

INNOVATIVE DEVELOPMENT OF UKRAINE: COMPETITIVENESS OF ENTERPRISE STAFF IN THE CONTEXT OF GLOBALIZATION CHANGES

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Abstract

The article is devoted to increasing the competitiveness of personnel in Ukrainian enterprises. The importance of solving this problem is primarily due to the growing new challenges in the global economy, which requires companies to find optimal ways to ensure their market advantages. In our opinion, highly educated and trained staff can become a strong advantage for Ukrainian business entities. Increasing the competitiveness of personnel is proposed to be considered in the context of individual factors (motivational, managerial and social). At the same time, the innovative development of Ukrainian enterprises is not possible without new knowledge, skills and abilities of employees, which means special challenges to the education system. So, both globalization challenges facing the Ukrainian economy and changes in the behavior of personnel in these conditions, led to the choice of the topic of this article and its purpose.

To achieve this goal, the following methods of analysis had been used: theoretical generalization - for a deeper study of the concept of competitiveness of enterprise personnel and its impact on the national economy; economic analysis and comparison - to assess the personnel of the enterprise and its competitiveness), economic and mathematical analysis - to build a system of equations to calculate predictive values of the level of migration attractiveness of Ukraine with EU countries; statistical analysis (method of grouping, summary indicators) - for the collection, analysis and

processing of data on the general state of formation, use and development of enterprise personnel, etc.

In order to increase the competitiveness of the personnel of Ukrainian economic entities, it seems appropriate to offer the following steps: to ensure effective employment; growth of wages and incomes; increasing the level of social security and social protection of employees; attracting investment in continuing vocational training in the workplace; encouraging high motivation to work, creative realization of employees; striving to gain competitive advantages in work and continuous educational and professional development.

It is determined that the prospects of the national economy will depend on the one hand - on the ability to quickly and effectively adapt to new, modern requirements of today's globalization processes, on the other - on the professionalism and social stability of staff.

It is proved that the solution to the problem of migration of highly professional workers lies in the formation of such a personnel policy, which is aimed at developing the creative abilities of workers, meeting their personal needs and training during working life.

Key words: *Development, Social component, Enterprise, Personnel, Innovation, Competitiveness, Globalization, Potential.*

1. Introduction

The level of efficiency of personnel management largely determines the success of a modern enterprise innovation. To ensure sustainable priorities in the market, the company must be competitive both from the standpoint of its structural organization and from the standpoint of the ability to adapt to environmental influences, including globalization challenges in the process of functioning. In order to increase the efficiency of the business entity, the elimination of costly methods of activity, each company must realistically assess the value of its own production costs, personnel and financial position and the position of potential partners. Natural resources, demographic and environmental status in their quantity, quality and importance significantly affect the solution of problems of ensuring the competitiveness of the enterprise. It is impossible without knowledge, innovation, a new philosophy and ethical principles of management, which is directly related to the human factor, which is the driving force of any process. Only a person is able to build a system of goals and develop specific measures aimed at ensuring competitive advantage in achieving effective solutions for innovative development of the enterprise. Therefore, along with the economic component that provides competitive advantages of the enterprise a significant role belongs to the social component - staff, which is one of the internal factors of its innovative development.

Therefore, both globalization challenges facing the Ukrainian economy and changes in the behavior of personnel in these conditions, led to the choice of the topic of this article and its purpose.

2. Materials and Methods

The accumulation of problems associated with the formation, development, use and reproduction of human resources, has led to a serious interest of scientists. These literature sources are the backbone of this research. Many studies of economists are reflected in the works on the essence of the human factor, its human and intellectual potential, their role in the economy of the state, region and enterprise, characteristics and components, ways of their qualitative formation and effective use in the work process. In particular, Skrynkovskyy *et al.*, [25], in their study argued that the main integral structural components of assessing the competitiveness of enterprises in the market are: the efficiency of the enterprise and the competitiveness of staff. Kucher *et al.*, [13], studied the impact of staff on the competitiveness of enterprises in Ukraine. The general hypothesis of the study is based on the assumption of existing positive relationships between staff quality and competitiveness of enterprises. Mokhonko *et*

al., [15], considered some aspects of ensuring the competitiveness of enterprises and found that the competitiveness of the enterprise directly depends on qualified personnel. Isaeva *et al.*, [8], examines the competitiveness of enterprises at different levels and proves that the correctness of the distinction between micro, meso and macro levels depends on the effectiveness of management decisions. Yaxu, [29], proposed a model for assessing the competitiveness of the enterprise, through the prism of human resources. The research results proved that the built model is suitable for a comprehensive assessment of the enterprises competitiveness. Pankratov and Trifonov [19], considering an analytical approach to forecasting the competitiveness of industrial enterprises identified three components, namely: motivation, effective personnel management and innovation. Popadinets *et al.*, [21], in their work argue that the main stimulus for motivating staff at all levels is a comprehensive systematic approach to motivating management. This, in turn, ensures the involvement of competent managers, the retention of valuable managers, stimulating management efficiency and increasing the competitiveness of enterprises. Dovlatova *et al.*, [4], offers an institutional approach to assessing and ensuring the competitiveness of enterprises through the formation and implementation of an innovative model of development, which is based on highly competitive staff. Zelinska [31], proves that the level of innovative development of the enterprise, accordingly and its competitiveness directly depends on the person and its human potential. Xu [28], proves that effective personnel management can be achieved only by combining learning goals, organizational goals and personal qualities. Parakhina *et al.*, [20], argue that the competitiveness and success of enterprise development directly depend on the timely response to the processes of modernization and globalization. These processes require a new level of qualification and training. Therefore, effective personnel management and rational use of innovative potential of personnel are one of the main factors of innovative development of enterprises and the economy as a whole. Kabasheva *et al.*, [10], in their study developed a questionnaire and conducted research on innovative staff development. The results showed that enterprises that focus on an innovative model of development at the stage of personnel selection and hiring to identify staff of the appropriate type of "active reformer" and "passive reformer". Vila *et al.*, [27], analyzes staff propensity to innovate. The results of the evaluation show that some staff with certain managerial competencies are innovators in the workplace.

Today, in conditions when the innovative development of the enterprise is its competitive advantage in the conditions of increasing influence of globalization

on the state economy, the role of knowledge and the ability to create innovations become dominant. Of particular importance is the social vector of staff development, his creative abilities, creative thinking and job satisfaction.

As said before, the main purpose of the article is to reveal the essence of the social component - the staff of the enterprise in terms of innovative changes in the economy of Ukraine, as the basis of competitiveness in the labor market.

To achieve this goal, the following methods of analysis had been used: theoretical generalization - for a deeper study of the concept of competitiveness of enterprise personnel and its impact on the national economy; economic analysis and comparison - to assess the personnel of the enterprise and its competitiveness), economic and mathematical analysis - to build a system of equations to calculate predictive values of the level of migration attractiveness of Ukraine with EU countries; statistical analysis (method of grouping, summary indicators) - for the collection, analysis and processing of data on the general state of formation, use and development of enterprise personnel, etc.

3. Results and Discussion

The problem of today's Ukraine is to solve one of the pressing issues of its further development - whether to become a poor agrarian state in an unstable socio-political situation, high unemployment, underdeveloped domestic market or, conversely, taking advantage of globalization, focus all its opportunities and become highly competitive with a developed economy and advanced technologies. Developing according to the export-raw materials model, the Ukrainian economy has proved the futility of its existence, while world progress is determined by artificial intelligence, robotics, etc. A clear example of the inadequacy of government was the consequences of the financial and economic crisis of 2008, which once again confirmed the thesis that the focus of the economy on the above model is failing. It became obvious that not only the productive sphere of the economy, but also the social sphere needed a new mechanism of government in the state. Today, during the transition of Ukraine to a new model of development, post-industrial, when the main resource of wealth is knowledge, intelligence and creative creativity, the question of new approaches to the formation of staff skills has become acute (Zelinska *et al.*, [30]). Structural changes in Ukraine's economy do not currently improve the economic situation (Simkiv *et al.*, [24]). Analyzing the structure of GVA in recent years, we see an increase in the share of agriculture (8.4% in 2010, 12.2% in 2019) and a decrease in the share of manufacturing (15.0% in 2010, 11.8% in 2019). This confirms the thesis that Ukraine has changed

from an industrialized country, which was before, to agro-industrial with a low level of technological development, and therefore - with a low level of competitiveness on the world stage, because the bulk of Ukrainian exports are agricultural products and metals (57.9% as of the end of 2018, and in January 2019 it increased to 58.1%). This trend has not changed during 2020 (State Statistics Service of Ukraine, [17]).

The end of the twentieth century, marked by the fact that the success of transformational change began to depend not so much on material resources as on the availability of human capital, the willingness of staff to change, the use of management style that would provide and encourage human resources for continuous development, and business, consumer and government - to social responsibility for the results of activities (Kharazishvili *et al.*, [11]; and Grishnova *et al.*, [6]). Modern world processes require economic entities to be able to adapt to global competition, which becomes the most important condition for its successful operation. For the development of Ukrainian enterprises, innovation is the important factor on which depends the competitiveness of the state, its development and efficiency. At the present economic stage, their effective development is possible provided the introduction into economic and production activities of new management methods, innovations and technical and technological developments, which together will ensure the overcoming of pressing problems (production, resource, environmental, technological, logistical, organizational and managerial). and social) and will facilitate their solution. At the same time, the innovative activity of Ukrainian enterprises is accompanied by a number of risks, which are determined by the combined influence of external and internal environmental factors. Industrial production increasingly requires from both managers and employees such qualities as professionalism, the ability to make independent decisions, the ability to work in a team, to be responsible for the quality of finished products. A feature of modernity has been the dependence of production on the qualimetric characteristics of labor.

Exacerbation of the energy crisis and its escalation, intensification of the crown pandemic viral infection accelerate the need to change the paradigm of social development, the transition to a new technological way of life, improving organizational forms of management (Arkhypova *et al.*, [2]; Mandryk *et al.*, [14]; and Andrusiv *et al.*, [1]). In the economy of Ukraine, the situation with personnel is difficult: old personnel have left, the influx of new ones has decreased significantly, or is completely absent. There are certain problems and significant miscalculations regarding the planning of the personnel reserve. Another problem is that

business leaders often have no professional education at all. All this forces us to rethink the attitude to the staff of the enterprise as the main resource of development. We believe that the social component of innovative development of the enterprise can be considered in the context of sustainable staff development, which includes, in our opinion, two interrelated elements: the needs of the company (compliance with statutory guarantees for employees, regulated by regulations of Ukraine); restrictions due to the technical and technological level of production and organization of labor (manifested in the ability of the environment to meet current and future needs of employees). The situation in which restrictions do not allow to realize needs of the enterprise in development of the personnel, causes emergence of contradictions of its steady development. The main reasons for this situation can be considered (Nazarova, [16]): inflated requirements for employees who do not have the appropriate base in terms of socio-economic justification of their need to perform professional duties, enshrined in job descriptions; non-compliance with the provisions of regulations of Ukraine governing relations in the field of employment management; organizational and economic, technical and technological limitations of the enterprise to meet the needs of employees in their development; low level of staff motivation in raising the professional level, expanding the area of competence, responsibility, career growth.

Globalization in the labor market requires companies to open and use all kinds of potential. Today in the scientific circles of Ukraine and the world considerable attention is paid to the labor potential, which is closely connected with the processes of modernization, the primary basis of which is innovation. The latter need not so much money to purchase new technologies for the company, as high-quality staff to implement them. In this regard, educated, highly professional, competitive staff becomes an extremely important problem for the Ukrainian economy.

For the labor market, competitiveness in general is a relative concept, as the market itself is heterogeneous, and its segmental structure affects the degree of market demand for labor quality and consumer demand for it. Competitiveness and determines the satisfaction of market demand for works.

The term "staff competitiveness" began to appear in the economic literature in the late twentieth century. Today, this concept is interpreted differently. In particular, staff competitiveness is understood as a complex economic category that determines the ability of employees to generate ideas, develop and implement innovations faster than competitors,

the best compliance with the requirements of employers for knowledge, skills, ability to best apply personal, professional and business qualities. own potential, as well as the ability to effectively perform management functions and make timely decisions (Dvorský *et al.*, [5]). In general, the competitiveness of staff - is the real and potential abilities, business and professional competence, initiative, ingenuity, sense of responsibility, which are significantly different from other employees and allow to compete in the market (Shmygol *et al.*, [23]). Agreeing with the views of scientists, we believe that the competitiveness of staff in the enterprise is provided by various components. But relevant, in our opinion, is the study of such components as management, social and motivational.

The essence of the management component is the inconsistency of the organizational structure with the strategic goals of the enterprise. This is expressed due to the lack of functional division of labor; contradictions between traditional and modern methods of labor management; between specialists of different generations in the field of strategy and daily activities; problems of quality use of working time in accordance with the qualifications and experience of the employee, etc.

The essence of the social component is manifested in the processes of staff turnover; insufficiency of organizational and socio-psychological working conditions; imperfections of corporate culture; the need to ensure conditions for professional development; slow growth of education and training; lack of innovation-oriented social policy; insufficient development of corporate social responsibility, etc.

The content of the motivational component of staff competitiveness finds its expression in the perception of the employee as a person, a fair assessment of his actions; levels of workplace organization; equal opportunities for professional growth of employees; involving them in management, supporting their initiative; levels of concern for the social development of the team, etc.

Thus, the social component of innovative development of the enterprise can be reduced to the concept of sustainable staff development. The shift of emphasis towards its sustainable development is due to the need to adapt the provisions of the concept of lifelong learning to the conditions of enterprises in modern Ukrainian realities. The basis of this concept is the use of educational technologies, which are a kind of tool that ensures the level of professionalism of employees, the acquisition of new knowledge and competencies that are nominated for a particular position. As a result of creating a favorable environment for the growth

of human intellectual abilities (ability to self-study and self-organization, opportunities for professional and career growth, etc.) by the management of the enterprise, the output is intelligence-intensive products - the main indicator of innovative development .

Examining the social sphere of enterprises by type of economic activity revealed the same types of features that affect the competitiveness of staff. Among them are important psychophysiological, social, moral characteristics of employees, organization of work, the degree of satisfaction with its content. The influence of various factors that determine the competitiveness of staff, scientists divide into: external and internal (by area of influence), global and local (by degree of coverage), socio-demographic, socio-psychological (by component structure of employees), loss and winning areas (according to the peculiarities of doing business) factors of work motivation (economic, social), etc. Among the classifications of factors that have a significant impact on the competitiveness of personnel of the enterprise, the most well-known is the classification (Khokhlova, [12]). The author divides the factors into groups depending on the environment of their origin. According to this criterion, there are three main classes: factors of personal competitiveness, factors created in the enterprise and external factors. The latter group of factors was particularly aggressive in its influence not only on the competitiveness of the state, but also on the existence of mankind. The COVID-19 pandemic caused changes that forced the whole world to speak before and after the onset of the disease. The reality was the economic downturn, the external self-isolation of states and the introduction of internal quarantine restrictions. The pandemic has dealt a triple blow - to health, education and income. The total number of casualties due to the COVID-19 pandemic exceeded 200 million. people, while global per capita income in 2021 decreased by 4% (Our World in Data, [18]).

It became obvious that the consequences of the pandemic for the countries of the world were reflected in all spheres of human life. The only possible way to overcome this dangerous disease was to vaccinate the population. As a result of vaccination, as of June 2021, according to Johns Hopkins University (USA), more than 290 million people became ill and more than 5,44 million died (Our World in Data, [18]). According to the Ministry of Health of Ukraine, 3.85 million people fell ill and 102,000 died during the entire pandemic (Coronavirus disease (COVID-19) [3]. The first country to successfully overcome the infection was Israel. Other European countries are coming out of the pandemic thanks to timely measures taken by the government to vaccinate the population, not to mention Ukraine, which still lags behind in the rate of vaccination.

Thus, the demographic component (namely, the health of citizens) and the external environment, which is accompanied by dangerous diseases, have the most significant impact on the competitiveness of the company's personnel in modern conditions of development, among others.

Figure 1 shows the change in GDP in 2020 in terms of countries.

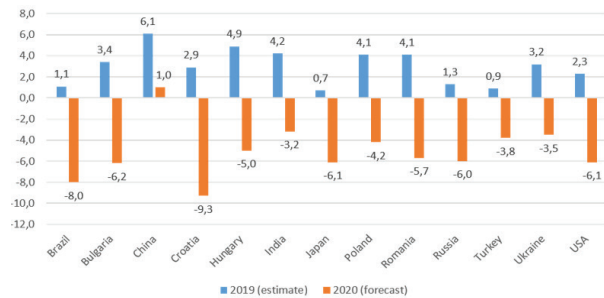


Figure 1. Change in GDP for 2020 (according to the World Bank, average annual values [26])

In the conditions of Ukraine's enterprises development, the analysis of a professional component condition and its monitoring is important for maintenance of the effective personnel. Their regular holding for both newly hired and permanent staff will be a guarantee of determining the priorities of employee development, will allow to predict and plan their careers in order to form their motivation for further development and acquisition of the necessary competencies for the company. Development for development, will help increase the competitiveness of Ukrainian enterprises in the global market.

Education is currently a powerful system-forming factor in staff development. Systematic improvement of the educational level involves the use of mechanisms to regulate its quantitative and qualitative aspects of training.

The effectiveness of competitive staff depends on how flexibly the vocational education system responds to the parameters of the external environment (labor market), which are not always consistent between demand and demand in a market economy. According to the official website of the State Statistics Service of Ukraine [17], the structure of employment by occupational groups over the past ten years proves that during the transformation period employers preferred low-skilled workers (their share in the structure is the most important), while the share of skilled workers decreased. Such structural shifts are typical of developing countries at a slow pace. In contrast, in developed countries, the share of

professionals, including specialists in IT technologies, communications, genetic engineering, etc., is growing rapidly. Therefore, in the current conditions of development of Ukrainian enterprises, the issue of business partnership and vocational education as one of the ways to increase the competitiveness of future qualified personnel is becoming more active. In order to meet the needs of employees in their own development could help the company's policy aimed at social investment by attracting public and private (private) funds. At the same time, attention should be paid to creating favorable working conditions in the workplace, increasing the motivation of employees to achieve the goals of the enterprise in order to maximize the latter's use. Currently, negative economic trends do not contribute to human development in Ukraine and intensify mobile processes among the economically active population, which is confirmed by the migration situation. The country's economy is becoming dependent on migration, thus increasing social risks, which are exacerbated by political unrest in the country. Every day Ukraine loses human and intellectual capital - the main resource of innovative change, which is certainly a significant destructive process of the future of the state. The tendency of labor migration of the population is threatening. Thus, in Poland in 2018 employed about 1 million citizens with Ukrainian citizenship, in 2019, the country is ready to accept another million. In Hungary, decisions have been made to employ 350 thousand Ukrainians, such decisions are in Slovakia, the Baltic States. There is an increase in the migration flow of young people who choose to study abroad and stay there, reducing the human capital of Ukraine. I only COVID-19 became an obstacle to increasing the migration flows of the economically active population outside Ukraine.

Given the above, we believe that the catalyst that can slow down the migration flows of citizens could be investing in the education system of Ukraine and the development of entrepreneurship, small and medium-sized businesses (Irtysheva *et al.*, [7]). Investments in education capitalize the results of education in the form of new professional and personal competencies of future professionals and are embodied in the results of the enterprise - the production of intellectually intensive products. Although analytical observations of the human development index in the world in terms of the educational component show that Ukraine today still has a high educational potential of the population, but the educational sphere itself is oversaturated with unresolved issues and needs to be reformed. This primarily concerns the inefficiency of the vocational education system, which does not sufficiently meet the real and long-term staffing needs by type of economic activity, as evidenced by

the analysis of regional variation in the distribution of population by level of education in Ukraine as a whole. The results of the analysis indicate the presence of quite significant differences in the level of education of the population, which are primarily due to the different level of urbanization of the country's regions and regional labor markets. In these conditions, high-quality management of the regional education system, development of mechanisms for adapting the vocational education system to the new economic, social and demographic situation, its balanced interaction with the market of educational services becomes especially important.

In the context of increasing globalization challenges, the attractiveness of the country on the part of potential investors and labor force is of no importance for the innovative development of the Ukrainian economy. To determine the indicators of migration attractiveness of Ukraine among other countries, we conducted a comparative analysis of Ukraine and the EU, which from the post-Soviet space are priority candidates for EU accession. Table 1 calculates the indicators of migration attractiveness for the period 2014-2020 for these EU countries and the Eastern Partnership countries (the latter shows the indicators of migration attractiveness for the period 2014-2020 for these EU countries and the Eastern Partnership countries (the latter shows the indicators of migration attractiveness of selected countries).

For clarity of migration attractiveness received indicators comparison of Ukraine and the EU countries on Figure 2 shows the scope of variation in the values of migration attractiveness with the calculation of the average for each group of countries.

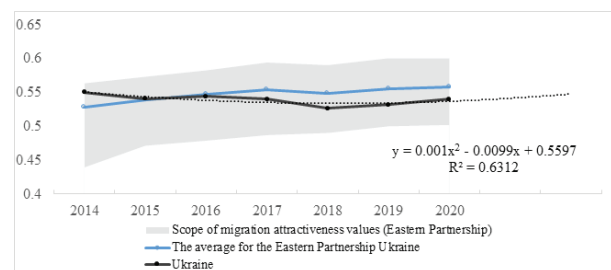


Figure 2. Forecast of migration attractiveness of Ukraine in 2014 - 2022

Source: built by the authors

As we can see from the data in Table 1 and Figure 2, Ukraine has the lowest coefficient of migration attractiveness in comparison with other countries. The main reason is the imperfect legal field in terms of doing business, its opacity, corruption, etc. From this we can conclude that to ensure innovation in the Ukrainian economy need special attention to the internal factors of enterprise development, one of which is human resources.

Table 1. Dynamics of indicators of migration attractiveness of countries

Countries	Years						
	2014	2015	2016	2017	2018	2019	2020
Austria	0.68959	0.71705	0.72029	0.72502	0.72157	0.72907	0.73032
Belgium	0.68021	0.71112	0.71609	0.72269	0.71680	0.72262	0.71583
Bulgaria	0.60510	0.62932	0.63232	0.64335	0.64201	0.64914	0.65744
Croatia	0.61120	0.63408	0.63990	0.64966	0.64721	0.65514	0.66911
Cyprus	0.62617	0.65642	0.64485	0.65357	0.63516	0.64534	0.66464
Czech Republic	0.60097	0.62374	0.62708	0.63883	0.63745	0.64524	0.65867
Denmark	0.74068	0.77661	0.77481	0.78637	0.78538	0.78308	0.78223
Estonia	0.65087	0.68175	0.68447	0.69992	0.72600	0.74052	0.71527
Finland	0.71211	0.75967	0.77050	0.76470	0.75954	0.76793	0.77032
France	0.66293	0.69309	0.69732	0.70050	0.72553	0.70511	0.70018
Germany	0.72676	0.75167	0.75476	0.75850	0.75706	0.76614	0.75986
Greece	0.73288	0.74903	0.75644	0.81504	0.81425	0.79721	0.80765
Hungary	0.62097	0.64231	0.64085	0.65881	0.65349	0.66605	0.66363
Ireland	0.73682	0.77005	0.77399	0.77658	0.77895	0.78836	0.79093
Italy	0.63074	0.64366	0.65085	0.65745	0.65412	0.66613	0.67555
Latvia	0.61413	0.64242	0.65264	0.66992	0.65938	0.66947	0.66697
Lithuania	0.61358	0.65049	0.66485	0.67541	0.67114	0.68180	0.68481
Luxembourg	0.74510	0.77476	0.77128	0.78448	0.78174	0.78544	0.78600
Malta	0.59994	0.66304	0.65577	0.65392	0.64979	0.65715	0.65956
Netherlands	0.71550	0.75160	0.75278	0.76480	0.76592	0.77210	0.77118
Poland	0.62697	0.65920	0.66693	0.67101	0.66987	0.68134	0.67875
Portugal	0.65527	0.68325	0.68670	0.71081	0.70742	0.71070	0.71477
Romania	0.57573	0.59934	0.60250	0.62336	0.62327	0.65095	0.64452
Slovakia	0.59892	0.61683	0.62025	0.62794	0.62312	0.63635	0.63953
Slovenia	0.68718	0.71591	0.71732	0.72639	0.72810	0.73853	0.73982
Spain	0.64661	0.68703	0.67698	0.67307	0.67380	0.69388	0.70595
Sweden	0.71741	0.75654	0.75309	0.75632	0.75194	0.76101	0.75930
United Kingdom	0.74665	0.78968	0.78570	0.79338	0.79590	0.80654	0.80211
Armenia	0.54228	0.55787	0.57033	0.57421	0.55974	0.57124	0.57051
Azerbaijan	0.53202	0.54571	0.55126	0.55664	0.55461	0.56107	0.56413
Belorussia	0.44362	0.47598	0.48212	0.49006	0.49336	0.50378	0.50609
Georgia	0.56322	0.57262	0.58138	0.59418	0.59068	0.60085	0.60059
Moldova	0.54535	0.55192	0.55776	0.57247	0.56886	0.56994	0.56951
Ukraine	0.54685	0.53888	0.54192	0.53689	0.52365	0.52859	0.53547

The ability of staff to adapt to changes in the external and internal environment faster than competitors, to learn and develop become a reliable source of social, strategic and economic benefits of enterprises whose goal is innovative development. Thus, if the knowledge of graduates at the beginning of the twentieth century depreciated after 30 years, at the end of the century - after 10, then modern professionals must retrain every 3-5 years. According to US researchers, in the coming years the average level of education will grow to 13.5 years, more than half of the jobs created require secondary special education, and more than a third - higher (Zhuravel *et al.*, [32]). This can be achieved only on the basis of effective organization of professional development, which should become one of the main functions of personnel management.

Analyzing the domestic experience of personnel development at Ukrainian enterprises during 2014-2020, it should be noted that insufficient attention was paid to human resources, as indicated by the average frequency of training. It is twice lower than the norm, and in agriculture, wholesale and retail trade 10 times, while, for example, in Japan, the frequency of training up to 1 year, and in the European Union 3 - 5 years. Experts draw attention to low levels of training, their interest in innovative enterprise development and innovation management. This primarily applies to management, engineering and technical staff and highly skilled workers (Ivashkiv *et al.*, [9]). Analytical study of staff readiness for change (for analysis, the enterprises of the construction industry, transport and machine-building complex of Ukraine) shows its unwillingness

to use various innovations, which is associated with fear of changing the usual way of life, unwillingness to learn without material benefits and incentives.

Among the measures that would promote the innovative development of Ukrainian enterprises and ensure the competitiveness of staff, we consider the following (Zinchuk et al., [33]; Popadynets et al., [22]):

- Intensification of financing of innovative activity of enterprises;
- Creating a favorable business environment and infrastructure for businesses;
- Formation of infrastructure to increase the mobility of highly skilled labor;
- Creating conditions for attracting foreign capital to finance the activities of Ukrainian enterprises for the introduction of intellectual and scientific and technical resources in industrial and agricultural production;
- Development and implementation of the state program for the development of bank lending for innovative activities of enterprises; and
- Stimulation of own developments of the enterprises that will allow them to enter the markets not only with production made with use of intellectual and scientific and technical resources, but also with the rights to such resources. their results in production, etc.

Today, a successful manager knows that investing in staff development is one way to build his potential, and further investment in the form of investment in labor will lead to further development of competitive advantages of the enterprise (Irtysheva *et al.*, [7]). In view of this, the nature of investing in a person should be long-term, not temporary. Therefore, training and retraining of staff, their training during working life - should become the main postulates of the personnel strategy of the enterprise. Among the management methods nowadays of special importance are personnel-technologies of selection and hiring of personnel, in particular: headhunting, recruiting, screening, direct search, "networking". Their rational use will provide Ukrainian companies with an influx of highly educated young people who are able to flexibly adapt to the market environment. The subjects of innovative work are employees who are able to create new knowledge and actively use it. The result of such work are new ideas, which are determined by creative abilities, creative approach to their activities, active position in enterprise management, conditions for the implementation of creative and mental abilities in the labor market, etc.

Another problem of the Ukrainian enterprise and its innovative progress is the need to form an effective, flexible motivational system capable of encouraging the advanced development of human potential. It becomes a necessary element of strategic management of personnel development. On the one hand, work

motivation, as a type of management activity, aimed at meeting the various needs of both individual employees and staff of the enterprise as a whole, on the other hand - is aimed at obtaining the expected results and successful achievement of the enterprise mission. An effective system of stimulating innovation provides a shift of emphasis in the system of staff motivation. The need for special attention is the motivation of work for those enterprises (first of all it is relevant for agro-industrial enterprises) that work in different functional suitability areas, ie their dependence on the place where the business entity operates. In our opinion, in the case of competitive losses of the territory where the business entity operates, it should strengthen the social tools of motivation. Instead, enterprises in more developed areas have greater opportunities to apply economic methods of motivation. In such areas, the motivational impact acquires signs of competition for the best specialist (Table 2).

Table 2. The impact of staff motivation in enterprises depending on the level of development of the territory where the business entity

Socio-economic motivation of the company's staff in:	
a) less developed spatio-temporal scales (country/region)	b) more developed spatio-temporal scales (country/region)
The effect is short-lived	
Activation of the social component in the absence of financial resources	Possibilities of differentiation of economic methods of influence in the conditions of high competition
Long-term effect	
Saving staff in conditions of improvement	Preservation of differentiation of social methods of influence in the conditions of the employee material needs satisfaction of conditions in the conditions of improvement of a condition

Author's development.

The initial condition for improving the effectiveness of motivation should be to increase staff satisfaction with wages. Without this, it is impossible to expect innovative content of work results. Also, further ignoring the growing dissatisfaction of workers with wages in the context of global mobility will increase the migratory mood of the population and complicate the search for qualified personnel, especially for temporary (seasonal) jobs. Therefore, both employees themselves and the companies they work for should be interested in increasing the competitiveness of staff.

4. Conclusions

- Thus, the study of the social component of Ukrainian enterprises confirms the need to apply a set of measures

to ensure it, starting with monitoring the achieved level of sustainability and ending with measures to support it through the development and implementation of social development strategies. That is why the competitiveness of staff requires the formation of such measures to ensure social development, which would be based on the use of modern information and communication management technologies, timely response to changes in the external environment and a strategic vision of the future state of the enterprise. It is determined that the human factor now plays a key role in the development of modern enterprises. It provides their technical and technological development through innovation and investment activities, economic - through increased productivity, GDP growth, social - through the content of labor and staff stability.

- It is proved that the intensification of crises, exacerbation of coronavirus infection, deterioration of the environmental situation in Ukraine necessitate not only finding ways to adapt the human resources of enterprises, but also its activation to ensure both the process of its functioning and sustainable economic development. The development of the human factor is not limited to the needs of a particular individual in self-improvement, it provides greater opportunities for other components of enterprise development. A significant role is given to the motivation of work on the effectiveness of the management system.

- To increase the competitiveness of staff at Ukrainian enterprises, it is necessary to propose a system of measures aimed at its preservation and development, in particular: a) ensuring effective employment; b) revision of the wage mechanism aimed at increasing wages and incomes of employees; c) improving the mechanism of social security and protection of workers; d) investing in vocational training in the workplace during working life; e) development of a mechanism of motivation to work, through the realization of creative abilities of employees; f) the desire of a person to acquire new competencies and skills through lifelong learning, etc.

- It is determined that the prospects of the national economy will depend on the one hand - on the ability to quickly and effectively adapt to new, modern requirements of today's globalization processes, on the other - on the professionalism and social stability of staff.

- A promising area of further research is the diagnosis of the components of staff resilience, in particular the intellectual component of modern enterprises in the context of socio-economic transformations in Ukraine. The data of analysis, evaluation, constant monitoring and diagnosis of the social vector of enterprise development will be able to become quantitative and qualitative measures of the effectiveness of its social policy, in particular personnel. Continuous monitoring,

marketing and controlling the development of human resources will be a reliable foundation for the information base of the enterprise on the process of formation, use and management of staff competitiveness.

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