

DOI: [10.32702/2307-2105-2021.11.109](https://doi.org/10.32702/2307-2105-2021.11.109)

УДК 65.012.65

I. Farynovych

*PhD in Economics, Associate Professor of the Department of Finance, Account and Analysis, «Lviv Polytechnic» National University, Lviv, Ukraine
ORCID ID: 0000-0002-0467-8578*

V. Paslavska

*PhD in Economics, Associate Professor of the Department of Finance, Account and Analysis, «Lviv Polytechnic» National University, Lviv, Ukraine
ORCID ID: 0000-0002-1083-1006*

L. Kvasniy

*PhD in Economics, Associate Professor, Professor of the Department of Economic and Management, Drohobych Ivan Franko State Pedagogical University
ORCID ID: 0000-0001-5248-544X*

STAKEHOLDER THEORY: THEORETICAL ASPECT

I. В. Фаринович,

к. е. н., доцент кафедри фінансів, обліку і аналізу, Національний університет «Львівська політехніка», м. Львів

В. В. Паславська,

к. е. н., доцент кафедри фінансів, обліку і аналізу, Національний університет «Львівська політехніка», м. Львів

Л. Г. Квасній,

к. е. н., доцент, професор кафедри економіки та менеджменту, Дрогобицький державний педагогічний університет імені Івана Франка

ТЕОРИЯ ЗАЦІКАВЛЕНИХ СТОРІН: ТЕОРЕТИЧНИЙ АСПЕКТ

The activity of the enterprise is connected with a certain circle of persons who influence its development. In the scientific literature, such persons are called stakeholders, persons who interact with the enterprise in the process of its activities and are stakeholders. The article analyzes the vision of domestic and foreign scientists on the essence of the concept of stakeholder and highlights the history of the theory of stakeholders (stakeholders). It was found that the theory of stakeholders began to emerge in the 30s of the 20th century, which took into account the welfare and interests of stakeholders, and modern theory of stakeholders (stakeholders) became widespread in the mid-80s of the 20th century. The research highlights the main postulates of stakeholder theory and finds that stakeholder theory describes and defines the structure of the enterprise and has a practical nature. Approaches to the development of stakeholder theory are considered and the main standards on which it is based are described. The main approaches to managing the company's stakeholders are descriptive, instrumental and philosophical. The study describes the stages of analysis and management of stakeholders, which include the definition of categories of groups of stakeholders; determining the needs of stakeholders; research of stakeholders' interests and their influence on the company's activity; formation of a stakeholder management plan; implementation of management measures and evaluation of results. The main strategies of stakeholder management are highlighted. Based on the study, an algorithm for managing stakeholders of the enterprise was

formed, which consists in studying the interests of stakeholders in order to group them depending on the degree of influence on the activities of enterprises and willingness to cooperate. It is concluded that those stakeholders who have the greatest degree of influence on the activities of the enterprise should be involved in partnerships and management decisions, which will have a positive impact on improving the efficiency and effectiveness of enterprises.

Діяльність підприємства пов'язана з певним колом осіб, які чинять вплив на його розвиток. В науковій літературі таких осіб називають стейкхолдерами, тобто особи, які взаємодіють з підприємством в процесі його діяльності і є зацікавленими сторонами. У статті проаналізовано бачення вітчизняних та зарубіжних науковців щодо сутності поняття стейкхолдер та висвітлено історію виникнення теорії зацікавлених сторін (стейкхолдерів). З'ясовано, що теорія стейкхолдерів почала зароджуватися ще в 30-ті роки 20 ст., яка враховувала добробут та інтереси зацікавлених сторін підприємства, а сучасна теорія зацікавлених сторін (стейкхолдерів) набула широкого поширення у середині 80-х років 20 ст. В процесі дослідження виокремлено основні постулати теорії стейкхолдерів та з'ясовано, що теорія зацікавлених сторін (стейкхолдерів) описує та визначає структуру підприємства та має практичний характер. Розглянуто підходи до розвитку теорії зацікавлених сторін та описано основні стандарти на яких вона ґрунтується. Основними підходами до управління стейкхолдерами підприємства є описативний, інструментальний та філософський. В процесі дослідження охарактеризовано етапи аналізу й управління стейкхолдерами, які включають визначення категорій груп стейкхолдерів; визначення потреб стейкхолдерів; дослідження інтересів стейкхолдерів та впливу їх на діяльність підприємства; формування плану управління стейкхолдерами; впровадження заходів управління та оцінювання результатів. Висвітлено основні стратегії управління зацікавлених сторін. На основі проведеного дослідження сформовано алгоритм управління стейкхолдерами підприємства, який полягає у вивченні інтересів зацікавлених сторін з метою групування їх залежно від ступеня впливу на діяльність підприємств та готовності до співпраці. Зроблено висновок, що тих стейкхолдерів, які мають найбільший ступінь впливу на діяльність підприємства слід залучати до партнерських відносин та прийняття управлінських рішень, що позитивно впливатиме на підвищення ефективності та результативності діяльності підприємств.

Keywords: stakeholder; theory; stakeholder approach; enterprise; management; interests.

Ключові слова: стейкхолдер; теорія; стейкхолдерський підхід; підприємство; управління; інтереси.

Target setting. The activity of the enterprise is connected with a certain circle of persons who influence its development. In the scientific literature, such persons are called stakeholders, persons who interact with the enterprise in the process of its activities and are stakeholders. Stakeholder theory, or stakeholder theory, is not only theoretical but also of practical significance. At the same time, it is contradictory and incomplete.

Actual scientific researches and issues analysis. The study of stakeholder theory, the development of the stakeholder concept, and the relationship between the company and stakeholders were covered in the works of domestic and foreign scientists, such as I. Oleksiv, O. Melnyk, N. Krasnokutska, O. Kuzmin, Yu. Husieva, O. Okhrimenko, Ye. Krykavskiy, E. Freeman, N. Chukhrai, T. Donaldson, L. Preston, A. Wicks, T. Jones, P. Danselmi, and others. Their work highlights the concept of stakeholders, their impact on enterprise development, considers the relationship between the company and stakeholders, as well as approaches to the classification of stakeholders. However, the question of effective management of stakeholders in the course of economic activity of the enterprise remains open.

Formulating the goals of the article (statement of the task). The main purpose of the study is to analyze the development of the theory of stakeholders and develop an algorithm for managing the stakeholders of the enterprise.

Presentation of the main research material. At the present stage of the operation of enterprises, there are many concepts of their development. An interesting area of study of the development and functioning of enterprises from the standpoint of foreign and domestic scientists is the theory of stakeholders or the theory of stakeholders. This theory is based on the emphasis on satisfying the interests of all participants in the activities of enterprises [1; 2]. According to some scientists, the theory of enterprise stakeholders can serve to develop strategic management [2; 4; 5; 6].

Stakeholder theory began to emerge in the 30s of the 20th century. Already at this time, in theory, attention was paid to the welfare and interests of stakeholders [1].

Stakeholders are a key concept in stakeholder theory. This term began to be used in the works of scientists at the Stanford Research Institute in 1963 [1; 2]. According to them, stakeholders are groups of people without whom the company would not exist [3]. They believed that the enterprise is a system that influences and is influenced by its environment. Russell Acoff continued to develop stakeholder theory in the 1970s. He singled out a group of stakeholders – the next generation.

However, modern stakeholder theory gained popular, large-scale significance in the mid-1980s. It was at this time, in 1984, that E. Freeman's scientific work «Strategic Management: Stakeholder Approach» appeared [7].

Two schools of stakeholder theory have been formed in the world: the first is based on stakeholder management to eliminate or reduce their negative impact on project goals [8], the second – focuses on the study of human relations and their interaction [9; 3].

According to E. Freeman, stakeholders... «is a group of individuals or an individual who influence, or who can be influenced by the achievement of its goals» [7, p. 34].

Further provisions of the theory of stakeholders were covered in the scientific pact of T. Donaldson and L. Preston «Stakeholder theory of the firm: the concept, rationale, implication».

In their work, the authors formed three main postulates of stakeholder theory, which distinguish it from other theories [10]:

1. Stakeholder theory describes and defines the structure of the enterprise.

2. In the theory of stakeholders, the enterprise is considered as an organizational object where different participants solve their problems.

3. Stakeholder theory is practical.

T. Jones and A. Wicks believe that the main area of theory is the justification of relations between stakeholders [11].

The scientific works of Ukrainian scientists, such as Ye. Krykavskiy [12] highlight key aspects of the company's interaction with its suppliers.

According to J. Post, L. Preston, and S. Sachs, «the most important asset to be managed by managers and the ultimate source of organizational wealth» is the relationship with stakeholders [13].

J. Post, L. Preston, and S. Sachs derived the following provisions of this theory [13]:

- An enterprise is a set of interests and relations of other parties;

- The theory does not study the company, but considers the related business processes and their results;

- Stakeholder theory explores only stakeholders;

- The most important stakeholder is the manager because he is the one who repeatedly makes decisions and cooperates with other groups and individuals.

Stakeholder theory is based on the following developed standards:

- ISO 26000: 2010 Guidance on social responsibility [14], which contains recommendations on corporate social responsibility;

- AA1000 Stakeholder Engagement Standard (SES) 2018 (Stakeholder Interaction Standard)

– designed to inform, plan, assess the quality of interaction with stakeholders in the field of municipal governance;

- AA1000SES [15] – the standard contains the developed recommendations on the involvement of stakeholders inactivity of the firm.

Within the theory of stakeholders, there are three approaches: descriptive, which characterizes the methods and ways of managing stakeholders; an instrumental approach that examines the impact of stakeholders on the achievement of the goals of the enterprise or project and a normative one that aims to study the ethical and philosophical foundations of management [16].

According to Krasnokutskaya N., the main feature of the modern development of the theory of stakeholders in the provision of its direct connection with the formation of a socially responsible enterprise. Taking into account the interests of stakeholders of the enterprise leads to an increase in the responsibility of managers to stakeholders, and hence to society [2].

Applying the theory of stakeholders in practice, it is first necessary to satisfy the interests of those stakeholders on whom the functioning and further development of the enterprise depends.

Stakeholder – a term that describes a person, group of individuals, or individual organizations whose actions, behaviors, or decisions may affect the company's profits and processes. Stakeholders are divided into internal (located within the organization) and external (outside the enterprise).

Edward Freeman first set out the theory of stakeholder management in detail in his book Strategic Management: A Stakeholder Approach. Freeman believed that understanding and identifying groups of people who can influence a business or an individual project can structure and optimize the management process. In his concept, he divided the process of analysis and management of stakeholders into 6 stages [7; 17]:

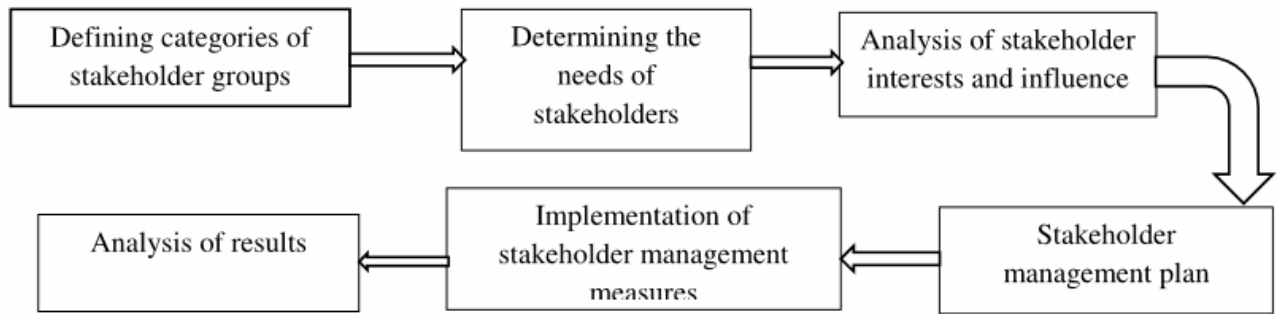


Fig. 1. Stakeholder analysis and management
* formed by the authors based on the source [7]

Stakeholder analysis allows to determine the interests of all stakeholders that may affect the project; identify potential difficulties that may interrupt the project or reduce the success of the project; identify key people who should be informed about the progress of the project, identify groups of people who should be involved at each stage of the project, evaluate the means, rules and principles of communication throughout the project and plan actions to reduce the negative impact of stakeholders on the project [7; 17].

Consider three main stages in the process of assessing and analyzing project stakeholders: identifying stakeholders, assessing the impact of stakeholders, and developing tactical actions to manage stakeholders.

1. Search for project stakeholders. Any stakeholder analysis begins with identifying all project stakeholders. At this stage, it will be useful to brainstorm with a list of many different options to fully list all the people who can influence the outcome of the project. The following questions can help in determining stakeholders:

- Whose actions can lead to failure to achieve project goals?
- Who is most interested in implementing this project?
- Has there been a similar project before? If so, was it successful?
- Should all departments participate in this project?
- What issues, blocks of issues will need to be addressed during the project?
- Who best understands the data and can solve them on their own?

2. Assess the impact and importance of stakeholders. The second important step in stakeholder analysis is to assess their importance and ability to influence the success of the project. Influence is the power of stakeholders in project management. Impact includes the ability of stakeholders to influence the level of project investment and participation in project budgeting. Importance is the contribution of stakeholders to the outcome of the project. It is determined by how much the satisfaction of needs, solving problems, and interests of each stakeholder can affect the outcome of the project. Importance includes, for example, the special knowledge or skills of the stakeholder, as well as the interests/needs that must be met for the project to be effective.

If the stakeholder is both «important» and «influential», then he is the main stakeholder and must be fully involved in the management and control of the project. If the stakeholder is either «important» or «influential», then he is a secondary stakeholder, he must be managed throughout the process.

3. The third important stage of the stakeholder analysis process is to determine the mechanisms for involving each stakeholder in the project and ways to manage its actions.

In practice, there are four main strategies for managing stakeholders.

The first strategy is to maximize involvement and apply it to stakeholders with a high degree of importance and influence. This group forms the main stakeholders of the project, who should be involved as much as possible in decision-making in the project. It is necessary to increase the group's interest in the project and fully meet its needs. It is recommended to use the principle of partnership in communication when negotiating a project with this group.

The second strategy is advisory and applies to stakeholders with a high level of influence but a low level of importance. It is recommended to involve them as consultants and agree with them only important strategic decisions on the project.

The third strategy is to gain project support and apply it to stakeholders with a low level of influence but a high level of importance. This group of stakeholders should be familiar with all key project decisions, even though it is not directly involved in project decisions. It is recommended to involve this group in the discussion of possible problems and get additional support from important decisions [17].

The fourth strategy is to ignore and is used for stakeholders with a low level of influence and a low level of importance. It is recommended to exclusively involve this group in the implementation of the necessary tasks, and not to immerse it in the details of the project and use the lowest level of information.

Based on the above, graphically represent the algorithm for managing stakeholders of the enterprise (Fig. 2).

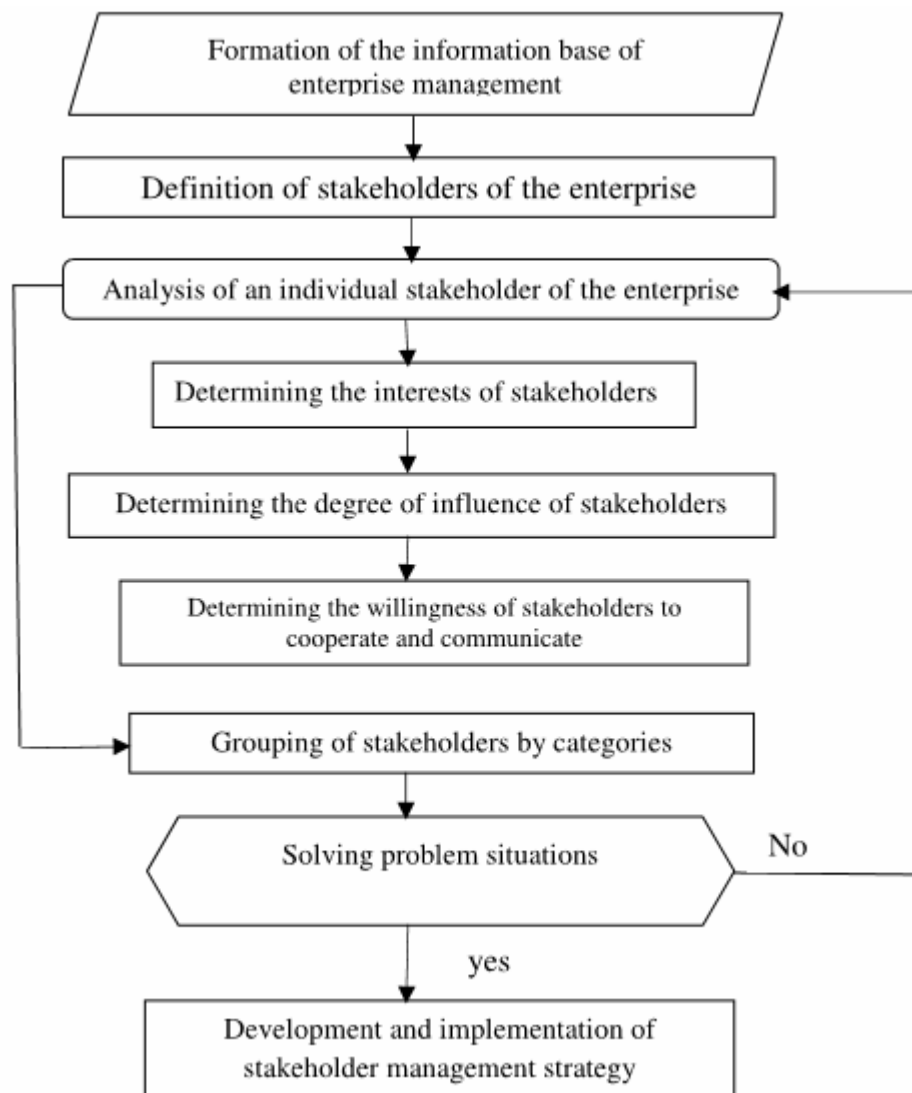


Fig. 2. Stakeholder management algorithm enterprises

The interaction of the company with stakeholders, the study of their interests will have a positive impact on the final results of the company and its further development.

Conclusions from the study. Thus, we can conclude that the theory of stakeholders is an important area of the development of enterprises, organizations, and institutions. It takes into account the interests of stakeholders and studies the impact of an individual stakeholder on the company. Therefore, managers need to group stakeholders depending on the degree of influence on the activities of enterprises and their willingness to cooperate. Having singled out those stakeholders who have the greatest degree of influence on the enterprise, managers should involve them in partnerships and management decisions, which will have a positive impact on improving the efficiency of enterprises.

References.

1. Gatsenko, L.V. (2016), "Stakeholder theories: history of development and problem questions for further research", *Water transport*. vol. 1, pp. 156-160.
2. Krasnokutskaya, N.S. and Ryshkova, Ya.S. (2014), "Stakeholder theories: the main provisions and areas of research", *Ekonomichna stratehiya i perspektyvy rozvytku sfery torhivli ta posluh*, vol. 1, pp. 96-104.
3. Walker, S. (2001), *Stakeholder Power: a Winning Strategy for Building Stakeholder Commitment and Driving Corporate Growth*, Cambridge, Mass, USA.
4. Cossa (2018), "Application of stakeholder theory in promoting projects on the Internet", available at: <https://www.cossa.ru/152/198318/> (Accessed 10 Nov 2021).
5. Jeffrey, S., Harrison, Caron, H. and St. John, (1998), *Strategic management of organizations and stakeholders: concepts and cases*, 2nd ed., South-Western College Publishing, Minnesota, UNITED STATES.
6. Bass, D.W. (2019), "Methods of value-oriented management of art projects", *Visnyk Cherkas'koho derzhavnoho tekhnolohichnoho universytetu*, vol. 2, pp. 107- 116
7. Freeman, E. (1984), *Strategic Management: a Stakeholder Approach*, Pitman, Boston, USA.
8. Cleland, D.I. and Ireland, L.R. (2002), *Project Management: Strategic Design and Implementation*, McGraw-Hill, London, UK.
9. Horlesberger, M., El-Nawawi, M. and Khalil, T.M. (2007), "Challenges in the Management of New Technologies", *World Scientific*, vol. 1.

10. Donaldson, T. and Preston, L. (1995), "The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications", *Academy of Management Review*, vol. 20, no. 1, pp. 65-91.
11. Jones, T., and Wicks, A. (1999), "Convergent Stakeholder Theory", *Academy of Management Review*, vol. 24, no. 24, pp. 887-910.
12. Krykavskiy, Ye. (1999), *Lohistyka* [Logistics], Polytechnic State University, Lviv, Ukraine
13. Post, J. E., Preston, L. and Sachs, S. (2002), *Redefining the Corporation: Stakeholder Management and Organizational Wealth*, Stanford University Press, California, USA
14. ISO (2010), "ISO 26000:2010 Guidance on social responsibility", Available: <https://www.iso.org/standard/42546.html>. (Accessed 10 Nov 2021).
15. AccountAbility (2018), "AA1000 Stakeholder Engagement Standard (SES)", Available: <http://www.accountability.org/standards/>. (Accessed 10 Nov 2021).
16. Aladpoosh, H., Shaharoun, A. M. and Saman, M.Z.B. (2012). "Critical features for project stakeholder management: a systematic literature review", *International Journal of Applied Systemic Studies*, vol. 4(3), pp. 150-167.
17. Mulenko, O.V. (2017), *Sovremennyy strategicheskyy analiz* [Modern strategic analysis], FGBOU VO RGUPS, Rostov, Russia.

Список літератури.

1. Гаценко Л.В. Теорія зацікавлених сторін (стейкхолдерів): історія розвитку та проблемні питання для подальших досліджень. *Водний транспорт*. 2016. № 1. С. 156-160.
2. Краснокутська Н., Ришкова Я. Теорія зацікавлених сторін: основні положення та сфери дослідження *Економічна стратегія і перспективи розвитку сфери торгівлі та послуг*. 2014. № 1. С. 96-104.
3. Walker, S. Stakeholder Power: a Winning Strategy for Building Stakeholder Commitment and Driving Corporate Growth, *Mass*, Cambridge, 2001.
4. Применение теории стейкхолдеров при продвижении проектов в Интернете. URL: <https://www.cossa.ru/152/198318/>. (дата звернення: 15.11.2021).
5. Jeffrey S. Harrison, Caron H. St. John, *Strategic management of organizations and stakeholders: concepts and cases*, 2nd ed. Minnesota, Cincinnati: South-Western College Publishing, 1998.
6. Бас Д.В. Методи ціннісно-орієнтованого управління арт-проектами *Вісник Черкаського державного технологічного університету*. 2019. № 2. С. 107- 116
7. Freeman, E. *Strategic Management: a Stakeholder Approach*: book. Boston: Pitman, 1984
8. Cleland, D.I., Ireland, L.R. *Project Management: Strategic Design and Implementation*: book. McGraw-Hill: London, 2002
9. Horlesberger, M., El-Nawawi, M., Khalil, T.M. *Challenges in the Management of New Technologies*. *World Scientific*. 2007. Vol. 1.
10. Donaldson, T., Preston, L. *The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications*. *Academy of Management Review*. 1995. Vol. 20, No. 1, P. 65-91
11. Jones, T., Wicks, A. *Convergent Stakeholder Theory*. *Academy of Management Review*. 1999. Vol. 24, No. 24, P. 887-910.
12. Крикавський Є. *Логістика: навч. посіб.* Львів: Видавництво Державного університету "Львівська політехніка", 1999. 264 с.
13. Post, J. E., Preston, L., Sachs, S. *Redefining the Corporation: Stakeholder Management and Organizational Wealth*: book: California, Stanford University Press, 2002. p. 320.
14. ISO 26000:2010 Guidance on social responsibility. URL: <https://www.iso.org/standard/42546.html>. (дата звернення: 4.04.2019).
15. AA1000 Stakeholder Engagement Standard (SES) 2018. URL: <http://www.accountability.org/standards/>. (дата звернення: 4.04.2019).
16. Aladpoosh, H., Shaharoun, A. M., Saman, M.Z.B. *Critical features for project stakeholder management: a systematic literature review*. *International Journal of Applied Systemic Studies*. 2012. Vol. 4(3), P. 150-167.
17. Муленко О.В. *Современный стратегический анализ: учеб. пособие*. Ростов: ФГБОУ ВО РГУПС, 2017. 129 с.

Стаття надійшла до редакції 20.11.2021 р.