the annual changes and growth rates of the basic indicators of economic activity of the PJSC „Donetskoblغاز” are given.

From tables 3 it follows, that the highest values of growth rates of economic activities indexes were observed in 2007 – 2008, that is period before the beginning of economic crisis. But the lowest values of mentioned growth rates were observed for the period of 2008 – 2009, that is period during at the height of economic crisis.

It should be noted, that the cost of realized production grew by higher rates, than gross income and net income in the „Donetskoblغاز” enterprise, and it negative impact on profitability of the enterprise.

In table 4 some financial indicators presenting a financial status of the PJSC „Donetskoblغاز” are given.

In 2007 the assets of the enterprise accounted to 435021 thousand UAH, and in 2010 this index amounted to 589839 thousand UAH. The growth of assets of the enterprise was 154818 thousand UAH for the period of 2007 – 2010 or 35.59% as compared with 2007.

The non-current assets amounted to 257364 thousand UAH in 2007 or 59.16% of total assets. In 2010 the non-current assets amounted to 301337 thousand UAH or 51% of total assets. Non-current assets increased by 43973 thousand UAH for the period of 2007 – 2010 or about 17% as compared with 2007.

The current assets amounted to 174739 thousand UAH in 2007 or 40,16% of total assets. In 2010 the current assets were 288026 thousand UAH or 44.16% of total assets. For the period of 2007 – 2010 the growth of current assets amounted to 113287 thousand UAH or 64.83% as compared with 2007. The value of total assets of the „Donetskoblغاز” enterprise was increased basically due to expansion of current assets in the period of 2007 – 2010; more than half of these current assets were trade and other receivables for the goods, activities and services provided by the enterprise.

The equity of the enterprise amounted to 18934 thousand UAH in 2007, and in 2010 this index amounted to 44777 thousand UAH. For the period of 2007 – 2010 the growth of the equity amounted to 25843 thousand UAH or 136.49% as compared with 2007.

In table 5 the annual changes and growth rates of the basic financial indexes of the PJSC „Donetskoblغاز” are given.

In table 6 the structure of operational costs from sold products (works, services) of the „Donetskoblغاز” enterprise is given.

In 2007 the material costs of the enterprise amounted to 65575 thousand UAH or 27.82% of total operational costs. In 2010 this index amounted to 105326 thousand UAH or 27.06% of total operational costs of the enterprise. For the period of 2007 – 2010 the growth of material costs amounted to 39751 thousand UAH or 60.62% as compared with 2007.

The labour costs amounted to 83895 thousand UAH in 2007 or 35.59% of total operational costs. In 2010 this index amounted to 128722 thousand UAH or 33.07% of total operational costs. For the period of 2007 – 2010 the growth of the labour costs amounted to 44827 thousand UAH or 53.43% as compared with 2007.

Table 1.

Parameters of industrial activity of the PJSC „Donetskoblgaz”

№	Indicator	Industrial outputs		Production at the current prices, thous. of UAH		Share of production in %		Change of industrial outputs 2009/ 2010	Change of production at the current prices 2009/ 2010	Change the share of production, % 2009/ 2010
		2009	2010	2009	2010	2009	2010			
1	Services in transportation of natural gas	2040,209 mln. m ³	2449,181 mln. m ³	160589,00	272891,00	59,28	65,59	408,972 mln. m ³	112302,00	6,31
2	Services in natural gas supply	853,725 mln. m ³	814,978 mln. m ³	36880,00	38162,00	13,61	9,17	-38,747 mln. m ³	1282,00	-4,44
3	Services in the liquefied gas supply	1845 t	2402 t	11428,00	15971,00	4,22	3,84	557 t	4543,00	0,3
4	Other kinds of services	-	-	62024,00	89028,00	22,89	21,40	-	27004,00	-1,49

Table 2.

The basic indicators of economic activity in the PJSC „Donetskoblgaz” for 2007 – 2010, in thousand UAH

Indicators	2007	2008	2009	2010
Production sold (works, services)	688055	877919	944675	1077312
Net income	568024	708003	772470	898782
Cost of production sold	539491	702183	775425	870028
Gross profit	28533	5820	-2955	28754

Table 3.

Annual changes and growth rates of basic economic indicators in the PJSC „Donetskoblgaz” for 2007 – 2010

Indicators	Annual changes, thous. UAH			Annual growth rates, %		
	2007/2008	2008/2009	2009/2010	2007/2008	2008/2009	2009/2010
Production sold (works, services)	189864	66756	132637	27.59	7.6	14.04
Net income	139979	64467	126312	24.64	9.11	16.35
Cost of production sold	162692	73242	94603	30.16	10.43	12.2

Table 4.

Basic financial indicators in the PJSC „Donetskoblgaz” for 2007 – 2010, in thousand UAH

Indicators	2007	2008	2009	2010
Assets	435021	494607	525370	589839
Non-current assets	257364	281534	284046	301337
Current assets	174739	208760	232007	288026
Equity	18934	27045	17602	44777

In 2007 the social contributions amounted to 28766 thousand UAH or 12.2% of total operational costs. In 2010 this index amounted to 45341 thousand UAH or 11.65% of total operational costs. For the period of 2007 – 2010 the growth of the social contributions has amounted to 16575 thousand UAH or 57.62% as compared with 2007.

In 2007 the depreciation was 25647 thousand UAH or 10.88% of total operational costs. In 2010 this index amounted to 23517 thousand UAH or 6.04% of total operational costs. For 2007 – 2010 the depreciation decreased by 2130 thousand UAH or by 8.31% as compared with 2007. It should be noted, that the depreciation is an important item of the operational costs for given enterprise, because more than 40% of fixed capital is out-dated and should be modernized.

The value of other operational costs amounted to 31857 thousand UAH in 2007 or 13.51% of total operational costs. In 2010 this index amounted to 86351 thousand UAH or 22.18% of total operational costs. For the period of 2007 – 2010 the value of other operational costs increased by 54494 thousand UAH or by 171% as compared with 2007.

Whole, the total operational costs amounted to 235740 thousand UAH in 2007 and in 2010 this index increased by 65.12% and amounted to 86351 thousand UAH.

The growth of operational costs for the period of 2007 – 2010 was determined by a rise in prices and tariffs in connection with inflation and economic crisis in Ukraine. The growth of operational costs resulted in the increase of the production cost and to the decrease profitability of the „Donetskoblغاز” enterprise.

2. Study of social development at the „Donetskoblغاز” Enterprise

Nowadays experts in management science consider social development using analysis of organizational and corporate culture. Corporate ethics and behavior are defined as important components of the corporate strategy and social policy for the leading enterprises.

The cornerstone of a success for enterprise is a well-defined and implemented corporate strategy, which is accepted and realized by all staff, from workers to top-managers, and vice versa. The performance of employers corresponds to how the work and rewards (both financial and non-financial) meet the employee’s needs. The employee behavior is related to organizational culture, which is a complex network of values and norms created by individuals in the enterprise.

Organizational culture, corporate governance and corporate behavior are related. It is possible to consider the corporate governance and corporate behavior as components of corporate culture. D.Crowther (2011) considered corporate governance as environment of trust, ethics, moral values and confidence, which reflect synergic effect of all kinds of stakeholders.

Corporate governance is concerned with creating a balance between the economic and social goals of a company including such aspects as the efficient use of resources, accountability in the use of its power, and the

behavior of the corporation in its social environment (D.Crowther, 2011). Good corporate governance is based on realization of four principles: transparency, accountability, responsibility and fairness. Good governance can improve the performance of enterprise and help to increasing shareholders’ satisfaction.

Corporate behavior involves legal rules, ethical codes and social responsibility. Development of corporate social responsibility creates the platform of dialogue between the government, business and civil society. Corporate social responsibility can help to improve the image of corporation and solve the common social problems, which are important for enterprise and its stakeholders.

Taking into account the theoretical background of corporate and organizational culture and peculiarities of Ukrainian corporations we developed the two-stage scheme of research study of corporate and organizational culture at the „Donetskoblغاز” enterprise.

First stage is based on study of official industrial and financial reports and statements described the current activities of PJSC „Donetskoblغاز” for last three years. We focused on analysis of the dynamics and characteristics of employees in this enterprise during last three years and studied the financial motivation for the personnel. In addition, we analyzed the Social Contract (Collective Agreement) and social policy provided by PJSC „Donetskoblغاز” for their employees and stakeholders in the framework of corporate social responsibility. First stage of research allowed us to describe the visible components of corporate and organizational culture at the „Donetskoblغاز” enterprise.

Second stage is based on sociological research for samples of respondents from 19 departments of PJSC „Donetskoblغاز” located in different cities of Donetsk region. Sociological research was carried out by means of questionnaire. This questionnaire contained 32 questions and included some personal data (sex, age, education, occupation, etc.) and groups of questions focused on personal attitudes of respondents to different components of organizational culture, corporate social policy, corporate governance in the „Donetskoblغاز” enterprise. 190 respondents (or 10 representatives from each department) took part in this sociological research. The samples of respondents were balanced on gender group and categories of personnel (managers, specialists and professionals, technicians and workers). All questionnaires were statistically elaborated in Statistica and total data set was created for econometric modeling in Eviews. Some hypothesis about the influence of individual characteristics and personal attitudes to organization culture were checked by means of the Binary Dependent Variable Models. We revealed group of social and economic factors, which had significant impact on evaluation of corporate and organizational culture by respondents. This stage was useful to reveal the non-clear visible (or latent) components of employee’s behavior and their expectations.

Table 5.

Annual changes and growth rates of basic financial indicators in the PJSC „Donetskoblaz” for 2007 – 2010

Indicators	Annual changes, thous. UAH			Annual growth rates, %		
	2007/2008	2008/2009	2009/2010	2007/2008	2008/2009	2009/2010
Assets	59586	30763	64469	13.7	6.22	12.27
Non-current assets	24170	2512	17291	9.39	0.89	6.09
Current assets	34021	23247	56019	19.47	11.14	24.15
Equity	8111	-9443	27175	42.84	-34.92	154.39

Table 6.

The structure of operational costs from sold products (works, services) of the PJSC „Donetskoblaz” for 2007 – 2010, in thous. UAH

Elements of operational costs	2007	2008	2009	2010
Material costs	65575	89067	69021	105326
Labour costs	83895	107205	93857	128722
Social contributions	28766	36807	32479	45341
Depreciation	25647	26673	23688	23517
Other operating costs	31857	35865	43864	86351
Total	235740	295617	262909	389257

According first stage of our research we analyzed dynamics and characteristics of human resources at the „Donetskoblaz” enterprise.

As mentioned earlier human resources are the important component in formation of corporate and organizational culture at the enterprise. A condition of human resources, their motivation and expectation in standards of labour and social policy at the enterprise influence existing values and behaviour of the employees, their attitude to image of the enterprise and tendencies of its development.

In this connection the analysis of human resources in the PJSC „Donetskoblaz” was carried out.

In table 7 the average number of the employees who are employed full and part time or temporary in the „Donetskoblaz” enterprise is shown.

In 2008 average number of the employees amounted to 4863 persons, and in 2009 in the negative impact of economic crisis the number of the employees reduced by 3.33% as a compared with 2008. In 2010 average number of the employees amounted to 4638 persons or 1.34% less as compared with 2009. At the „Donetskoblaz” enterprise more than 96% of total personnel is a full-time employees. In 2008 average number of full-time employees amounted to 4761 persons, and in 2009 this index reduced by 246 persons and amounted to 4515 persons. In 2010 average number of full-time employees amounted to 4519 persons.

In table 8 the structure of wages fund for full-time employees is given. The wages fund consists of two parts: base wage fund and variable pay fund.

Base wage is based on the minimum salary level (tariff or minimum of the range). Usually it depends on

external competitiveness and internal equity in the enterprise and branch. Variable pay fund includes bonuses and compensations. Bonuses and compensations are results of corporate and team performance or results of individuals.

In 2008 total wage fund amounted to 105155.5 thousand UAH, and in 2009 this fund decreased by 13331.4 thousand UAH. For the period of 2008 – 2009 the reduction of total wage fund was 12.68%. In 2010 total wage fund amounted to 128119.2 thousand UAH, that is 36295.1 thousand UAH more as compared with 2009. For the period of 2009 – 2010 the increase of total wage fund was 39.53%. In 2008 the base wage fund amounted to 68955.5 thousand UAH, and in 2009 this index decreased by 5925.3 thousand UAH and amounted to 63020.2 thousand UAH. For the period of 2008 – 2009 the reduction of the base wage fund was 8.59%. In 2010 the base wage fund amounted to 87303.5 thousand UAH or that is 38.51% more as compared with 2009.

In 2008 the variable pay fund accounted to 36200 thousand UAH, and in 2009 this fund decreased by 7406.1 thousand UAH or that is 20.46% as compared with 2008. In 2010 the variable pay fund accounted to 40815.7 thousand UAH or 41.75% more as compared with 2009.

It should be noted that the average monthly wage of employees in the „Donetskoblaz” was less than similar indexes in gas branch and industry in Ukraine and it was less than average monthly wage in Donetsk region (table 9).

In 2008 the average monthly wage in the „Donetskoblaz” enterprise was 13.45% less than in gas branch. It was 9.42% less than in industry and 9.33% less than in Donetsk region. In 2009 the average monthly

Table 7.

Average number of the employees in the „Donetskoblغاز” enterprise for 2008 – 2010, in persons

Indicator	2008	2009	2010	2008/2009		2009/2010	
				Annual change, in persons	Annual growth rate, %	Annual change, in persons	Annual growth rate, %
Average number of full-time employees	4761	4515	4519	-246	-5.17	4	0.09
Average number of part-time employees and temporary employees	102	186	119	84	82.35	-67	-36.02
Total average number of employees	4863	4701	4638	-162	-3.33	-63	-1.34

wage in the „Donetskoblغاز” enterprise was 30.42% less than gas branch. It was 21.32% less than in industry and 21.28% less than in Donetsk region. In 2010 the average monthly wage in the „Donetskoblغاز” enterprise was 18% less than in gas branch. It was 9,67% less than in industry and 8.57% less than in Donetsk region.

Thus, relatively small average wages in the enterprise resulted to high number of employees, which have left the PJSC „Donetskoblغاز”. In 2008 – 2009 this index was 14 – 15 % of number of total staff, and in 2010 it decreased and amounted to 9,7%. In table 10 the structure of the personnel of the enterprise is given.

The managers amounted to 10% of all personnel. In 2008 the number of managers amounted to 519 persons, and in 2010 this index decreased and amounted to 497 persons. The specialists and professionals amounted to 12% of all personnel. In 2008 the number of specialists and professionals amounted to 567 persons, and in 2010 this index decreased and amounted to 534 persons. Technicians and clerks are less than 1% of all personnel. In 2008 the number of technicians and clerks amounted to 25 persons, and in 2010 this index amounted to 27 persons. The main group of employees in „Donetskoblغاز” enterprise are workers (about 77% of all personnel). In 2008 the number of workers amounted to 3650 persons, and in 2010 this index decreased and amounted to 3461 persons.

About 40% of the employees in the „Donetskoblغاز” enterprise are women, most of them (about 75%) are the specialists, professionals and clerks. About 20% of the employees in the „Donetskoblغاز” enterprise have complete tertiary education and about 35% of the employees have basic tertiary education. About 27% of the employees are group aged up 34 years and about 18% of the personnel are the pensioners. The number of

the women and men of pre-pension age are about 14% of total personnel.

At the „Donetskoblغاز” enterprise the trainings on improvement of professional skills for technicians and workers are regularly organized, special topic is instruction on safety regime for working equipment and people.

The own educational centres are created on base on department n Gorlovka and Kramatorsk. In 2008 in these educational centres 212 workers and technicians have passed professional preparation. In 2009 489 workers and technicians have passed training at these centres, and in 2010 this number has amounted to 326 workers and technicians.

During each three years the managers and engineers improve their professional skill and pass tests for certification.

In the framework of corporate social responsibility PJSC „Donetskoblغاز” regularly supported some cultural and sport events for employees and local communities. Some own cultural traditions are created at the „Donetskoblغاز” enterprise, such as hymn, cultural meetings for veterans, charity concerts for talented youth, etc.

Nevertheless, it is quite important task to reveal the needs and expectations of employees by means sociological research. This sociological research is aimed to study the individual attitude of respondents to some elements of corporate and organizational culture at the „Donetskoblغاز” enterprise. The main results of sociological research and characteristics of respondents are presented below.

In table 11 the distribution of respondents by aged groups is shown.

It is seen that small proportion of respondents from

Table 8.

Wage Fund in the „Donetskoblغاز” enterprise for 2008 – 2010, in thous.UAH

Indicator	2008	2009	2010	2008/2009		2009/2010	
				Annual change, in thous.UAH	Annual growth rate, %	Annual change, in thous.UAH	Annual growth rate, %
Base wage fund	68955.5	63020.2	87303.5	-5925.3	-8.59	24273.3	38.51
Variable pay fund	36200	28793.9	40815.7	-7406.1	-20.46	12021.8	41.75
Total wage fund	105155.5	91824.1	128119.2	-13331.4	-12.68	36295.1	39.53

Table 9.

Indexes of average wages for the period of 2008 – 2010, UAH

Indicator	2008	2009	2010	2008/2009		2009/2010	
				Annual change, in UAH	Annual growth rate, %	Annual change, in UAH	Annual growth rate, %
Average monthly wage in gas branch	2111	2394	2943	283	13.41	449	18.76
Average monthly wage in industry	2017	2117	2580	100	4.96	463	21.87
Average monthly wage in Donetsk region	2015	2116	2549	101	5.01	433	20.46
Average monthly wage in "Donetskoblغاز" enterprise	1827	1665.7	2330.6	-161.3	-8.83	664.9	39.92

Table 10.

Structure of the personnel in the „Donetskoblغاز” enterprise for 2008 – 2010, in persons

Indicator	2008	2009	2010	2008/2009		2009/2010	
				Annual change, in persons	Annual growth rate, %	Annual change, in persons	Annual growth rate, %
Managers	519	501	497	-18	-3.47	-4	-0.8
Specialists and professionals	567	544	534	-23	-4.06	-10	-1.84
Technicians and clerks	25	22	27	-3	-12	5	22.73
Workers	3650	3448	3461	-202	-5.53	13	0.38

aged groups of 20 – 25 years and up to 19 years, these respondents amounted to 6.5% of all sample. Also the small proportion of respondents from aged group 55 years and more was observed, only 14.21% of total number. The main group of respondents was represented by persons aged 25 – 55 years.

According to the information from the questionnaires the majority of respondents (57.89%) had tertiary education, 6.32% of respondents had a second tertiary education. The proportion of respondents with secondary education amounted to 7.89%. About 22.63% of respondents had secondary vocational education and

5.26% of the respondents had incomplete or basic tertiary education.

In table 12 the distribution of respondents by occupation is given.

It is seen from the table 12 results that managers amounted to hrupuvannya respondents to 57 persons or 30% of the all respondents. There were 21 female respondents and 36 male respondents among this group. Other group included specialists and professionals, number of respondents from this group amounted to 76 people or 40% of all respondents.

In this group 63 female and 13 male respondents

were. The group of workers included 57 persons or 30% of all respondents. Among them 23 female and 34 male respondents were.

Overall, in this survey 107 female and 83 male respondents took part, and proportions of female and male respondents amounted to 56.32% and 43.68% relatively.

Among female respondents about 19.62% were managers, 58.88% were professionals and specialists, and 21.5% were workers. Among male respondents about 43.37% were managers, 15.67% were professionals and specialists, 40.96% were workers.

Most of managers supervised small number of employees (up to 20 persons), but managers who supervised 100 and more persons also took part in survey.

In survey respondents have been asked about reasons of choice of jobs in gas branch.

In table 13 the reasons explained the choice of jobs in gas branch according to the opinion of respondents is given.

As it is seen from the table 13 only 21 people (or 11.05% of respondents) said that their reason was concerned with family tradition. Among these 21 respondents 7 persons (or 33.33%) were managers, 9 persons (or 42.86%) were professionals and specialists, 5 persons (or 23.81%) were workers.

Number of respondents who choose reason as wish to work at big enterprise was 59 persons (or 31.05%). Among this group of respondents 23 persons (or 40.35%) were managers, 23 persons (or 30.26%) were professional and specialists, and 13 persons (or 22.81%) were workers.

The high wages as reason for choice jobs in gas branch was selected by 20 respondents (or 10.53%). Among them 6 persons (or 10.53%) were managers, 9 persons (or 11.84%) were professionals and specialists, and 5 persons (or 8.77%) were workers.

The similar distribution was for group of respondents who choose lack of other opportunities as reason of choice of jobs in gas branch.

About half of respondents indicated other reasons when they choose jobs in gas branch.

Other task of survey was aimed to evaluation of the attractive sides of „Donetskoblغاز” enterprise by respondents.

In table 14 the results of evaluation of attractive sides of „Donetskoblغاز” enterprise by different gender group of respondents is given.

It is seen that 46 (or 24.21%) noted high wage as one attractive sides of „Donetskoblغاز” enterprise. Among these 46 respondents there were 26 women (56.52%) and 20 men (43.48%). Nevertheless, 144 respondents (or 75.79%) did not support this view.

43 respondents (or 22.63%) indicated career development as one of the attractive sides of the „Donetskoblغاز” enterprise, but 147 respondents (or 77.37%) had another opinion.

141 respondents (or 74.2%) indicated stability of

material status as one of attractive side of „Donetskoblغاز” enterprise.

Availability of social program was indicated by 134 respondents or 70.53% of total number.

It should be noted that stability of material status and availability of social program were more important for female respondents than for male ones.

78 respondents (or 41%) indicated on opportunity to have creative work as one of attractive side of „Donetskoblغاز” enterprise.

In table 15 the results of evaluation of attractive sides of „Donetskoblغاز” enterprise by different occupation group of respondents is given.

It is seen that 17 managers (or 29.82% of 57 managers) noted high wage, but 40 managers (or 71.12%) had another opinion. 19 professionals and specialists indicated high wage as attractive side of „Donetskoblغاز” enterprise and only 10 workers had similar opinion.

Career development as attractive side of „Donetskoblغاز” enterprise was noticed one third of respondents from different occupation group.

Most of respondents from different occupation group noticed the stability of material status and social program as attractive sides of „Donetskoblغاز” enterprise.

More than half respondents from different occupation group indicated opportunity to have creative work as attractive side of „Donetskoblغاز” enterprise.

In survey the respondents have been asked about importance of different corporate events such as corporate holidays, corporate trainings, corporate health and sport support events, corporate cultural events. Respondents ranged these options according to their preferences. For majority of all respondents from different aged, occupation and gender group the organization of corporate health and sport support events were more important than other kind of social corporate activity.

In survey about 55.26% of respondents noted the importance of corporate culture as factor of stable functioning of enterprise. About 56.32% respondents were convinced that visible elements of corporate culture are important in their work. More than half respondents supported reforms in gas branch and in the „Donetskoblغاز” enterprise.

Conclusions

Successful strategy of corporate development depends on the good corporate governance and competitive organizational culture. In Ukrainian industrial corporations organizational culture is connected with heritage of Soviet period, peculiarities of national economy and traditional mentality of employees. Organization culture at the „Donetskoblغاز” enterprise has attributes of technical-bureaucratic type and is characterized by strong role of formal leaders and managers. Current status of organizational culture at the „Donetskoblغاز” enterprise is at the stage of maturity. But outgoing reforms in gas branch, transformation of public and state corporations are a signal that some

Table 11.

Distribution of respondents participated in sociological research in the „Donetskoblgaz” enterprise by aged groups

Aged groups	Counts	Frequency, in %
Up to 19 years	1	0,53
20-25 years	11	5,79
25-35 years	49	25,79
35-45 years	52	27,37
45-55 years	50	26,32
55 years and more	27	14,21
Total	190	100

Table 12.

Distribution of respondents participated in sociological research in the „Donetskoblgaz” enterprise by occupation

Occupation	female	male	Total
Managers	21	36	57
Specialists and professionals	63	13	76
Workers	23	34	57
Total	107	83	190

Table 13.

Reasons of jobs in gas branch according the opinion of respondents

Occupation	Family tradition		Wish to work at big enterprise		High wage		Lack of other opportunities		Other		Total
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
Managers	7	50	23	34	6	51	3	54	21	36	57
Specialists and professionals	9	67	23	53	9	67	8	68	27	49	76
Workers	5	52	13	44	5	52	10	47	25	32	57
Total	21	169	59	131	20	170	21	169	73	117	190

Table 14.

Results of evaluation of attractive sides of „Donetskoblgaz” enterprise by different gender group of respondents

Gender group	High wage		Career development		Stability of material status		Social program		Opportunity to have creative work	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Female	26	81	21	86	84	23	76	31	43	64
Male	20	63	22	61	57	26	58	25	35	48
Total	46	144	43	147	141	49	134	56	78	112

significant changes of organizational culture at the „Donetskoblgaz” enterprise will be appeared. The main task of enhancement of organizational culture at the „Donetskoblgaz” enterprise is connected with financial and non-financial motivation of human resources. More employees should be involved in participation in the managerial processes and leadership skills should be developed for different target groups of young employees. An important role should play informal and non-formal education of employees such as mentor

assistance, team work, trainings, etc. More transparent information policy should be implemented at different departments of „Donetskoblgaz”, it will improve image of this enterprise, motivation and responsibility of employees. Periodical sociological research at the „Donetskoblgaz” enterprise should be provided for monitoring of social needs and expectations of personnel, results of social monitoring of personnel should be used for development of social programs in framework of corporate social responsibility.

Table 15.

**Results of evaluation of attractive sides of „Donetskoblغاز” enterprise
by different occupation group of respondents**

Occupation group	High wage		Career development		Stability of material status		Social program		Opportunity to have creative work	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Managers	17	40	14	43	44	13	39	18	33	24
Specialists and professionals	19	57	17	59	55	21	57	19	26	56
Workers	10	47	12	45	42	15	38	19	19	38
Total	46	144	43	147	141	49	134	56	78	112

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Костін Ю., Масс М., Дубровіна Н. Проблеми соціального та економічного розвитку на підприємстві „ДОНЕЦКОБЛГАЗ”

У статті подано результати дослідницького проекту, що базуються на вивченні соціального та економічного розвитку на підприємстві „Донецькоблغاز”. Проаналізовано тенденції економічного розвитку підприємства. Для аналізу соціальних процесів було розроблено анкету, що містить профіль респондентів та їхню оцінку корпоративних і організаційних компонентів культури в зазначеному підприємстві. Було виявлено чинники, що визначають стимули та особисті відносини, елементи культури ведення загального бізнесу і організаційної поведінки серед працівників різної статі, віку і професійних груп на підставі статистичного дослідження.

Ключові слова: підприємство, розвиток, персонал, соціологічне дослідження.

Костин Ю., Масс Н., Дубровина Н. Проблемы социального и экономического развития на предприятии „ДОНЕЦКОБЛГАЗ”

В статье представлены результаты исследователь-

ского проекта, основанные на изучении социального и экономического развития в предприятии „Донецкоблغاز”. Проанализированы тенденции экономического развития предприятия. Для анализа социальных процессов в этом предприятии была разработана анкета, содержащая профиль респондентов и их оценку корпоративных и организационных компонентов культуры в упомянутом предприятии. Были выявлены факторы, определяющие побуждение и личные отношения, элементы культуры ведения общего бизнеса и организационного поведения среди работников различного пола, возраста и профессиональных групп на основании статистического исследования.

Ключевые слова: предприятие, развитие, персонал, социологическое исследование.

Kostin Yu., Mass M., Dubrovina N. Problems of Social and Economic Development at the „Donetskoblغاز” Enterprise

The results of the research project based on the study of social and economic development at the „Donetskoblغاز” Enterprise are presented. The trends of economic development at the „Donetskoblغاز” Enterprise are analysed. For analysis of social processes in this enterprise the questionnaire containing the respondents’ background and their estimation of components of corporate and organizational culture components at the mentioned enterprise was created. The various factors determining the motivation and personal attitudes to separate elements of corporate and organizational culture among the employees of different gender, age and professional groups were revealed on the basis of statistical research. By the results of the carried out research the priority tendencies and recommendations for the social and economic development at the „Donetskoblغاز” enterprise are revealed.

Key words: the enterprise, development, personnel, sociological research.

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