

employers cannot hold on to the staff. Surprisingly, this problem, in the opinion of respondents, applies mostly to medium and large companies rather than those that employ fewer than 50 employees. Furthermore, more than half of the respondents admitted that in the past 6 months they had received a job offer. In general, these people were potentially the most mobile in the labor market, i.e. they have seniority in the company less than 3 years, that means the notice period shall not exceed 1 month. To pay more attention to the employee retention, employers might be inspired by the fact that about 70% of the respondents is open to the possibility of changing job.

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FORESIGHT IN THE BUSINESS SUPPORT SYSTEM AND NATIONAL AND REGIONAL LABOUR MARKET DEVELOPMENT

The role of the Foresight methodology in the strategic policy of any country using its potential in science (technology and innovation) to the full has increased over last decades. The importance of interdisciplinary cooperation has become important and therefore it provides new opportunities for development and consolidation of specialists in different areas in determining of priorities for the future. This involves changing the prevailing approach to the selection of scientific and technological priorities and funding allocation. Foresight is becoming popular both in administrative structures and activities of modern corporations.

Due to the spread of Foresight ideas its goals and objectives became more diverse, they received recognition of scholars and experts in different fields of activity. There are three stages of changes of Foresight goals and therefore new development conditions evolved:

a preparatory phase (60-ies of XX ct.) – some Foresight methods were used in the USA, then in Japan, mainly for defense research;

the first stage is a technological Foresight when the program was used for the development of scientific and technical prospects;

the second stage is a market-oriented Foresight that is an assessment of the social and cultural effects of the emergence and implementation of technologies;

the third stage is a socio-economic Foresight, focused on issues that cannot be solved and last during the time when a technological forecast is “tied” to the solutions of certain problems (Martino, 1977).

Foresight stages and concepts changed together with the government,

industry and regional policy changes and social structures reformation.

World and national practice prove state and local support and promotion for the benefit of the state and regions to be the norm and an obligatory prerequisite for the successful development of small and medium business (as opposed to big ones). The task of the state and regional authorities is not only to support small businesses at all costs but to create legal, administrative and socio-economic conditions for the growth and an expanded reproduction, define the development priorities and prospects, outline the future based on current technology forecasting, planning, diagnosis according to market changes.

Attracting advanced technologies of processes forecasting of an enterprise development is an urgent issue nowadays and it requires a thorough study and scientific grounding.

The development of small and medium business is becoming more and more important for regional economies. Firstly, business is a powerful link due to its advancement on a territory, catalyst and stimulant of any business activity. Its development and improvement leads to the emergence of new regional infrastructure elements: information services, communications and transport, all kinds of technical, consultation and public utilities services. Secondly, increase in the commodity production, trade and services in the area attracts additional flows of people and intensifies internal savings, plus raises additional capital from other regions. Both factors result in an increase in cash flows to local budgets. In regions without a large-scale production budget revenues from big enterprises can be higher than the total revenues from small and medium business.

Small and medium business plays a significant role in shaping of the regional economic sphere. The number of small businesses per thousand of population in Ukraine is 4, in Czech Republic – 12.4, in Poland – 51.3, in Russia – 7, in the USA – 74, in Germany – 37, in EU – 45 (as of 01/01/2015). The main obstacle for small business development in Ukraine is the low level of capitalization because of the complicated access to financial and material resources, including commercial loans.

This state of small business development in Ukraine is affected by the features that differ it significantly from business development in most foreign countries, namely, low level of technical equipment and management, lack of effective experience and the desire for maximum autonomy; combination within a small business of several activities, insufficient infrastructure and almost complete absence of state financial and credit fundamentals of small business, uncertainty of Western

partners Priamukhina (2015).

The development of small and middle business for the Ukrainian economy is a unique opportunity for an active transition to the standards of the EU market, integration to world markets and the removal of social tensions, especially in the middle class, and therefore can help to restore the latter.

In modern scientific literature the long-term and medium-term forecasting is becoming more important. Researchers in the world actively practice market Foresight theory, methodology, tools and technologies. It is this vision and complexity of the study provide rapid advance of relevant knowledge. The mentioned direction of movement is driven by the needs and economic interests of the future information society and information economy. Integrity of modern Foresight knowledge is discussed in the works by Gaponenko N. (Gaponenko, 2008), some aspects of Foresight theory and history are systematized by O. Finagina O., Priamukhina N. (Priamukhina, 2014).

Several key points, directions of research are shown in the academic works: firstly, these are branch projects shaping the future vision of big businesses, corporate structures, market shifts, inter-sectoral and market integration; secondly, national projects, forming an integral vision of the future of the economy and social sphere of public state administration.

The definition of the Foresight category as a methodology, management technology is relatively new Ukraine (Rudenko, 2015). Foresight is a system of expert estimation methods of strategic directions of socio-economic development and innovation, revelation of technological breakthroughs that can influence the economy and society in the medium and long terms. Scientists pay attention to the role of civil society, democratic principles, information transparency in the formation of the future and determine Foresight as “a creative technology of influence on the future formed by agreeing particular interests of different sectors of a civil society and by stimulating of the activity in the area of key technologies” (Tretiak 2009, p. 53).

In the system of state and regional administration of Ukraine forecasting technologies and long-term planning have not been used over the past three decades. It is quite a serious part of managerial and research activities in the world practices. It is an active development of growth strategies of territories and sectors, long-term state planning of the economy; market forecasting – assessment of the prospects for labor markets, information, innovation, products and services, etc (Tretiak 2009, p. 53).

Today Foresight is widely used in new spheres and research objects in Europe. The examples of Foresight studies in the international practice (table 5.8) are widely spread and recognized, but they are not reflected within the time. Thus that does not make it possible to determine the extent of their feasibility.

Table 5.8

Examples of Foresight research in the world practice

Type of research	Research
International research	AC/UNU MillenniumProjec
National research	Vision 2023: Turkish Technology Foresight Futur (Germany) Eforesee Malta Eforesee Cyprus OPTI (Spain) GreekTechnologyForesight FutuRIS (France)
Regional research	Central Macedonia Fazit (Germany) Lombardy (Italy) Wallonia 2020 Province of Liege (Belgium) Gipuzkoa 2020 Crete GermanyRheinland-Pfalz 2030
Local researches	Manchester as a Knowledge City
Branch researches	EU Foresight for Transport Scenarios for Ambient Intelligence in 2010 Dutch Agricultural Foresight Programme IPTS / ESTO S&T Roadmapping Fazit (Germany) INRA 2020 Fistera EU Manufacturing Visions (ManVis)

Source: European Foresight Monitoring Network

Within international experience Foresight includes a set of administrative actions focused on: strategic thinking and its collective capabilities; most effective consideration technologies; adopting collective management decisions; use of modern knowledge of various sciences and scientific trends; active integration of modern management theory and practice and forecasting itself; outlining the future from a

position of scientific evidence and professional expertise.

Such Foresight characteristics are desirable in the research on business support, especially its link, small and medium business and increase of the capacity of the labor market in Ukraine.

The Ukrainian government nowadays has no plans and forecasts for the labor market growth taking into account such pressing issues as the impact of scientific and technological progress in the occupational structure of labor demand; the structural changes of the market environment and market development priorities (especially information market and its segments); integration changes of the market; Ukrainian labor market globalization and new forms of migration experts; the latest trends and programs of education according to the future business needs.

Assessing the perspective of Foresight methodology in Ukraine the areas and sectors of state and regional administration with the most interest to such types of forecasts will be emphasized:

Public administration – development of industrial policy priorities; development of investment policy and its priorities; development of innovation policy and its priorities; development of social policy and mechanisms of its implementation, etc;

Regional Management – programmes to support regional industrial markets; targeted program of investment image of the region; formation of innovative projects of business centers; projects and the formation of social policy and social trust etc.

In general the Foresight use by the government can be defined as a strategy elaboration in business (big, small, medium), national market development. The state Foresight projects differ in such characteristics as scale, continuity in organizing and getting results, information capacity, investment and other characteristics, complexity in the efficiency estimation. It is confirmed by the international experience (Priamukhina, 2015).

Foresight has the following properties differing it from other instruments of the market research:

focus on the definite measures, which is not only the analysis and views on the prospects for future development, but in making specific decisions that will shape the future opportunities;

consideration of various alternatives for future development, based on the fact that the future is not clear;

involvement of various stakeholders, as it is necessary to involve many different but interested members of various groups;

interdisciplinary character, which is of a complex nature, tries to cover all the factors that may affect future processes (Ianch, 1974).

There are two main types of approaches to Foresight:

- top-down approach is more like futures, it pays little attention to the interaction of different information sources;
- bottom-up approach puts the emphasis on the interaction, gathering ideas and information on the basis of the large number of sources (Handbook of Knowledge Society Foresight).

Foresight is classified according to the attention focused on: the final analysis product or the analysis process. In the first case the emphasis is made on the result, the final product (the list of priorities, reports). In the second case the process of collecting and processing information, setting information links are stressed. Therefore, the exchange of ideas, knowledge and strategic approaches between experts and decision making persons are encouraged.

Core Foresight principles targeted to support business policy and regulate contemporary labor market should be recognized and implemented in management activities:

- people create future, their actions change the environment and ensure progress in certain areas;

- future can vary and there are development scenarios, conditions of decision-making;

- future in the system of management measures is not projected as a probable fact, it is projected and implemented by the management technologies and practical measures;

Foresight is a collective action and is based on expert opinions and recommendations;

not only is the result important but also the process of analysis and communication adjustment.

There exist many methods of forecasting that might be recommend in the process and measure development procedures to support entrepreneurship at national, sectoral and regional levels. They are grouped into technological (process maps, analysis of frequency of mentions, mapping the basic processes), scenarios (Megatrends, multi analysis, scenario planning, writing essays, etc.), analytical (Delphi, SWOT-analysis and / or analysis of information flows extrapolation) and expert methods (method of focus groups or panels of experts, brainstorming, literature review, the work of expert committees). The scenario planning is the Foresight center that is development of multivariate scenarios of events with simultaneous development of

practical measures.

Each method of forecasting is used in certain areas, has its scope of the procedural peculiarities and information processing, conditions of the most efficient use. Foresight projects are focused not only on obtaining new knowledge in the form of reports, a set of scenarios, recommendations, etc. An important result is the development of informal relationships between their members, creating a single picture of the situation.

Foresight is a much more integrated, synergistic approach than a traditional planning and forecasting. Firstly, the forecasts are typically formed by a narrow circle of experts and in most cases are associated with predictions, poorly managed events (forecast of stock prices, weather, sports results etc.). Foresight means evaluation of the possible prospects of innovative development related to the progress of science and technology, outlines possible technological horizons that can be achieved by investing certain assets and systematic work as well as likely effects on the economy and society. Secondly, Foresight always involves the participation (often through intensive mutual discussions) of many experts from all fields, in one way or another related to the subject of a specific Foresight project, and sometimes interviews of certain groups (inhabitants of a region, youth and others.) directly concerned in addressing the issues raised by the project. The third major difference of Foresight from traditional forecasting is the development of practical measures on the approximation of the selected strategic guidelines.

However, public, industry and regional authorities should define the "efficiency" of such predictions, hold them primarily when they are actually needed, and in case of balancing economic interests.

The key principles of Foresight studies at the national and regional level include research intensity; intellectualization (high level and status of experts); innovation; integration; relations harmonization; information transparency; integrated knowledge management and technology; obtaining of a synergistic effect; the possibility to create future conditions; variability in the results and projections; account of the balance of interests in the system of relations "state - business - people"; identifying promising research taking into the account the demand or supply interests; the goal given the corresponding scientific and technological policy of a country, region, sector (Priamukhina 2015, p. 11).

In the result Foresight for the business environment regional

authorities will have process scenarios that can possibly occur in this area. Therefore, real plans and perspective development forecasts will be elaborated. As a result the possibility of the project management will appear on the basis of consideration of expert reviews, research, and implementation of the best examples of international experience. Within the subsequent use of results (scenarios) targeted programs to support small and medium businesses can be offered for the further development.

The governments of many developed countries actively use Foresight in the political process and strategic planning. In some countries it is used mainly in defense, forecasting technology development and identification of new risks. In others it is used far beyond these spheres and has spread to all areas of public life and entered into the strategic decision-making process (Kirnos, 2013). Ukraine has a real prospect to introduce Foresight in the research system devoted to the development of the business environment, its qualitative and quantitative changes, competitive principles, priorities in investment and innovation.

This focus of a forecasting technology development will have a positive impact on the labor market from the position of: formation of an independent scientific direction – forecasting and a long-term planning of the labor market on the basis of modern technologies – expert estimation, scenario elaboration etc.; forecasting of economic and administrative efficiency strategies and tactical measures on the labor market; assessment and diagnosis of the basic processes and individual phenomena on the labor market (migration, unemployment, supply, investment and so on.); design of the labor market support technologies (clustering, business incubation and business acceleration, etc.); design of the long-term and medium-term investment (personal, typical and automated); formation of statistical harmonization and standardization evaluation process of the labor market (especially the processes occurring in the global market); design and modeling of business processes in the labor market influencing the overall supply and demand; evaluating the investment effectiveness; etc.

Forsyth-prediction highlights the latest vision not only of the labor market and business activities, but also provides the acceleration of information society formation, information economy in line with the global movement for social progress.

Combination of forecasting with various researches provides planned analytical achievements in the activities of the regional and sectoral

bodies. Predicting the labor market, determining the long- and medium-term priorities will contribute to the development of regional policy in accordance with EU standards. In the future it will ensure an opportunity of scientific and reasonable regulation of complex processes such as improving the social protection of the unemployed, attraction of new forms of business incubation; expanding the limits of investment; regulation of the business environment; expanding the limits of interaction between the labor market with other markets. This is the critical importance of development of forecasts of socio-economic development on the basis of quality, completeness and balance of the regional economic complexes, competence and consistency of their development.

Thus, Foresight in the implementation of scientifically based programs and plans of business support has significant benefits not only to improve the investment climate in Ukraine or region but for the whole country, not only to stimulate the development and formation of foundations and economic security. Foresight makes it possible to give the answers to the question of the strategic policy of clustering businesses in terms of investment security through the dialogue of the world and national business, the state and active population.

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VOLUNTEERING IN SOCIAL BUSINESS ORGANIZATIONS

Volunteering is not very popular in Lithuania. Due to a society's view that working for free is useless, few people get involved in volunteering. According to Eurobarometer, Lithuania is one of the countries with volunteering rate lower than 10 pct. (Duomenys apie savanorystę Europos Sąjungoje, 2011). People mostly volunteer in non-governmental organizations (NGOs) which Lithuania is full of. Volunteering is identified with the NGO sector. Social business is a relatively new phenomenon, thus it is not very well known to the Lithuanian society. People are usually unaware of the fact that they can also contribute to social goals by volunteering at social business organizations.

Volunteering not only benefits the individual volunteer, but also the country. People can volunteer in various fields, thus contributing to the welfare of the society. Volunteering helps to develop personal skills, such as communication, responsibility, friendliness, as well as contributes to planning, organization and leadership skills. The country also benefits from volunteering since it helps to create a certain percentage of the gross domestic product. Regarding European Union, volunteering generates from 0.5 to 3 per cent of the Gross Domestic Product (GDP) in each member state (Savanorystė: faktai ir skaičiai, 2011). Because they are highly useful, it is indeed beneficial to constantly promote voluntary activities and to properly assess the work of volunteers.

Social Business organizations often lack human and financial resources, thus voluntary work can be very important and contribute to the creation of intellectual and social capital of the organization. However, social business organizations pay great attention to the implementation of their social objectives, therefore not always enough attention is paid to attracting volunteers and improving the organization of their work.

Voluntary work has been examined by Kurapkaitienė (2011, 2014), Sakalauskas et al. (2012), while voluntary work in social business organizations has been examined by Doherty et al. (2014), Volkmann et al. (2012), Liu et al. (2011). The article analyses theoretical aspects of voluntary work in social business organizations.

Volunteering in our modern society is becoming an increasingly popular phenomenon. Due to this reason, different sources provide different definitions of volunteering and a volunteer. Volunteering is an unremunerated activity in which a person helps another person or organization without seeking monetary compensation for the activity or assistance. Voluntary activities do not include assistance for those individuals with whom the volunteer is family-related (Sakalauskas, 2012). A website for public awareness of volunteering and volunteering opportunities provides the following definition of volunteering: "people of all ages who freely devote their time, knowledge, experience and energy for the benefit of society through the activities for which there is no monetary reward obtained. Volunteering can be limited, such as aid at a one-day event, or extended, i.e. devoting several hours of their leisure time on a weekly or even daily basis" (Kas tai? 2011). This definition provides a quite wide definition of the concept of volunteering while emphasizing the possible forms of voluntary activities based on duration, i.e. short-term or long-term volunteering. It also emphasizes that volunteering is an unpaid activity. Moreover, volunteering is defined as an altruistic activity intended to improve the quality of life of the society and to spread good, while in return volunteer gains more self-confidence (Varodi, 2015). This description of voluntary activities emphasizes the fact that volunteering is one of the factors contributing to a better quality of society's life. According to Kurapkaitienė and Kėžaitė-Jakniūnaitė (2011), a volunteer is "a person who has chosen to give his time and energy to the public and its needs". A volunteer performs unpaid work which is beneficial to others and to the society. Having summarised the definitions of voluntary work it can be argued that volunteering is an activity in which volunteers help others, without