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#### **FEATURES OF ENTERPRISES STAFF ADMINISTRATION IN THE INNOVATION CONTEXT**

#### **ОСОБЛИВОСТІ УПРАВЛІННЯ ПЕРСОНАЛОМ ПІДПРИЄМСТВ В КОНТЕКСТІ ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ**

*The mechanism of stimulation of employees taking into account the achieved personal results will help to increase the level of interest in reaching the goal of the organization, and to preserve its highly qualified work potential. The main features of innovation by industrial enterprises in the national economy are the long development and testing of innovations, the impossibility in some cases of full appropriation of it's, the complementary nature of innovation, its close relationship with local conditions and high risk. The task of managing the innovation activity in industrial enterprises of the corporate type of the national economy branches at the present stage can be solved by applying adaptive approaches and adaptive management model. It is based on the formation of the program trajectory of the controlled system for a certain period and the creation of a management system action aimed at eliminating destabilizing disturbances that deviate the controlled system from the program trajectory. The efficiency of the national economy is largely determined by the interaction of science and practice, especially the introduction into production of advanced innovative technologies in industrial enterprises. The analysis of the peculiarities of the innovation process in the national economy shows that the introduction of innovation by enterprises is a process focused on the commercialization of innovations, which reflects the emergence, development and resolution of domestic science and practice, provided by the innovation potential of industrial enterprises.*

**Keywords:** *personnel, staff administration, branch, innovation, activity, efficiency, economy, analysis, products.*

*Механізм стимулювання працівників з урахуванням досягнутих персональних результатів сприятиме зростанню рівня зацікавленості досягнення мети організації, та*

збереженню її висококваліфікованого трудового потенціалу. Головними особливостями впровадження інновацій промисловими підприємствами галузей національної економіки є тривалий термін розробки й апробації інновацій, неможливість у деяких випадках повного привласнення результатів впровадження інновацій, комплементарний характер впроваджуваних інновацій, тісний взаємозв'язок між інноваціями й локальними умовами впровадження та високий рівень ризику. Завдання управління інноваційною діяльністю промислових підприємств корпоративного типу галузей національної економіки на сучасному етапі може бути вирішене шляхом застосування адаптивних підходів і адаптивної моделі управління. Вона будується на основі формування програмної траєкторії керованої системи на певний період часу і створення системи управлінських дій, що націлені на усунення дестабілізуючих збурень, які відхиляють керовану систему від програмної траєкторії. Ефективність діяльності галузей національної економіки в значній мірі визначається взаємодією науки і практики, особливо впровадженням у виробництво передових інноваційних технологій на промислових підприємствах галузей національної економіки. Аналіз особливостей інноваційного процесу в національній економіці свідчить, що впровадження інновацій підприємствами є процесом, орієнтованим на комерціалізацію інновацій, який віддзеркалює виникнення, розвиток і розв'язання суперечності вітчизняної науки й практики, що забезпечується реалізацією інноваційного потенціалу промислових підприємств галузей національної економіки. Необхідність вдосконалення існуючих механізмів управління персоналом в галузях національної економіки зумовлює загальносвітові тенденції розвитку економіки на мікроекономічному рівні. Ефективне вирішення проблем управління персоналом вимагає, щоб система управління персоналом була органічно вбудована в систему загального управління та узгоджена із загальноорганізаційною стратегією та організаційною культурою.

**Ключові слова:** персонал, кадрове адміністрування, галузь, інновація, діяльність, ефективність, економіка, аналіз, продукція.

**JEL Classification:** M50, O32

**Formulation of the problem.** This article aims to study the impact of certain factors of an effective staff management system of enterprises in the innovation context. The way to integrate the branches of the national economy into the world economic community lies through the prism of the priority of science-intensive innovation industries and the growth of their share in the structure of state GDP. The introduction of an innovative factor will reduce the level of resource load per unit of finished product. Therefore, the knowledge intensity of new production increases.

At the same time, according to experts, in recent decades, there has been a steady trend of declining work and services quality, in order to save wages to attract low-skilled or unskilled workers, significantly reduces the quality of training of engineers. Improvement of the staff management system, as one of the most important areas of life in the enterprise, especially in terms of innovation can significantly increase the level of efficiency of the organization.

Thus, in modern conditions in order to increase the competitiveness of domestic products there is a need for effective personnel management of enterprises of the national economy in the context of innovation.

**Analysis of recent research and publications.** A number of scientists have studied certain factors of effective personnel management in the context of innovation as O.I. Amosha [1], V. Burlak [2], V.V. Vozna [10], K.O. Doroshkevych [11], M. I. Drogomiretska [3], T.M. Zhuchok [4], A.V. Kalinichenko [6], P.Z. Kapustyansky [7], T.M. Kiryan [8], D.O. Krikunenko [9], E.A. Lutokhina [10], O.O. Maslak [11], Yu. Yu. Onishchuk [12], O.E. Solovyova [13], L.I. Fedulova [14], L. Chervinska [15], L.F. Chumak [16] and other prominent scientists.

**Forming the goals of the article or setting a task.** Identification of patterns and dominant trends in personnel management of the national economy in the context of innovation activity in modern world.

**Presentation of the main research material.** The categorical concept of "staff management" is studied and researched in a very wide range of scientific areas: from philosophical to socio-psychological and economic-statistical. The essence of personnel management is to form a relationship of organizational, economic, socio-psychological and legal nature between the subject and the object of management, including employees, company management, employers and other co-owners of the organization. The base of this relationship is formed by a set of principles, methods and forms of influence on workers in order to maximize their efforts to solve production problems.

The main positions considering innovation activity and the formation of a favorable innovational field reflected in the Law of Ukraine on Innovation [5]. In the scientific literature, one can find a narrower modern interpretation of the concept of personnel management as a process of influencing the personnel of the enterprise by applying a set of interrelated measures to achieve the necessary staff conditions in order to maximize the goals achievement in the organization [6].

Labor is one of the factors of production, but this resource cannot be equated with others. According to the representatives of the "school of human relations" (1924-1936 of the twentieth century), man is not a mechanism or a cog in the production process [7]. But this resource differs from other resources of the enterprise because every employee in any situation always has the right of self-determination and can refuse oral and formalized circumstances and agreements on the basis of which his ability to work is going to be used.

Due to the relatively high level of unemployment in the country, managers at various levels have a rather superficial attitude towards subordinates on the principle of "there are no irreplaceable". It is clear that in such conditions there is no question of succession planning, which in developed countries, HR managers put in the top five priorities in staff management [2].

In contrast to native leaders, in Japan – a country that has some of the best performance indicators in the world to manage the national economy, owners and top managers of companies, consider labor resources the most valuable capital of the enterprise. Therefore, in the leading corporations of Japan, the first place in the system of management goals is given to the development of human resources (85.3 % of 1,200 managers surveyed), then as the decline – the development of markets (72.8 %), the creation of new products and services (63.8 %), strengthening the financial structure (59 %), reliance on new products (45 %), new technologies, intensification of research and development (43.1 %), stabilization of labor relations (36.2 %) , support of friendly companies (32.9 %), simplification of organizational structure (29.7 %), promotion on foreign markets (19.4 %) [1].

Essential changes in the national economy, such as deepening economic and political crisis, deteriorating investment climate, increasing competition, improving technology, consumer struggle and product quality, oblige the company's top management to change their views on the whole range of management problems and issues. In modern world, a significant change in the process of staff management should be the recognition of high social responsibility by top managers.

However, mainly only theorists pay significant attention to the improvement of personnel management in their works. In addition, practitioners often have a little underestimated knowledge and skills in working with staff. Personnel services of some enterprises do not use developed by theorists scientifically based methods of evaluation, rotation and training of personnel using the results of sociological and psychological research. Nevertheless sometimes you can find a "creative approach": the selection and evaluation of staff based on physiognomy, graphology, horoscopes, surnames, names or fingerprints [4].

Those few entrepreneurs and managers who monitor and implement advanced foreign technologies, including in the field of staff management, emphasize the low efficiency of their application in native enterprises. Thus, to prevent such phenomena [4], when introducing the latest technologies of staff management, in order to increase efficiency, it is advisable to adapt them to the specific features of a particular industry and the company in which they will be used. Therefore, the staff management system of a manufacturing enterprise should be built taking into account these features of the industry [8].

So, the main features of the industry, which must be taken into account in the process of staff management should include the following [7]:

- ✓ the uniqueness of the vast majority of production facilities, which determines the need to develop new project documentation, as well as organizational and technical solutions;
- ✓ variety of types of production works performed;
- ✓ dependence of work on open areas on weather conditions;
- ✓ the dependence of the life cycle of the industry (with a possible period of up to one hundred years) in conjunction with the need to ensure operation throughout the cycle;
- ✓ complicating the assessment of economic efficiency of management decisions due to the significant duration of production projects;
- ✓ the qualification of both management (at the stage of preparation and implementation) and production significantly affects the safety of further operation;
- ✓ multi-stage preparation of projects and a significant number of participants, combined with a complex process of document management, resulting in the difficulty of determining the subject and the level of responsibility for wrong decisions.

Moreover, as domestic practice shows, modern management methods are more successfully used in companies of foreign origin or native companies with foreign capital. The reason for the successful application of new approaches in such companies is not only a more respectful attitude to management technology as such, but also a collective ideology. As a rule, domestic leaders, seek to simplify or, in their view, rearrange Western technology in both production and staff management. Gross violations of production technology lead to accidents, sometimes with human victims. Interruptions of technology in the process of working with people may be invisible from the outside, but the final damage to the organization can be enormous.

In domestic enterprises, decision-making on staff management usually stuck on two extremes: self-confident managers, promoting the "right candidate" – make decisions arbitrarily, not on the basis of existing systems and standards, or other managers "hide under" independent expertise and as a result absolve themselves of responsibility for possible own mistakes.

Another reason for our rejection of Western technologies is that for all their external correctness, they are more "soulless" than a system that allows you to deviate from the standards. An employee who breaks labor discipline or fails to meet performance indicators should be demoted or fired. Western managers cannot afford to keep an inefficient employee. And what often happens to our inefficient staff? They are trained, taken on bail, given a "last chance" [3]. Rational (technological) management decision, which contradicts the values shared by team members, causes negative reactions from staff. A person in the value system of our mentality is more important than organizational efficiency.

Interestingly, due to the complexity of business, Western theorists and practitioners have recently come up with the discussion about the need to increase the role of the subjective factor in ensuring the effectiveness of the organization (It's All About People!). The authors of the concept of organizational growth J. Lytvyn and R. Stringer concluded that it is easier to change circumstances and environment than personality. This is especially true for small businesses and small groups in general (in a large organization it is much more difficult to change the external environment).

Modern methods of human resource management, such as talent management, management in the style of coaching, focused not only on the current characteristics of employees, but also on their future capabilities and potential. That is, they consider any candidate as a "material" from which you can "sculpt" the product that the organization needs. Since in modern business a person becomes the main asset of the enterprise, the best "tool" to achieve organizational goals, is to build a system that reproduces human capital, grows it.

According to the global survey of HR managers, there has recently been a clear trend to work with "improvement" of the staff available in companies. Companies are more focused on internal staff development than on hiring external employees (57 % in 2014 compared to 49 % in 2013). In 2014, outsourcing is one of the top five HR priorities only in the United States.

Not taking into account the psychology of perception of management decisions on personnel management is negative for the organization. In many native enterprises, there is a system of fines in the form of deductions from wages for disciplinary misconduct or non-fulfillment of plans and tasks, which is not provided by current legislation. It is possible to see the facts of punishments and threats

of punishments documented in orders, prescriptions, regulations, and provisions of the enterprise. Such negative motivation makes people afraid, but managers consciously implement it, believing that it increases efficiency and responsibility. At the same time, they usually forget that a subordinate who is afraid of losing will never voluntarily take responsibility for a new and difficult task, so the initiatives in such organizations is doomed to extinction. In those organizations where there is a positive motivation, the staff seeks to set higher production goals and show creative initiative, and in those where negative motivation prevails – employees are "reflected" from any changes in production tasks as much as possible and do not rush with innovation proposals. The motives are clear - in some conditions, there is an additional danger, in others – a new opportunity. Moreover, it's not just about personality traits, but about the specifics of the organization.

The transition of developed countries from industrial to post-industrial society could not but affect the field of staff management and was marked by a radical transformation of "working resource management" in "human resource management". Changing just one word in the name means a completely different attitude towards a person. In the above concept, staff is seen as a "key strategic resource" to achieve competitive advantage. This is based on the idea of integration and partnership. Therefore, today in the scientific literature there is no single approach to measuring the effectiveness of HR-management. The difficulty lies in the fact that the working process of staff and management must be distinguished from the general results of the production process, it is difficult to separate the mutual influence of production factors on each other.

To determine the effectiveness of personnel management requires a comprehensive approach from the standpoint of the importance of the results, productivity and quality of work and organization of personnel as a social system [6]. To assess the quality of personnel of the production organization, it is proposed to use a set of characteristics such as level of qualification, ability and willingness to learn/improve, employee's age, health, ability to change, productivity, leadership potential, hidden talents, individual psychological and physiological characteristics. This set may vary depending on the specific requirements of the profession or position held by the employee. A necessary condition for the level of staff quality assessment is to determine the purpose of the organization for the implementation of which the staff is assessed. The set of personnel characteristics and their rank in the overall assessment of personnel should depend on the purpose of the organization. From this point of view, it is appropriate to develop a system for evaluation the quality of staff of the production enterprise for its needs, which would be based on the factor-target approach and provide for the clarification of defining tasks of structural units that can ensure goals achievements, identifying and assessing the important staff characteristics. The implementation of this approach to assessing the quality of staff of the production organization will help to increase its efficiency, and, in particular, improve organizational relationships.

The mechanism of employee's stimulation taking into account the achieved personal results will help to increase the level of interest in achieving the organization's goal, and to preserve its highly qualified work potential. It is appropriate to establish a quantitative relationship between the components of staff quality and net income of the production organization, which can be used to analyze the internal reserves of the organization in order to increase the efficiency of its activities. Assessment of staff quality from the point of view of the investor should be carried out on the criterion of "cost of staff", which is defined as net income from sales, reduced by the amount of material costs and depreciation of fixed assets of the organization. This indicator characterizes the cost contribution of staff at all levels to the income of the organization.

To ensure the further effective development of the national economy, the problems of finding reserves to accelerate the dynamics and attract factors to intensify production activities have become urgent. This is especially true for industrial enterprises in the national economy. This can be realized only based on development and implementation of effective organizational and economic mechanisms for managing innovation in this area. A special role in solving this problem should be played by corporate structures, which at this stage assume the main function of implementing state policy on the transition to an innovative path of development. We agree that the management of innovation is a component of modern enterprise management, which includes planning, organizing and stimulating innovation, implementation of innovative projects designed to gain competitive advantage and

strengthen the market position of the enterprise. So, the Law of Ukraine "On Innovation" [5] interprets innovation as follows: "These are newly created and improved competitive technologies, products or services, as well as organizational and technical solutions of production, administrative, commercial or another nature that significantly improve the structure and quality of production and social sphere". As practice shows, the effectiveness of innovation largely depends on the system that has developed in the enterprise and is controlled by management. In Ukraine, according to research by leading native scientists, recently the indicators of innovative business activity are declining. Consequently, if the peculiarity of innovation management in industrial enterprises of the national economy is to ensure quality decision-making in conditions of uncertainty and risk, the successful implementation of this task in most cases prevents native corporations: creating the right organizational structure, inconsistency of the performed functions, the predominance of short-term low-risk profits as opposed to long-term and innovative.

Management of innovation activities of enterprises in the national economy at the present stage can be solved by applying adaptive approaches and adaptive management model, which is based on the formation of the program trajectory of the managed system for a specific period and create a system of management actions aimed at elimination of destabilizing disturbances, which deviate the controlled system from the program trajectory (Tabl. 1).

Table 1. Implementation of innovations in industrial enterprises

The analyzed period	Share of the number of industrial enterprises that implemented innovations (products and/or technological processes) in the total number of industrial enterprises, %	Number of new technological processes and units introduced into production	Number of types of innovative products (goods, services), units introduced in the reporting year	Share of the amount of sold innovative products (goods, services) in the total amount of sold products (goods, services) of industrial enterprises, %
2000	14,8	1403	15323	9,4
2001	14,3	1421	19484	6,8
2002	14,6	1142	22847	7,0
2003	11,5	1482	7416	5,6
2004	10,0	1727	3978	5,8
2005	8,2	1808	3152	6,5
2006	10,0	1145	2408	6,7
2007	11,5	1419	2526	6,7
2008	10,8	1647	2446	5,9
2009	10,7	1893	2685	4,8
2010	11,5	2043	2408	3,8
2011	12,8	2510	3238	3,8
2012	13,6	2188	3403	3,3
2013	13,6	1576	3138	3,3
2014	12,1	1743	3661	2,5
2015	15,2	1217	3136	1,4
2016	16,6	3489	4139	1,4
2017	14,3	1831	2387	0,7
2018	15,6	2002	3843	0,8
2019	13,8	2318	2148	1,3

Source: Calculated according to the State Statistics Committee of Ukraine

There is a tendency to increase the number of new technological processes introduced into production. Thus, if in 2000 they were introduced 1403, then in 2019 – 2318 or 65.2 percent more. In general, there is a problem of assessing the quality and scope of data on innovations in the form of processes and units. In recent years, there has been not just an intensification of innovation processes, but there is a qualitatively new innovative nature of the national economy. It is expedient further for the full picture of the analysis to investigate expenses for innovations of the industrial enterprises on directions of innovative activity (Tabl. 2).

Table 2. Expenditure on innovation of industrial enterprises in the innovation areas

The analyzed period	Share of the number of innovatively active enterprises in the total number of industrial enterprises, %	Expenditures on innovations, UAH million
2000	18,0	1760,1
2001	16,5	1979,4
2002	18,0	3018,3
2003	15,1	3059,8
2004	13,7	4534,6
2005	11,9	5751,6
2006	11,2	6160,0
2007	14,2	10821,0
2008	13,0	11994,2
2009	12,8	7949,9
2010	13,8	8045,5
2011	16,2	14333,9
2012	17,4	11480,6
2013	16,8	9562,6
2014	16,1	7695,9
2015	17,3	13813,7
2016	18,9	23229,5
2017	16,2	9117,5
2018	16,4	12180,1
2019	15,8	14220,9

Source: Calculated according to the State Statistics Committee of Ukraine

The analysis of Tabl. 2 shows that, on the one hand, during the study period, the share of the number of innovative enterprises in the total number of industrial enterprises decreased by 2.2 %. On the other hand, we see that in 2000, the costs of innovations amounted to UAH 1,760.1 million, and in 2019, they reached UAH 1,420.9 million or increased by 8.1 times or 808 %. This conclusion confirms the above conclusion from Table 1 on the growth of innovation in the national economy during the study period.

The main features of innovation by industrial enterprises in the national economy are the long development and testing of innovations, the impossibility in some cases of full appropriation of the results of innovation, the complementary nature of innovation, the close relationship between innovation and local conditions and high risk. As follows, it can be said that the innovative activity of industrial enterprises in the national economy is the key to its effective functioning. However, innovation requires systematic management through a mechanism that should be part of the overall strategic mechanism of enterprise management.

From such positions, it is expedient to note that the following tasks should be the basis of improvement of corporate structures' innovation management:

- ✓ to form and actively apply principles of innovation management,
- ✓ to define the basic elements of the management mechanism,
- ✓ to work on perspective (target) orientation,

- ✓ create conditions for coordination of activities of all corporate participants,
- ✓ to create a communication system,
- ✓ to form accordingly a system of evaluation of efficiency of innovation management,
- ✓ to form bases of innovative projects,
- ✓ to take active part in innovative processes of the region, national economy, the international innovative environment.

Technological and technical re-equipment of food industry in modern conditions is a key problem of national food security. Only the creation and development of new high-performance equipment and machine technologies will raise the quality and competitiveness of native food products. Therefore, the development of efficient production and energy supply requires state support, especially in the operation and development of energy and resource-saving technologies in enterprises of the national economy.

**Conclusions.** The need to improve the existing mechanisms of staff management in the sectors of the national economy determines the global economic development trends at the microeconomic level. Effective solution to personnel management problems requires that the staff management system be organically integrated into the system of general management and agreed with the general organizational strategy and organizational culture.

The growing role of staff in modern business requires strengthening the role of personnel in the enterprise, and the head of staff should have the same level of authority as the deputy director of production or finance. Therefore, to improve the qualification component of staff quality at the microeconomic level, it is advisable to develop measures that would be based on combining the efforts of economic entities and help improve the quality of finished products while reducing the cost of training. Innovation means the process of creating, implementing and disseminating innovations. The innovation itself is the final result of the creation and use of innovations embodied in the form of improved or new goods (products or services), technologies of their production, management methods at all stages of production and sale of goods.

The efficiency of the national economy is largely determined by the interaction of science and practice, especially the introduction into production of advanced innovative technologies in industrial enterprises of the national economy. The analysis of the peculiarities of the innovation process in the national economy shows that the introduction of innovation by enterprises is a process focused on the commercialization of innovations, which reflects the emergence, development and resolution of native science and practice, provided by the innovation potential of industrial enterprises.

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