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SOCIAL INNOVATION IN WORK ORGANIZATION AT THE ENTERPRISES OF TOURIST INDUSTRY

Statement of the problem. Modern conditions of Ukrainian states require innovative approaches in all areas of public life and in the context of different hierarchical levels. The need for the introduction of so-called social innovation today more actualized due to the importance of clear guidelines socio-humanistic of business, often there is a gross violation of labor organization, strengthening informal agreements relating to wages, security of employment and more. As a result, there is inefficient use of social and employment potential staff generally leads to deformation of modernization changes at higher hierarchical levels justified investments in human capital.

Business activities in the tourism sector today are carried out spontaneously organized scheme. Increased human needs for greater cultural and educational level of greater financial possibilities and transformations in the structure of personal expenses has led to a marked increase in both intrastate and international tourist flows. Against these positive trends of domestic business tourism, particularly in seasonal periods significantly improve their business activity, which leads to a much higher burden on staff. And under such conditions are felt particularly acutely the problem of labor in the enterprise data that would have to be aimed at shaping the environment and optimal utilization of social and employment potential employees. It is in this vein must act now press social innovation internally.

Analysis of recent research and publications. Bold problems. Innovative approaches to issues of work organization in the Soviet scientific literature now addresses many domestic scholars, among them – V. Antonjuk, L. Boyko-Boychuk, V. Geets, V. Grinyova, A. Colot, E. Libanova, A. Novikov, C. Pasyeka, M. Semykina and others. However, the most profound developments on employment in the tourism sector made such scholars as M. Boruschak, I. Valentyuk, M. Hlyadina, L. Davydenko, V. Kyfyak, A. Lyubitseva, V. Matsola, V. Polyuha, A. Fedorchak, I. School and others. This study features a comprehensive approach on selected issues in order to clarify the specific implementation of social innovations in work organization on domestic tourism enterprises.

Entire article. The aim of the paper is research and theoretical justification for the introduction of varied social innovation, including the organization of work in the business of tourism. The tasks in this article are:

- The formulation of a conceptual vision of social innovation, their main features and dimensions of implementation;
- Justification for the positive effects of social innovation at the enterprise level specification of the possible benefits of personal, economic, branding and social aspects;
- Definition targeting specific implementation of social innovations in work organization in companies;
- Determination of specific approaches to implementing social innovations in the business of tourism.

The main material. Terms and concepts “innovation”, “innovation”, “innovative and intellectual development” and so now is probably the most common in all spheres of public life. However, scientists in question often arises, what it stands for, “a fad, another campaigning, a relatively new term, a beautiful word, which is nothing new, and we have already held, or a reaction of the international community to the challenges of the XXI century, whether it is a phenomenon that has global scale and concerns of all and of each individual” [1, p. 502; 2]. Frequent usage innovation and the rationale for their implementation causes the need to improve their quality, modernization framework. In fact, the intensity of innovation processes in society - a derivative of the efficiency of the institutions that are responsible for the level of transaction costs between the native core competencies - scientific and economic spheres of activity. Innovation thus acts as a result of the interaction of qualitatively different competences humans [3, p. 174]. Under such circumstances, creation and support of the national innovation system should be the most important landmarks in the activities of the current government, as an innovative type of behavior - part of the ideology of Ukrainian society [4]. It is the transition from education rights for predetermined parameters to the formation of the noosphere type of thinking, which is not only an active user of new knowledge, but also their generator [5, p. 127]. Under the conditions of formation of the creative personality based on establishing a new way of life - the natural formation of a new socio-economic structure - noosphere, innovative way of thinking is the basis of birth social innovation, that is the basis of intellectualization of social control [3, p. 37].

Based on these considerations, the nature of conceptual innovation and homologous with her concepts, definition of social innovation are now increasingly found in the works of local scientists, although it is now deeply rooted in conceptual and categorical apparatus of scientific thought. In most cases, social innovation is considered as [6, p. 92-93]:

- The ideas, strategies, concepts, organizations, forms of organizations;
- The process of changes, and prolonged social change non-standard solutions of social problems, development of structures, policies, practices;
- The change in behavior, preferences of people, changes in influencing the changes, regulation, policy, organizational structures and practices.

In this context it is important to M. Semykina, S. Pasyeka and other authors collective monograph that social innovations aimed at improving working conditions, problems of incentive, health care, providing continuing education and training, attracting highly skilled growing culture of work, welfare, recreation, etc. [7, p. 25].

Thus, the target directivity social innovation certainly carried on the person. This social innovation is closely correlated with the phenomenon of social entrepreneurship, including their implementation is the

basic feature of assignment of a subject to social direction.

Social innovation in the business tourism sector should be seen at the center of innovative solutions to solve important social problems introduced tourist firms and can be implemented both within the company (internal social innovation) and directed into the environment (external social innovation) and that in the long run will be economically justified. That emphasize the economic focus of social innovation, which includes spending on solving social problems (own personnel or the environment) while miscalculation opportunities for profit, though in the longer term than conventional investments [8, p. 17]. This distinguishes social innovations of philanthropy as a purely charitable activities without receiving direct income.

The essential vision of social innovation to enhance the specification of their attributes. In particular, the following can be noted:

- The ability to change the system of social labor and other relationships in society, especially that acquire fixed signs;
- Visible riskiness achieve the expected effects of the introduction;
- Priority focus on socially vulnerable persons;
- Exceptional whole orientation to human needs, enhancing their satisfaction (the formation of favorable habitat, if it is purely about the organization of labor, employment);
- Inherency systemic effect - positive nature of social reforms.

Effects of social innovation is a social responsibility. This is required because such innovations relating to specific people in the development of society with high humanistic priorities requires special savings in their implementation. In Table 1 shows the main advantages and disadvantages of implementing such innovations for all businesses, including those involved in tourism. This allows us to scientifically substantiate the utility of such processes for the business.

Table 1

The main advantages and disadvantages of implementing social innovations for entrepreneurs *

Advantages	Disadvantages
Personality	
- Implementation of professional and personal creativity personnel	- Psychological barriers in the perception of innovation as a purely personnel expenditure categories
Economic	
- Replacement patronage the prospect of profit growth over the long term; - Reducing the cost of other promotional tools (advertising, work with the public exhibition activities); - Growing interest among investors and other business partners to collaborate	- Unwarranted costs of implementing "unsuccessful" social innovation; - It is inappropriate to reduce the cost of promotional tools (advertising, work with the public exhibition activities); - Long term evaluation of implemented innovations
Imaginary	
- Increasing the fashion status that can "save" the company in times of acute crisis economy	- Distrust of the population to "indifference" social innovation, new resistance
Social	
- The commitment of the public and staff for the enterprise	- Growth of social responsibility of the enterprise

* Compiled by the author.

As noted in the definition of the essence of social innovation, they should be allocated to internal and external. This is correct in terms of complexity and extraordinary depth of this category allows you to specify priorities and their implementation. Obviously, the internal social innovation is localized to cause such effects (in branding and economic aspects) as external innovation. However, their implementation is extremely important in terms of motivation and effective use its social and employment potential.

Social innovation should be implemented internally in two basic directions:

- 1) Innovations concerning the stimulation of innovation activity personnel, including the formation of their innovative type of behavior;
- 2) on the organization of innovation in the enterprise.

Actually the second direction we stop below in more detail.

Social Innovations external nature must fully comply with the provisions of concepts of social and ethical marketing and socially responsible business. These innovations relate to resolve important social problems. "Successful" external social innovations are all prerequisites for the transformation of innovation in socio-cultural norms and models (new institutional dimension), that would cause their institutional set up and consolidate the spiritual and material culture of society [9, p. 274]. Thus, through social innovation company can establish itself in the travel market, take a "niche" monopolizing it to some extent, through the introduction of new solutions that can cause significant social impact with positive consequences.

For the external social innovation, it is enough to subject their priorities for Ukraine indicate E. Libanova. In particular, these include academic [9, p. 292]:

- The transition from the existing antisocial to a social market economy, which will use resources in the public interest;
- Overcoming division in society, the elite and politicians that promote unity views on modern strategy according to the capabilities of the entire nation;
- Positioning of the country's elite and government institutions in the global environment that is rapidly changing, and finding your own path of historical development given the fact that the world has a high economic inequality, mass poverty, problems of nationalism, terrorism, drugs, an increased rate, etc;
- Focus on liberal democratic principles of development, combining the freedom of the individual, innovative entrepreneurship based approach "that more work and better work - the more earn" the interests of the whole community;
- Overcoming mistrust and mass population of apathy, emotional and psychological mobilization of citizens;
- Integration of society around a common goal - to win the modernization own rightful place in the global community.

In tourism activities should be traced specific orientation of external social innovation, appearing in service of tourism, conservation and restoration of monuments, improving the general purpose infrastructure (facilities operated not only consumers of tourism services, but the locals) and others. For a better understanding of the social innovations that can be implemented tourist companies, we give some examples of external nature:

- Translate certain percentage of income from amounts provided travel services for the restoration of tourism and recreational facilities, including those belonging to the historical and cultural heritage and in dire need of restoration in order to prevent the ultimate loss;

- Blogging on the official web site for discussion of current social problems and finding their solutions on topics related to tourism and related sectors;

- Involvement of personnel or under contract (in terms of flexible forms of employment) persons from socially disadvantaged groups, training, training that will allow them to provide certain services (maintenance, tours, explanatory, etc.) Travel clients of this company.

Although external social innovations marked a certain image (consequently commercial) effect, as already stated above, however, it should be justified by the importance of internal *social innovations related to work organization*.

The organization works primarily provides a method of combining the subjects of industrial relations with the means of labor, resulting in a corresponding product. From the organization of work in a very large extent on efficient use and development of social and employment potential employees, aimed at generating new ideas, providing innovative business development. Quality Labour Organization means for employees required technology objects and means of labor, the establishment of appropriate working conditions, work processes, organization, performance, efficiency and profitability of labor.

The new philosophy of work should include the implementation of social innovations that would help [10]:

- Creation of conditions for development of creative work, promoting in the conduct of business using approaches involving staff to management decisions, including the organization of work;

- Additional motivation by influencing internal incentives in the formation of needs, motives and ideals of employees;

- The spread of flexible forms of employment in accordance with personal motivation and focus on efficient use of time (web work, TV work, outsourcing, working in the IT industry, etc. [11, p. 10]).

Specifies that the main purposes of implementing social innovations in work organization (Table 2).

Table 2

**Targeting of social innovation
in work organization in enterprises**

A component of work *	Earmarking
The division of labor and cooperation, providing science-based distribution workers in certain labor functions, jobs and associations of workers in production teams	The division of labor and cooperation with maintenance tasks that best meet the interests of employees expected
Organization and maintenance jobs that contribute to the rational use of working time	Organizing your workplace individualized approach with remote execution of certain liabilities of officers
Rationing of time, which implies the definition of reasonable standards of labor costs for production and service provision as a basis for the organization of labor and production efficiency assessment	Reducing the cost of labor standards for production and service provision through productivity growth and loss account tempo logical losses
The organization of recruitment and its development (retraining, training, career planning, etc.)	The development of personal employment potential employees, social and employment potential of the collective

Optimization of work and rest during the shift (day) and larger time periods	Providing psycho-physiological recovery workers, their development and self-fulfillment outside the main place of work
Organization of payment and material stimulation of labor	Ensuring decent earnings for the full capabilities of employees to meet their needs secondary
Streamlining work processes, techniques and working methods based on generalization of good practices	Using the tools of participatory governance through the ideas of workers to organize labor
Creating a safe and supportive working environment, which includes minimization of harm, severe physical and psychological stress, formation of health and safety	Translate ideas of employees to reduce the harmful effects of stress and improving health and safety

* Compiled by the author based sources [12, p. 112].

With regard to the specific implementation of social innovation in tourism enterprises, there should be taken into account the exceptional role of the efficiency of social and employment potential employees for the performance and prospects of their activities. Given the current state of tourism development in Ukraine, orientation entities to maximize profits with uncontrolled exploitation of resources, social innovation in work organization in the business of tourism must first introduced in the direction of recruitment and its development (see Table 2). Problems with recruitment arises from the mismatch obtained his education sphere of competence, which it should do. The formality and requirement of personnel in compliance with the provisions of the concept of lifelong learning leads to frequent loss of skills, use of advanced technology services, a lower level of service. In general, this leads to a deterioration of the quality parameters of the proposed subjects of tourism services. Therefore, in this area of work social innovation should create favorable conditions staff development as an important condition their motivation for higher productivity and better customer service.

Conclusions and recommendations for further research. Thus, social innovation in work organization should provide a positive impact on employees by promoting their personal development and solving various social problems. Selection of social innovation must take into account the financial capacity of the company and its strategic vision for future development. If a company wants to take a significant gap in the market and have staffed by the most qualified and sufficiently motivated professionals, the introduction of social innovation can be an excellent way to achieve these goals.

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