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INNOVATIVE SOLUTIONS FOR ENTERPRISE PERSONNEL IN THE DIGITAL ECONOMY

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Under the conditions of the fourth digital revolutions of platforms, the success of an enterprise personnel management strategy is determined by two main factors: the ability of enterprise to clearly define what behavior of employees is required to achieve its strategy and the ability to apply effective management levers to direct workers to the desired behavior. Both tasks are equally important and complex, especially in the transformation of the economy. The effectiveness (efficiency) of managing a large (if not decisive) enterprise depends on the quality of the personnel of the management system. Special attention should be paid to modern enterprise management strategies that are designed to ensure the competitiveness of enterprises in the context of globalization and the digital economy.

Key words: personnel, professional qualification, competencies, digital skills, soft skills.

The problem is that the fourth industrial revolution creates a vector not to create new jobs, but to reduce them to fundamentally change the structure of employment. The new industrial revolution will enable devices to interact without human intervention. The digital revolution has a significant effect of the labor market. In the report The Future of Jobs [1, p. 15] it is noted that the development of new technologies in the next five

years will lead to a reduction of more than 7 million jobs, which will be compensated for only two million vacancies in new areas of the economy. With the growth of labor productivity, inefficient employment will inevitably decline, and this means that it is necessary to significantly increase the flexibility of the labor market, to offer people new employment opportunities. In the era of the digital revolution, rapid changes in the economy of Ukraine put forward new requirements for the professional qualifications of personnel (key competencies) and require new modern strategies for managing personnel of enterprises. The presence of only the necessary competencies no longer satisfies the requirements of modern enterprises. Employees are required to respond quickly, adaptability, creativity, loyalty and mobility, willingness to be responsible for delegated authority and additional work loads, constant striving for professional growth, self-improvement of both personal and business qualities. Modern strategies of personnel management in terms of the selection, recruitment, development and evaluation of personnel will allow the company to respond adequately to changes in the digital economy and consequently increase its competitiveness and business performance.

Personnel management refers to the process of planning, selecting, training, assessment and continuing education of workers aimed at their rational use and increase in labor productivity [2]. The subject of personnel management is the study of relationships between the workers in the production process with the aim of the most effective use of their potential in terms of functioning specific enterprises. The main goal of the personnel management is a combination of effective training of the personnel, growth of their skill and labor motivation to develop the skills of workers for the sake of solving the tasks enterprise and its division.

For a modern stage of development, globalization is characteristic. Eliminating national boundaries, it greatly complicates relations between the

main actors of the labor market, because as a result of the synthesis of national laws and traditions, the synergetic effect of the world labor market is achieved. Subjects are required to comply with world standards, taking into account the specifics of national (regional) markets. The migration of skilled labor reached a world scale. In the conditions of increasing competition for professionals, the question of reproduction of the human resources of the country become relevant [2]. To solve such problems in the system of recruitment and recruitment of staff using new methods.

The scope of personnel management is transformed step by step through the introduction of information technology and digitalization. The recruitment function is at the forefront of these changes. That is why the topic of recruitment in the era of digital captures the digital revolution – the undeniable trend of all recent years. This is not just a system automation, but a new thinking, an approach to all processes of interaction with employees. Innovative tools make it possible to bring the process of recruiting to a new level and to provide better hiring and efficiency of the management system [3, p.177].

In the era of the 4th digital revolution and the development of the digital economy, the following tasks are updated to the strategy of personnel management:

- definition of the current and future needs of personnel that performs the required amount of work of a certain quality at the right moment of time in a certain place (enterprise), taking into account the processes that are dictated by the digital revolution.

- human resources management: labor market research and selection, selection, recruitment, adaptation of personnel, search of talents capable of implementing creative innovations, professional orientation and professional selection, flow control, personnel release taking into account modern

strategies personnel management (head hunter, outsourcing, outstaffing, leasing etc.) [3, p.177].

- personnel development, personnel reserve formation, personnel promotion through the implementation of personal career development programs, search for growth points of employees, development of individual career plans and appropriate criteria for its development.

- attracting staff and stimulating high productivity: ensuring a high level of labor productivity through the organization of the system of tangible and intangible incentives; development of competition in labor, system of encouragement of merit and stimulation of group activity; participation of employees in the distribution of profits, social benefits; development of social infrastructure; regulation of working time. The motivation of the staff is influenced by many factors: remuneration, assessment, professional development and prospects of professional growth, internal corporate culture, etc. At the current stage, it is expedient to develop and introduce new material methods of motivation, this is due to the need to increase labor productivity due to the material interest of the employee in his results – to combine the material interests of him and the enterprise.

- organization of effective work of employees: placement of personnel in accordance with production tasks, taking into account the professional qualifications (competences) of employees, talents, their preferences and skills; improvement of working conditions; organization of workplaces; ensuring rhythmicity of work.

- personnel training: organization of all types of vocational training, retraining and advanced training of personnel in accordance with individual needs and requirements of the modern labor market.

- organization of the participation of employees in management, interaction with representatives of the labor collective (councils of labor collectives, trade unions, etc.).

- study of social processes in the team, organization of assessment of personnel as an information basis for decision-making on personnel issues.

In the era of the digital economy, enterprises in their activities are forced to solve tasks related to modern staff management – hiring staff, compensation calculation and tax reporting. At the same time such activity is profile only for the personnel agencies. That is why the practice of outsourcing personnel management has gained much popularity. Processes associated with the recruitment and search of employees (as well as leasing of personnel and outstaffing) are more often transferred, and rarer are the processes of personnel administration and salary calculation. Examples of companies that provide recruitment and recruitment services are various recruitment agencies.

Staff leasing is an integral part of modern, innovative personnel management and involves the recruitment of temporary staff. This is a peculiar short or medium-term lease of personnel of another firm. Leasing is conditioned by the short-term need of the enterprise in certain personnel. Temporary hiring of personnel has the specifics generated by agencies for this type of work, or recruitment (English recruitment – recruitment, recruiting, recruiting (recruiting) recruits) agencies. The purpose of the recruitment is the provision of paid recruitment services for the employer company. It is necessary to find, select, convince, lure and present to the customer for the final decision on the temporary hiring of candidates for vacant positions. Thus, in case of the need for leasing (lease) of personnel, the customer resorts to the services of a kind of "rolling companies", which lease their labor power to other enterprises for a certain remuneration. In the countries of market economy, the idea of leasing personnel has become widespread and active. The reason for such activity is the relevant legislative framework, which has not yet been developed in our country.

Modern domestic business actively uses outstaffing. Outstaffing – this is the withdrawal of staff for the state of the enterprise, the transfer of part of their employees to the personnel (leasing) agency. People still remain in their workplaces, but all employer functions (payroll, social guarantees, etc.) are assumed by the provider of the services. In a broader sense, outstaffing should be understood as an enterprise agreement with the agency, by which it sends the employee to the customer for a specified time at a fixed fee to perform their specific functions.

In the era of the digital economy, many factors are influenced by the motivation of staff: remuneration, assessment, professional development and prospects of professional growth, internal corporate culture, etc. At the present stage in foreign countries began to develop and introduce new material methods of motivation, this is due to the need to increase labor productivity due to the material interest of the employee in his results – to combine the material interests of him and the enterprise. Among them are: individualization of wages, employee participation in profits, group incentives, employees' right to purchase shares on preferential terms, and others. These methods are also unconventional for our country. Their appearance is connected with the globalization of the Ukrainian economy. Also, non-traditional methods of stimulation in the post-Soviet space can also include "binding to key performance indicators" Key Performance Indicators (KPIs).

KPI is a system of indicators for assessing the work of employees of the enterprise. The purpose of this system is to ensure that the actions of the employees of different units are coordinated, each based on the strategic indicators of the entire enterprise [4]. In the analysis of non-traditional methods of motivation, one should not forget about non-material methods, which today also have a significant impact on employees. This is due to their desire to satisfy their secondary needs (involvement,

recognition, self-affirmation). That is why these methods have a social – psychological orientation. But, unfortunately, often the main stimulant factor for employees is not even high wages, but bonuses and surcharges. Material motivation in the form of bonuses and allowances is not perfect enough, since there are often cases when the bonus reward is paid on the basis of the successful activity of the enterprise as a whole, corrected according to the labor participation of each unit and without taking into account the results of the work of the employee, who is motivated. This method is ineffective because it does not take into account the individual contribution of each employee to the achievement of the goals, and employees do not link the amount of the bonus received to specific actions that can increase its size. Non-traditional methods of non-material motivation of workers, which are used in foreign countries and begin to spread to domestic enterprises, are: flexible working hours; the opportunity to work at home; the existence of corporate career planning; availability of training programs; providing workers with additional days of rest; gifts for company employees for different holidays; using paternalism policy. In order for the motivation process to be manageable, it is necessary to create certain conditions, namely: it is necessary to have complete and reliable information about the object of management; to constantly have an idea of the state and dynamics of the motivational orientation of the staff; carefully monitor the socio-economic implications of managerial decisions and be able to predict them.

Taking into account foreign experience, given that the methods of material motivation in foreign countries are mostly of an international nature, the most important components of it are singled out:

- absence of template thinking, complete autonomy and space for experiment, approximation of the right of choice within the limits permitted by law. The only limitation is the economic expediency, which is evaluated

not only from the point of view of the present, but also from the point of view of the future.

- objective interest in the favorable prospect of the owner of the company, manager, hired employee. Everyone is afraid of losing their source of income, so nobody tries to "eat" everything earned, on the contrary, they seek to invest more in new technologies, in advanced training, in science, which is one of the reasons for the effective functioning of the mechanism of social partnership. In addition, in modern economic conditions, the theory of motivation, entitled R-theory of motivation, is proposed in this paper, because it attempts to investigate the impact of risk as a socio-economic factor on employee performance and how to effectively manage it for the intended results. The external environment of the Ukrainian economy is characterized by a high level of economic risk, which may affect the formation of socio-psychological characteristics of Ukrainian society. This is another reason for the feasibility and special relevance of the R-theory of motivation for enterprises operating in Ukraine and other transition countries. Analyzing the activities of the personnel of different enterprises, we conclude that the existence of economic risk can be a stimulus, or, conversely, antisimotic for the employee. The motivation of work must be adjusted so that the company receives maximum returns from each employee through the provision of sufficient rewards and incentives. At the same time, for a high-risk post, the employee must be risk-averse, which will enable him to fully use it.

In the era of the digital economy, human resources management (providing the necessary competency and motivation) is not only the choice and preservation of the required enterprise personnel, using modern methods of recruitment, training and development, as well as in evaluating the activities of each employee in terms of the goals of the enterprise, which makes it possible to adjust his behavior, reward staff for his efforts.

The following methods for assessing staff are currently up-to-date:

The method is "360 degrees." As part of employee development programs, the so-called 360-degree evaluation is conducted. This type of assessment is also used to improve internal communication, the development of corporate culture. This is a view of the employee from different sides. Information is obtained through a conversation with the employee himself, his immediate supervisor, colleagues, subordinates, and in some cases, and the clients of the appraiser. Based on the evaluation results, an extended feedback is provided, which is based on objective data and is of an evolving nature. The information received by the employees allows not only to evaluate their strengths and to identify the development zones, but also improve the internal communication in the unit. The evaluation data by the "360 degrees" method becomes the basis for the development of an employee's individual development program.

"Assessment Center" is one of the methods of integrated assessment of personnel, based on the use of complementary techniques, aimed at assessing the actual qualities of employees, their psychological and professional characteristics, compliance with the requirements of positions, as well as the identification of potential capabilities of specialists. "Assessment Center" successfully solves the following tasks: assessment of professional knowledge and skills of staff; operational management of personnel; staff training; development of assessment skills. Components of the Assessment Centers: an interview with an expert, during which the collection of data on the employee's knowledge and experience; tests (psychological, professional, general); brief presentation of the participant to the experts and other participants; business game; biographical questionnaire; description of professional achievements; individual case-study analysis; expert observation Advantages of the "Assessment Center": the assessment center carries elements of the strategy of the enterprise;

"Assessment Center " allows to obtain as much as possible an objective assessment in comparison with other methods; "Assessment Center" allows the most rational investment in personnel development; provides understanding and clarity in staff assessment by all employees of the company; the "Assessment Center" procedure itself is already a step towards the development of personnel. The disadvantages include: the "Assessment Center" procedure is generally more expensive than testing or interviewing employees; for the "Assessment Center" often takes more time than testing; for the "Assessment Center" requires the preparation of observers from the staff of the company, which requires them about 3 days.

The method of business games. The assessment of staff is carried out within the framework of specially designed simulation and development business games. The assessment involves both business game participants and observers. Attestation business games are usually carried out on the result, which allows to assess the readiness of staff to solve current and future tasks, as well as the individual contribution of each participant in the game. This method of evaluation can be used to determine the effectiveness of team work of the personnel of the enterprise.

Method of management for purposes (MOU). This method is simple and consists in setting specific measurable goals for each employee and periodically discussing progress in achieving these goals. It is possible to take part in the program of the Ministry of Education and Science subordinates, setting them separate goals and periodically providing feedback. However, MOU almost always means a comprehensive program of evaluation and goal setting, which consists of six major steps: the definition of the goals of the organization, the development of a plan for the next year; determination of the department's goals by its superior; discussing the department's goals with its boss and all employees, identifying employees of their own individual; Determine the expected

results; the head of the department and the employees set the short-term objectives of the duties; checking by the head of the department of actual performance of duties by each employee, measuring the results; provision of feedback: the head of the department periodically holds meetings with employees, during which the duties are discussed and assesses the progress in achieving the expected results.

Performance Management is the concept of managing an organization based on the multitude of theories and management practices that preceded it. RM is, rather, a kind of "mix", the integration of various methods of management organization, have proven themselves to be effective. The main principles of the RM system include the following:

- the management system is aimed at achieving interrelated, interrelated quantitative and qualitative goals.

- goals are designed from top to bottom. The purpose of the divisions and the personal goals of individual employees should lie with the entire enterprise.

- particular attention is paid to the relationship of business goals and the development of key competencies of the employee.

- the achievement of goals by employees is assessed using Key Performance Indicators (KPIs). KPIs are the basis of the system of motivation, that is, achievement or failure to achieve personal goals directly affects the material or non-material remuneration. KPIs are used not only for measuring results, reporting, differentiating achievements, but also for analyzing opportunities for improvement, improvement and development of the enterprise management system.

Method of standard estimation. Being guided. The supervisor fills in a special form of standard assessments, assessing certain aspects of the worker's work during the attestation period on a standard scale. However, the method of standard assessments suffers from a number of serious

shortcomings. First, the certification is carried out by one person – the head, which provides a high degree of subjectivity and one-sidedness of evaluation. Although it should only take into account the professional qualities of employees, the assessment may reflect personal relationships with subordinates. Secondly, the standard scale does not take into account the peculiarities of the professional activity of each individual employee, which may affect the quality of the assessment.

Method of critical situations. To use this method, evaluation experts prepare a list of descriptions of "correct" and "wrong" behavior of employees in typical situations – "critical situations". There is a log of records for each evaluated worker, each one introduces examples of behavior for each heading. Later, this magazine is used to assess the employee's business qualities. Typically, this method is used in assessments made by the head, and not by colleagues and subordinates.

Method of rating behaviors. It is based on the use of "decisive situations", from which the necessary personal and personal qualities of the employee are derived, which become criteria of evaluation. The evaluator reads in the rating form a description of any evaluation criterion and places a mark on the scale in accordance with the qualification of the evaluated. Costly and laborious method, but accessible and understandable to workers. Method of the given distribution. It is known that when assessing the effectiveness of employees, managers often face difficulties due to errors in evaluation. The assignment assignment is used to exclude evaluation errors such as the central trend error and the fault of leniency. The assigned distribution is a form of comparative assessment in which the leader submits to a certain category according to certain (predetermined) rules. It follows from the fact that the manifestation of the estimated performance is subject to the law of normal distribution [5].

For the conditions of the digital economy, modern personnel management strategies are becoming one of the main ones not so much of the logic of the planned strategic development but more and more often as the only really possible strategic factor. In other words, significant strategic changes at various levels of management including at the level of individual enterprise, can be accomplished only with the help of human capital.

The need for changes in the general human resource management paradigm allows to conclude that the decision of the major problems: the selection, recruitment, development and evaluation of personnel in modern conditions is impossible within the framework of traditional ideas. The concept of modern strategic management personnel of enterprises provides modern methods of management of collective enterprises, which are based on human capital as the basis for enterprise development.

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