

DOI: <https://doi.org/10.32782/2524-0072/2019-20-21>

UDC 338.432.001.18

## Management of organizational capital of business enterprises

**Butenko Daria, Sheianova Yuliana**

Simon Kuznets Kharkiv National University of Economics

**Бутенко Дар'я Сергіївна**

кандидат економічних наук, доцент,  
доцент кафедри підприємницької діяльності  
Харківського національного економічного університету  
імені Семена Кузнеця

**Шеянова Юліана Дмитрівна**

викладач кафедри підприємницької діяльності  
Харківського національного економічного університету  
імені Семена Кузнеця

The article is devoted to the theoretical substantiation for managing the organizational capital of domestic business entities. The components of intellectual capital, such as structural capital, organizational capital and structural assets, are highlighted. The existing points of view of the interpretation of the concepts of "structural capital" and "organizational capital" are considered. The evolution of these concepts in domestic and foreign literature is traced. The place and value of organizational capital management in the management system of business entities is highlighted. The definition of the concept of "organizational capital management mechanism" is given. The main problems that associated with the introduction of organizational capital into the practice of the functioning of Ukrainian business entities are given. Existing approaches to the elements of organizational capital are considered, their generalization is made. The dynamics of production of business entities of the agrarian sector of Ukraine such as crops and main types of livestock products, are analyzed. The ways of increasing the efficiency of agricultural production are proposed.

**Key words:** intellectual capital, organizational capital, structural capital, management, organizational capital management mechanism.

Бутенко Д.С., Шеянова Ю.Д. УПРАВЛІННЯ ОРГАНІЗАЦІЙНИМ КАПІТАЛОМ СУБ'ЄКТІВ ПІДПРИЄМНИЦТВА

Стаття присвячена теоретичному обґрунтуванню управління організаційним капіталом вітчизняних суб'єктів підприємництва. Виокремлені складові інтелектуального капіталу, а саме структурний капітал, організаційний капітал та структурні активи. Розглянуто існуючі точки зору тлумачення понять «структурний капітал» та «організаційний капітал». Надано їх визначення, розкрито сутність та характерні риси. Простежено еволюцію цих понять у вітчизняній та зарубіжній літературі. Виділено місце та значення управління організаційним капіталом в системі менеджменту суб'єктів підприємництва. Надано визначення поняття «механізм управління організаційним капіталом». Перелічено основні проблеми, що пов'язані з впровадженням організаційного капіталу в практику функціонування українських суб'єктів підприємництва. Розглянуто існуючі підходи щодо складових елементів організаційного капіталу, узагальнено їх. Представлено схематичне зображення організаційного капіталу з точки зору змістовності його складових елементів. Проаналізовано динаміку виробництва суб'єктів підприємництва аграрної сфери України, а саме сільськогосподарських культур та основних видів продукції тваринництва. Встановлено, що обсяги виробництва основних видів продукції сільськогосподарських культур та основних видів тваринництва змінюються по різному. Простежені зміни у їх структурі виробництва в залежності від різних часових періодів. Виокремлені напрями щодо покращення ефективності вітчизняного сільського господарства, в процесі реалізації яких буде забезпечено підвищення врожайності сільськогосподарських культур та продуктивності худоби і птиці. Запропоновано шляхи підвищення ефективності сільськогосподарського виробництва. До яких віднесені наступні напрями: поліпшення використання землі; підвищення її родючості впровадження комплексної механізації і автоматизації виробництва; поглиблення спеціалізації і концентрації виробництва; раціональне використання виробничих фондів і трудових ресурсів; впровадження інтенсивних і ресурсозберігх технологій; ефективне управління організаційним капіталом.

**Ключові слова:** інтелектуальний капітал, організаційний капітал, структурний капітал, управління, механізм управління організаційним капіталом.

Бутенко Д.С., Шеянова Ю.Д. УПРАВЛЕНИЕ ОРГАНИЗАЦИОННЫМ КАПИТАЛОМ СУБЪЕКТОВ ПРЕДПРИНИМАТЕЛЬСТВА

Статья посвящена теоретическому обоснованию управления организационным капиталом отечественных субъектов предпринимательства. Выделены составляющие интеллектуального капитала, а именно структурный капитал, организационный капитал и структурные активы. Рассмотрены существующие точки зрения толкования понятий «структурный капитал» и «организационный капитал». Прослежена эволюция этих понятий в отечественной и зарубежной литературе. Выделено место и значение управления организационным капиталом в системе менеджмента субъектов предпринимательства. Дано определение понятия «механизм управления организационным капиталом». Перечислены основные проблемы, связанные с внедрением организационного капитала в практику функционирования украинских субъектов предпринимательства. Рассмотрены существующие подходы к элементам организационного капитала, сделано их обобщение. Проанализирована динамика производства субъектов предпринимательства аграрной сферы Украины, а именно сельскохозяйственных культур и основных видов продукции животноводства. Предложены пути повышения эффективности сельскохозяйственного производства.

**Ключевые слова:** интеллектуальный капитал, организационный капитал, структурный капитал, управление, механизм управления организационным капиталом.

**Statement of the problem in general.** The growth of agricultural production is important not only for the business entity itself, but also affects the national economy, since with its successful development, conditions are created for overcoming the crisis state of a number of related economic activities. That is why the management of agricultural enterprises is faced with the task of applying effective management tools. Such a tool is organizational capital, since it is this that allows to increase the level of competitiveness.

**Analysis of recent research and publications.** In domestic and foreign literature, the problem of organizational capital and its components has received much attention. So, in the works of E. Brookings [1], Yu. H. Dauma [2], L. Edvinson [3], M. Maloun [3], K. E. Sveibi [4], T. Stewart [5] considered practical and theoretical features of the formation of intellectual capital, its assessment and management features.

Also, scientists introduced a separate direction of management related to the management of intellectual capital, made a significant contribution to the development of its structure, but each of them had their own individual approach to the definition of structural (organizational) capital. In the later works of V. P. Barancheev [6], A. B. Butnik-Seversky [7], S. M. Ilyashenko [8], A. V. Kendyukhova [9; 10], A. N. Gladky [11], A. B. Mnykh [12], I. S. Sytnik [13], V. Yu. Schools [14], reflected various approaches to the definition of structural capital, which are largely contradict each other and do not reflect the sectoral specifics of domestic Ukrainian enterprises.

So, the above indicates a growing interest of modern scientists to the chosen research topic.

**Isolation of previously unsolved parts of a common problem.** Despite the large number of scientific publications, issues related to the theoretical and practical justification for

managing organizational capital remain insufficiently covered.

**The formulation of the objectives of the article (problem statement).** Theoretical substantiation of improving the process of managing the organizational capital of business entities.

**Presentation of the main research material.** Analysis of the economic literature provided an opportunity to identify the essential features of the concept of “structural capital”, “organizational capital”, “structural assets” and other similar components of intellectual capital [1-14].

So, one of the basic components of intellectual capital is structural (organizational) capital. A theoretical generalization of the existing points of view of the concept of “organizational capital” showed that there are different views regarding its essence and content (Table 1).

Definition of the term structural capital has all the elements of intellectual capital that are inside the enterprise and are under its control, and almost all well-known scientists agree with this. That is why the terms “structural”, “internal”, “organizational” are used as synonymous. It is interesting that in 2007. The term “structural capital” dominated in the works of foreign and domestic authors [1-7; 9; 10], and later began to use its meaningful synonym more – “organizational capital” [8; 11-14]. From the point of view of terminological logic, the concept of structure is a component of the concept of an enterprise, and not vice versa, and therefore it makes sense. On the basis of this, there is no need to separately define intellectual property or infrastructure assets, which essentially belong to an enterprise, but go beyond the concept of an organizational management structure [8; 11-14].

Most of the works of foreign researchers on the theory of intellectual capital of the late 1980s – early 1990s. Along with human and con-

Table 1

**The definition of the concept of “structural capital” and “organizational capital”**

| <b>Authors</b>  | <b>Terms</b>                             | <b>Definition</b>   | <b>Constituent elements</b>  |
|---|--|---|--|
| T. Stewart<br>[5, p. 164-192]<br>(1990)                     | Structural capital                       | Allows for effective to collect, testing, organization, filtering, saving and distribution of knowledge   | Management structure, forms and management methods   |
| L. Edwinson<br>M. Melon [3]<br>(1991)                       | Structural capital                       | Contains client and organizational capital (systematized and formalized competence enterprises, systems enhancement of creative efficiency organizational capabilities creating a product and cost) | 1. Innovation Capital (commercial rights, Intellectual Property, intangible assets that are provide recovery).<br>2. Capital of processes (system organization of production, sales, service, in process whose activities are being formed product cost).  |
| Yu X. Daum [2]<br>(2002)                                    | Structural capital                       | Serves for exchange information and application of knowledge and allows you to concentrate on strategy and adapt it to conditions the environment   | Codified know-how; organizational structures systems, processes and methods management; informational systems  |
| O. B. Butnik-Siversky<br>[7, with. 17] (2002)               | Structural capital                       | Various organizational mechanisms that are provide productivity working and functioning of the company  | Computer software software, databases data organizational structure, patents, commodity signs  |
| SM Ilyashenko<br>[8, p. 93] (2008)                          | Organization (structure tourney) capital | Tools and Tools business management and elements of the interior the environment of the organization together with the system communications and objects intellectual property                      | Patents, licenses, know-how, trademarks, industrial samples, informational, technical and software provision, organizational structure, corporate culture, creative motivation work  |
| O. B. Mni<br>[12, with. 256] (2009)                         | Organization capital                     | 1. Intellectual capital property.<br>2. Infrastructure capital.<br>3. Innovation capital.<br>4. Process capital.<br>5. Relational capital.  | 1. Patents, trademarks, Copyright.<br>2. Marketing system information, corporate culture, local area networks, information systems- metrics<br>3. Philosophy of management, research base intelligent products production-product enterprise policy.<br>4. Business processes, technologies response to external changes environmental protection.<br>5. Reputation, experience of cooperation, business partnership |
| V. Yu. School,<br>V.O. Shcherbachenko<br>[14, c. 73] (2011) | Organization capital                     | Internal means providing management enterprise and its intellectual capital   | 1. Technical and software security, patents, trademarks, organizational structure.   |
| J. S. Sitnik<br>[13, c. 337] (2012)                         | 1. Organizational (structural) capital.  | 1. Organizational the ability to respond to market challenges for selection, creation and dissemination of knowledge within organization.   | 1. Technological competence and individuality of the organization knowledge, awareness, credibility, forms, methods and structures, Leadership climate and team synergy  |

sumer [1, 4, 5], only L. Edvinson and M. Malone and some of their followers believe that structural capital is divided into client and organizational [3]. The main argument of these scientists is that all that remains in the enterprise when the workers go home is included in the structural capital. And already the organizational capital L. Edvinson and M. Malone divide the capital of innovation and capital of processes. At the same time, to the capital of innovation, they include those components that ensure the company's ability to recover, and to the capital of processes, all actions that form the value of the product [3].

Of particular importance for agricultural entrepreneurship is the formation of organizational capital management mechanisms, by which we can understand the conditions and methods that ensure the innovation activity of business entities.

Domestic business entities, as a rule, have, due to the historical features of the development of the national economic system, limited experience in the commercialization of competitive products and technologies, have a special need for a scientifically based approach to the formation of organizational capital, and the provision of management processes and mechanisms for managing them. The category of organizational capital is just beginning to penetrate the practice of the functioning of Ukrainian business entities, and effective mechanisms for managing organizational capital in most business entities have not even begun to form.

In the industrial economy, the determining factors of production were financial capital and production technologies, but with the transformation of the world economy, intellectual capital and information technologies took the first place.

The productivity of traditional factors of production increasingly depends on the degree of development of intellectual capital, and its components determine the potential and strategy of business entities in modern post-industrial society.

Traditionally, in the composition of intellectual capital identified three elements: human, organizational and consumer capital. However, such gradation and terminology, formed at the end of the twentieth century, no longer satisfies the requirements of modern management. Human and consumer capital is comparatively well studied in the works of foreign and domestic scientists, but the specifics of agricultural enterprises are not well covered. As for organizational capital, it is the least studied, in the works of famous specialists there are significant contradictions and controversial provisions about its essential

features, structural elements and the connections between them. Regulation of the development of intellectual capital is based on an assessment of the effectiveness of the use of its constituent elements, and organizational capital cannot be unambiguously evaluated using quantitative or qualitative indicators without binding them to the individual characteristics of this capital. That is, you first need to consolidate the typology of the constituent elements of organizational capital, determine the relationship between them, and then build an assessment system.

Organizational capital as a determining factor for effective economic development and competitiveness of business entities is an absolutely new direction in management theory. Organizational capital may be the property of business entities, and hence the object of sale.

Currently, there is no common understanding of organizational capital and its composition, valuation methods, and the like. It should be noted that foreign and domestic scientists propose a number of approaches to the definition of the essence of organizational capital.

Among scholars, especially those of early age, there is special respect for T. Stewart, L. Edvinson, M. Maloun, G. Becker and in. T. The starting structure of the organization and the systematization and formal competence of the company (informativeness, offense, credibility), as well as the legality and systematic character of the 1st century. On its basis, the organizational structure includes: information resources, electronic resources, organizational structures, effective power, public power, citizenship, civil law and power in Ukraine.

Branch and warehouse premises, warehouse premises organized within the framework of the project [1]:

Innovation Capital – State Department of Youth, New Zealand (National Organization for the Protection of Human Rights and Freedoms, French Republic);

Process capital is a system of virobnitstva, zbutu, pislyaprodazvogo obslugovuvannya tosho. Proteus Stewart does not violate the organisation's capital as an object of sale. In addition, the date that I have to be achieved within the framework of the mandatory analysis, is that so far has not been significant.

For G. Becker [2], the surrender organizer – organizing interdisciplinary education in Wimogi market, optimally drawing that vicorisation of the human chapter. Tobo, Poland, United States of America, United States of America, Finland, Finland, Finland, Finland, Finland, Finland Pracivnik.

The most important body of Becker's organizing capitulation is the right holder of the law [2].

To spill a short-lived danny approach is that it is not important that that was important for the organization of warehousing and without system of support. This can lead to inadequate evaluation, which I feel, saying that she controls them.

At the headquarters of L. Edvinsson and M. Meloun to the organizational structure, which has all the necessary structures, organization, structure, patenting, trademarks, and all those who want to go to the countryside, on June 3. As for what can be done, that is all that is needed for this to do everything possible for it. All this is connected with the warehouse of living capital, which must be carried out with early release. The middle of Ukrainian studies, which should be given on the topics that I called such, Yak Wozniak G., Benovska L., Boyarinova K.O., A. Chukhno ta in.

G. Wozniak, L. Benovskaya [4], respected, the most private, is the most private, I mean the organizational structure in the country, and then the country. As part of technological, system and management, technical and software support, patents, brands, culture and management. The retreat to this entrance, the organization of the investment organization with two strains:

otsivanvannya accumulated spare parts, voicing of legally executed intangible assets (patents, wines, trademarks);

evaluation of intangible activities that cannot be legally executed (but not such, the results are early, technological). The importance of such assets is assigned to them.

In agrarian territories and processes when it comes to military personnel engaged in medical practice: agriculture and agriculture. Zastosovye conditions for development and development, as well as for the organization of control over the production and cultivation of food. The dynamism of the quiz subtitles of the agrarian sphere is depicted in Fig. 1 that 2.

As can be seen from fig. 1 [15] and fig. 2 [16] the volume of production of subjects of agricultural entrepreneurship is constantly changing. However, the steady growth in the volume of crop production, especially in cereals and leguminous crops, for example, in 2016 is unchanged.

A negative trend is observed in the production volumes of the main types of products (milk) and in the volumes of the production of the main types of products (wool), which have been gradually decreasing in recent years. Although there is an increase in the production of the main types of livestock products (eggs).

To increase the economic efficiency of agriculture, it is necessary to increase production volumes and improve the quality of agricultural products while reducing labor costs and material costs per unit of production. The solution to this problem is closely related to the further all-round intensification of agricultural production, in the process of which an increase in crop yields and livestock and poultry productivity is provided [17].

Ways to improve the efficiency of agricultural production, which provide a further increase in production volumes and reduce the cost of its unit, are shown in Fig. 3.

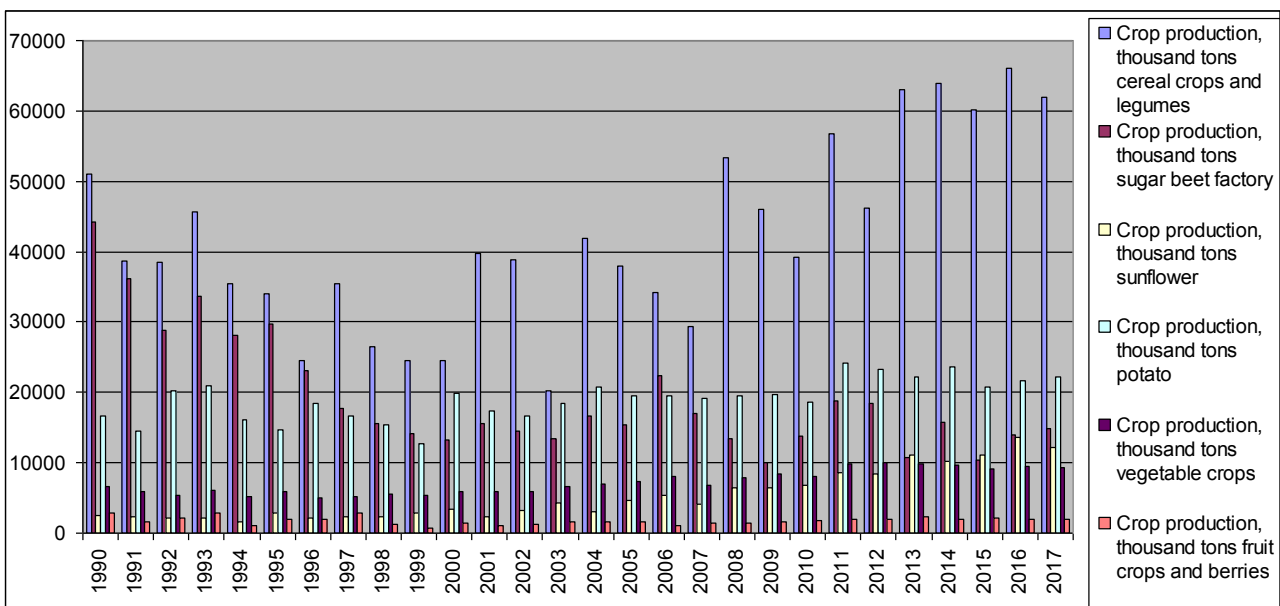


Fig. 1. Dynamics of crop production in Ukraine

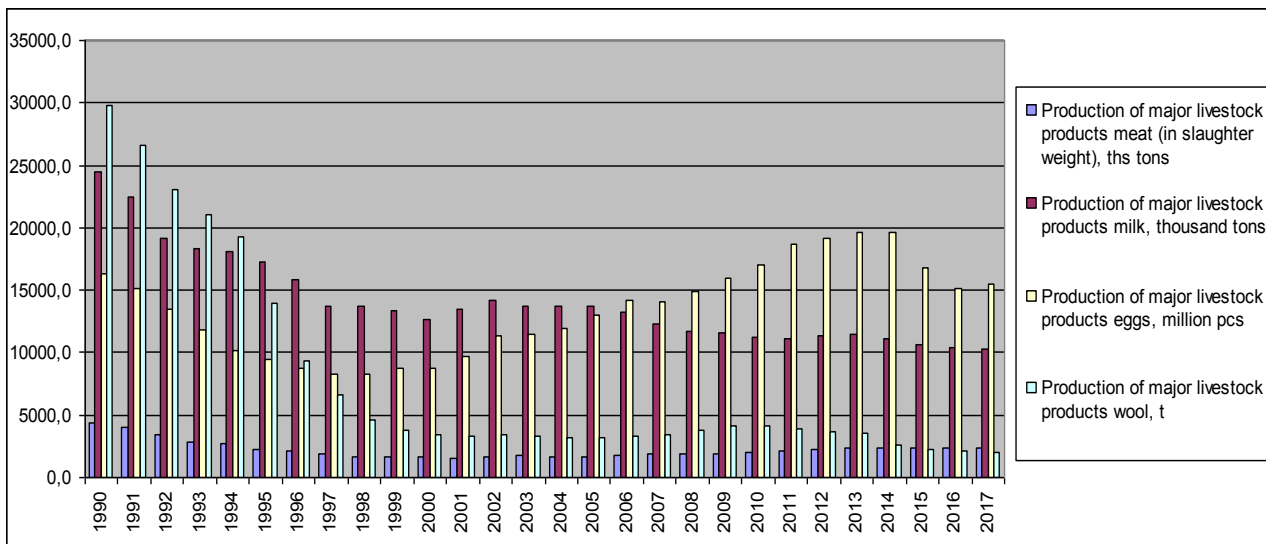


Fig. 2. Dynamics of production of main types of livestock products in Ukraine

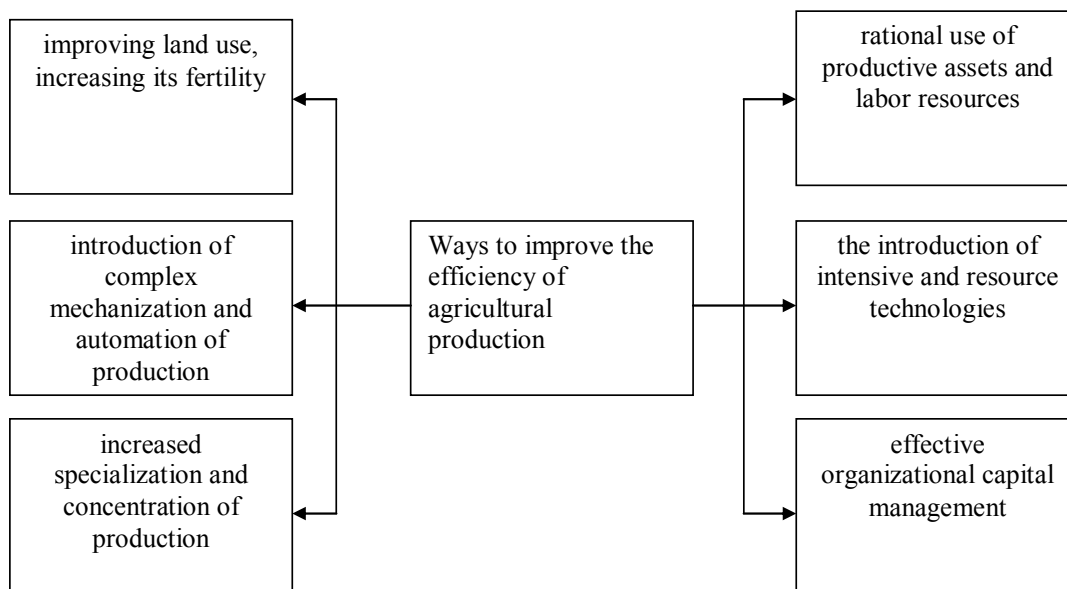


Fig. 3. School years Effectiveness of use of virobnitstva

Effective management of organizational capital in entrepreneurial activity is the most important in the complex of measures to increase the economic efficiency of business entities in the agricultural sector. This task is successfully solved through the development of an effective mechanism for managing organizational capital. The solution to this problem primarily contributes to an increase in labor productivity in agricultural entrepreneurship, which is the main qualitative factor in the economic and social development of the country.

In order to reveal the concept of organizational capital, it is necessary to understand that an enterprise is an open system. Each

business entity is constantly in relationship with other economic actors as a participant in relationships between enterprises and the external environment, which affects the internal processes of the enterprise. The definition of the concept of organizational capital should reflect the economic essence of the phenomenon.

Thus, organizational capital is a specific structure of an enterprise, consisting of all business processes and systems that accumulate the experience, skills and knowledge of employees, combined to achieve the goal. A schematic representation of the organizational capital is presented in Fig. 4.

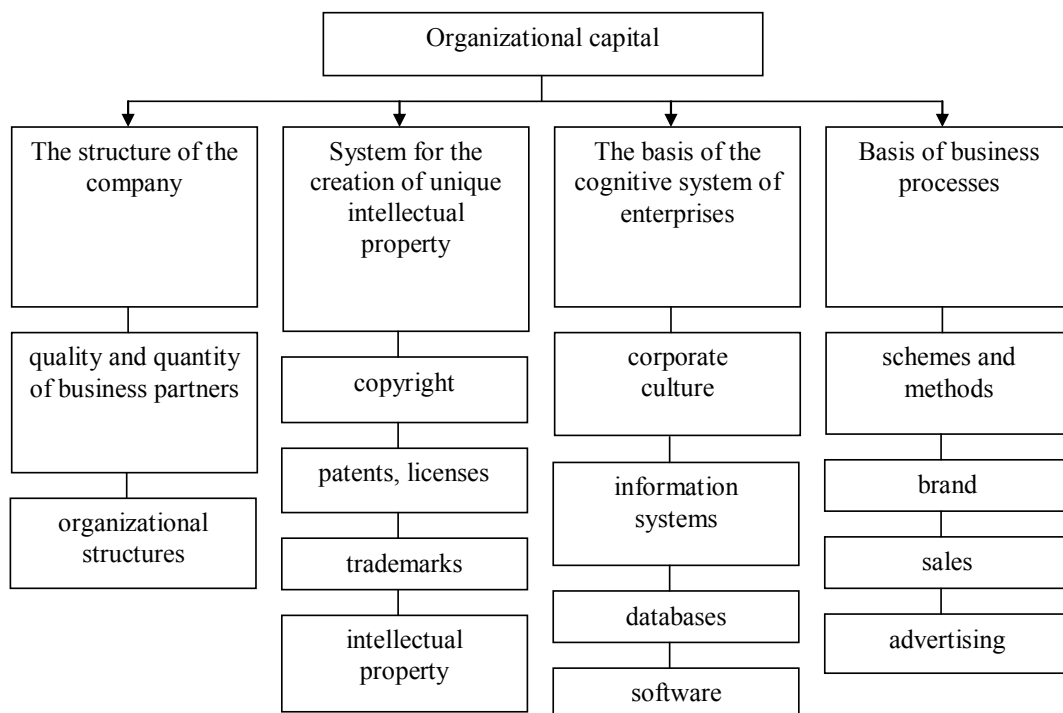


Fig. 4. Components of organizational capital

Organizational capital is a source of economic growth of a business entity, because labor productivity depends on organizational behavior on it. In turn, organizational behavior includes individual behavior and social processes of the organization.

The organizational climate, the structure of the organization and the process of organizational socialization affect the productivity and individual behavior of the enterprise. Thus, the basis of organizational capital is formed by the interrelation of human capital with formalized knowledge (intellectual property, databases, software, schemes, methods, brand, patents, licenses).

**Conclusions from this study.** The needs of society and the improvement of the production process led to the fact that one person is physically unable to perform all the necessary work to create the finished product. That is why there is a need for the distribution of production tasks among all employees of a business entity. However, teamwork requires coordination of actions – the activity will be ineffective if several employees perform tasks at their discretion, not paying attention to the end result, namely the production of high-quality finished product. When organizing production, all participants in this process enter into a system of relations regarding the division and cooperation of labor and the use of means and objects of labor.

On the one hand, organizational capital develops the human capital of staff and helps in its implementation. With the help of an effective organization, labor cooperation develops, the allocation of functional responsibilities of personnel is specified, and this, in turn, provides a link between the result of labor and remuneration. In such conditions, the staff has the opportunity to more fully realize the skills and knowledge, to reveal their potential, to take the initiative, because the responsibility for the result belongs to them.

On the other hand, the organization as a process is also implemented in the macro environment. Environmental conditions have a great influence on the business entity as an open system (macroeconomic, political factors, government agencies, geographical, social and climatic factors, legal regime). That is why the task of each business entity is to continuously monitor and coordinate the goals of all stakeholders, and not just reduce everything to the realization of the human capital of the team.

Thus, the process of establishing effective interaction between participants in the labor market of the agricultural sector is long-term and systematic within the country, and entrepreneurs need to address the issue of personnel competence and product quality now. One of the priorities of the socio-economic development of business entities of the agrarian sector is the management of the organizational capital of the enterprise.

## REFERENCES:

1. Brukynh, E. (2001). Intellectual Capital. Piter, 288.
2. Daum, J. H. (2002). Intangible Assets: die Kunst, Mehrwert zu schaffen. Interview veröffentlicht in: sapinfo.net, 18.02.2002. Retrieved from: <http://www.sapinfo.net/public/de/interview.php4/page/0/article/comvArticle-174953c8c0ceae7e30/de>.
3. Edvinsson, L. (1997). Intellectual Capital. Realizing Your Company's True Value by Finding Its Hidden Roots. N. Y. : Harper Business.
4. Sveiby, K. E. (1997). The Intangible Assets Monitor. Journal of Human Resource Costing & Accounting, 2 (1), 73-97.
5. Styuart, T. A. (2007). Intellectual Capital. Pokolenie, 368.
6. Baranchev, V. (2003). Branding management as a part of the Innovative Development of Organization. Marketing, 1, 46-63.
7. Butnik-Sivers'kyi, O. B. Intellectual Capital. Retrieved from: <http://www.ndiiv.org.ua>.
8. Ilyashenko, S. M. (2008). Actual problem of the management of the Intellectual capital of the Enterprises. Mechanism of Economic Regulation, 2, 91-101.
9. Kendyukhov, O. V. (2006). Intellectual capital of the Enterprise: methodology of the management mechanism formation. NAS, Ukraine, Economy and Industry Institute, Donetsk: DonUEP, 308.
10. Kendyukhov, O. V. (2008). Effective management of the Intellectual Capital. NAS, Ukraine, Economy and Industry Institute, Donetsk: DonUEP, 363.
11. Kolot, A. M. (2007). Innovation labour and Intellectual Capital in the Factors' System of the Economy Knowledge Formation. Theory of Economy, 2, 3-13.
12. Mnykh, O. B. (2009). Marketing in the Formation of the market value of the Machine-Building Enterprise: theory and practice. Lviv: Publishing House of the National University "Lviv Polytechnik", 428.
13. Sytnyk, Y. S. (2012). Intellectualisation of the organization capital and its Structuring. Formation of the Market Economy. Kyiv : KNEU, 332-342.
14. Shkola, V. Yu. (2011). Economic grounds of the intellectual capital role in the formation of the innovative economy system. Marketing and Management Innovations, 3,(1), 72-78.
15. Ofitsiynyi sait Derzhavnoho komitetu statystyky Ukrainy [Official site of the State Statistics Committee of Ukraine]. Available at: [http://www.ukrstat.gov.ua/operativ/operativ2006/sg/sg\\_rik/sg\\_u/rosl\\_u.html](http://www.ukrstat.gov.ua/operativ/operativ2006/sg/sg_rik/sg_u/rosl_u.html) (accessed 2 February 2019).
16. Ofitsiynyi sait Derzhavnoho komitetu statystyky Ukrainy [Official site of the State Statistics Committee of Ukraine]. Available at: [http://www.ukrstat.gov.ua/operativ/operativ2006/sg/sg\\_rik/sg\\_u/tvar\\_u.html](http://www.ukrstat.gov.ua/operativ/operativ2006/sg/sg_rik/sg_u/tvar_u.html) (accessed 2 February 2019).
17. Stratehiia rozvytku aharnoho sektoru ekonomiky Ukrainy [Strategy of development of the agricultural sector of Ukraine]. Available at: <http://www.minagro.gov.ua/node/7644> (accessed 2 February 2019).