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INCREASING PERSONNEL COMPETITIVENESS AT THE ENTERPRISE IN MODERN CONDITIONS: FOREIGN EXPERIENCE

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**ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПЕРСОНАЛУ НА ПІДПРИЄМСТВІ В СУЧАСНИХ
УМОВАХ: ЗАРУБІЖНИЙ ДОСВІД**

The article is devoted to the problems of personnel competitiveness in modern conditions. The relevance of the research topic is due to the rapidly changing processes taking place around the world: the global economic crisis, pandemics, climate change, a new attitude towards consumption, new technologies, the penetration of the Internet into all spheres of public life, all this requires changes in the work of the enterprise. In their works, the authors relied not only on the works of well-known domestic and foreign scientists, but also on leading experts in this field. Enterprises (of various forms of ownership and economic activity) have to overcome unprecedented global crises, make changes in the way they do business and change the attitude of business to the main resource — labor force (personnel). All of this requires new approaches and management of these changes. The article summarizes the concept of personnel competitiveness. Investigated: the relationship of personnel competitiveness with the competitiveness of the enterprise and the impact of personnel development on the competitiveness of the enterprise; approaches of domestic and foreign scientists to the definition of the concept of "competition". Research has shown the benefits between employee empowerment and innovation; the relationship of the transformation of the organization with the transformation of its employees. Analyzed: what is the originality of competition; what are the new requirements for the workforce; what equipment and technologies will be used by workers in their work by 2028; how empowerment affects employees and increases the company's competitive advantage; what motivational solutions can empower staff; modern approaches to increasing the competitiveness of personnel in difficult economic conditions; why change management and

knowledge management are so important. Reviewed what steps the US National Research Council is taking to study the magnitude of job change and the social impact of those changes. Investigated how the internal competition of personnel affects. Based on the study, conclusions about the main methods of increasing the competitiveness of the staff, which can be used in the present conditions.

Статтю присвячено проблемам конкурентоспроможності персоналу в сучасних умовах. Актуальність теми дослідження зумовлена стрімко мінливими процесами, що відбуваються у всьому світі: глобальна економічна криза, пандемії, зміна клімату, нове ставлення до споживання, нові технології, проникнення Інтернету у всі сфери суспільного життя, все це вимагає змін у роботі підприємства. У своїх роботах автори спирались не лише на роботи відомих вітчизняних та зарубіжних вчених, але й на провідних фахівців у цій галузі. Підприємствам (різних форм власності та економічної діяльності) доводиться долати безпрецедентні світові кризи, вносити зміни в спосіб ведення бізнесу та змінювати ставлення бізнесу до основного ресурсу — робочої сили (персоналу). Все це вимагає нових підходів та управління цими змінами. У статті узагальнено поняття конкурентоспроможності персоналу. Досліджено: взаємозв'язок конкурентоспроможності персоналу з конкурентоспроможністю підприємства та вплив розвитку персоналу на конкурентоспроможність підприємства; підходи вітчизняних та зарубіжних вчених до визначення поняття "конкуренція". Дослідження показали переваги між розширенням можливостей працівників та інноваціями; взаємозв'язок трансформації організації з трансформацією її працівників. Проаналізовано: у чому полягає оригінальність конкуренції; які нові вимоги до робочої сили; яке обладнання та технології використовуватимуть робітники у своїй роботі до 2028 року; як розширення можливостей впливає на працівників та збільшує конкурентні переваги компанії; які мотиваційні рішення можуть розширити можливості персоналу; сучасні підходи до підвищення конкурентоспроможності персоналу в складних економічних умовах; чому управління змінами та управління знаннями так важливі. Розглянуто, які кроки робить Національна наукова рада США для вивчення масштабів зміни роботи та соціального впливу цих змін. Досліджували, як впливає внутрішня конкуренція персоналу. На підставі дослідження були зроблені висновки щодо основних методів підвищення конкурентоспроможності персоналу, які можуть бути використані і українськими підприємствами.

Keywords: competition, competitiveness, staff, workforce, change management.

Ключові слова: конкуренція, конкурентоспроможність, персонал, робоча сила, управління змінами.

PROBLEM STATEMENT

Changes in technology, the work of the Internet, the global economic crisis caused by various factors, the main of which are changes in the environment and the Covid-19 pandemic, require a new approach to increasing the competitiveness of the the competitiveness of personnel and workforce in general.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

Domestic and foreign scientists have studied the essence and concept of competition, issues of development and motivation of personnel in their work. Including: Goncharuk T. [10], Zeynalova N. [11], Schumpeter Y., Tsvetkova I. [14], Porter M., Smith A., Friedrich A. von Hayek [12] and others. At the same time improving the competitiveness of the personnel in modern conditions in terms of talent, skills and motivation required of HR-managers of new methods, approaches and further research.

THE AIM OF THE ARTICLE

Exploring the essence of the concept of "competition" and "competitiveness", the authors, relying on the experience of famous scientists, HR professionals and and market analysts of economically developed foreign countries, studied new approaches to increasing the competitiveness of personnel in modern, difficult, economic conditions.

RESULTS

Competition and competitiveness are the terms frequently used both in business and in public discussion about the economic units, their environ-

ment and about their ability to perform according to the strategic or policy goals derived from business, economic or social objectives. [4] Considerable attention was paid to the study of competition by both foreign and domestic scientists, and they had their own approaches to defining this concept, which are presented in Table 1 [10, p. 131—132; 9, p. 5; 11, p. 26].

So, summarizing the above, we concluded that competition is rivalry between various participants in market

Table 1. Definition of "competition"

Author, source	Definition
Azoev G.	Rivalry in any field of activity between individual legal entities or individuals (competitors) interested in achieving one goal
McConnell K. and Brew S.	The presence on the market of a large number of independent buyers and sellers, the opportunity for buyers and sellers to freely enter and leave the market
Heine P., Porter M.	The struggle for the buyer's money by satisfying his needs
Porter M.	Dynamic process that is evolving is a constantly changing landscape in which new products, new marketing paths, new production processes and new market segments appear
Dictionary of the Ukrainian language	Rivalry in any field, the struggle for better results; competition
Friedrich A. von Hayek	The process by which people receive and transmit knowledge
Schumpeter J.	The rivalry of the old with the new, with innovation
Yudanov A.	The struggle of firms for the limited amount of effective consumer demand, which is conducted by them in accessible market segments
A. Smith	is characterized by long-term trends that can be maintained despite short-term deviations. Moreover, these trends will be as long as is necessary to move resources from industries with low profits to industries with higher profits

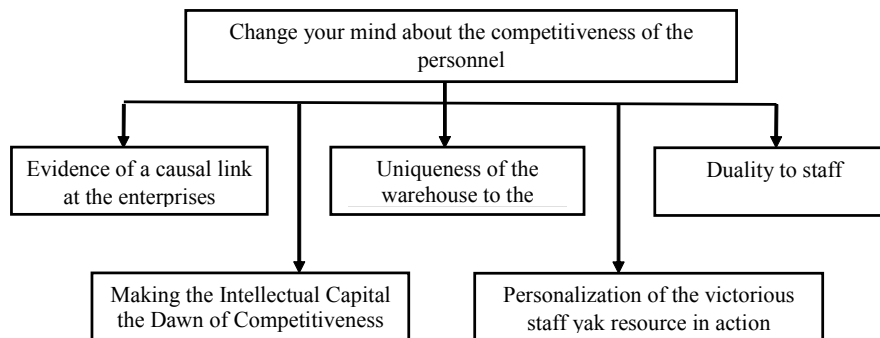


Fig. 1. Change the mind of the analyst "competitiveness to personnel"

relations for the most favorable conditions for the existence and sale of goods and services at the most favorable price.

Friedrich August von Hayek, giving a lecture "Competition as an opening procedure" at a meeting of the Philadelphia Society in Chicago on March 29, 1968, announced that the proportion of people willing to try new opportunities (if this, in their opinion, promises them to improve their situation and if this they will not suffer from pressure from other participants), everywhere is about the same. The deplorable lack of entrepreneurial spirit in many young countries is not an innate trait of their inhabitants, but a consequence of the restrictions imposed by existing customs and institutions [12, p. 4].

Employees are the main source of productivity and a guarantee of the company's competitiveness. Achieving success by an enterprise is strategically conditioned by the availability of competent personnel who have the appropriate level of education, qualifications and experience and are able to work effectively in market conditions [9, p. 3].

The considerable attention of researchers to the use of personnel as a specific resource in the activities of the enterprise contributed to the formation of opinions on the relevance of issues related to the competitiveness of the enterprise personnel. The significant impact of the competitiveness of personnel on the formation of the competitiveness of the enterprise necessitates a more detailed study of this concept, which, strictly speaking, has not received a single definition in today's economic thought so far, since the concepts of labor force competitiveness and personnel competitiveness are simultaneously used [14, p. 120]. The reconsideration of the understanding of the competitiveness of personnel is shown in fig. 1 [14, p. 121].

The concept of "staff competitiveness" includes — a set of innate and acquired properties of the individual: comprehensive characteristics of the employee, determines his comparative position in relation to other employees; the level of mastery of the profession or specialty and such qualities of the workforce that give the employee an advantage in the fight against competitors for the vacancy; the degree of development of the set of abilities of the individual and his qualifications used in the course of labor activity; degree of development of professional competence; the ability to individual achievements in work, which allows the employee with some degree of confidence to count on maintaining their employment; ability to realize their competitive advantages [13, p. 75].

Causal analysis suggests that the personnel of the enterprise is the basis for the formation of competitive advantages and key competencies, and most other competitive advantages of the enterprise are either derived from the influence of personnel, or are unique to all market participants competitiveness of the enterprise. This sequence of causal influence of various internal factors of the enterprise also contributed to the emergence and spread of the concept of staff competitiveness [14, p. 121].

The skill demands for work have increased dramatically, as has the need for organizations and workers to change in response to competitive workplace pressures. Thoughtful

participation in the democratic process has also become increasingly complicated, as the locus of attention has shifted from local to national and global concerns. Above all, information and knowledge are growing at a far more rapid rate than ever before in the history of humankind. As Nobel laureate Herbert Simon wisely stated, the meaning of "knowing" has shifted from being able to remember and repeat information to being able to find and use it [6].

With the need for the transition of the Ukrainian economy to a post-industrial development model, its digitalization and robotization, there is a need for new approaches to the formation of knowledge, skills, skills, and competencies of personnel [9, p. 1]. New approaches research of global changes taking place in the world.

For example, the US National Research Council has tasked a special committee to study and consider the possible effects of automation and other applications of IT on the US workforce. The special committee will consider current knowledge and open questions on the engines of increased automation; types and scales of jobs that may be affected; social consequences of these changes; time frame of influence; and implications for education, training and labor development. Through testimonials, committee meetings, literature reviews, and committee discussions, the committee will examine currently available sources of information, consider how different disciplines can provide knowledge, teach where additional data can help, and formulate research questions for better understanding phenomena. The committee's report will describe the types, data sources and analysis that could improve understanding of the impact of IT and automation on the workforce and inform future policy-making [6] to increase the competitiveness of the workforce in modern conditions and with the prospect of changes that will occur in the near future. New approaches require the study of global changes taking place both in the labor market and in the whole world.

The peculiarity of competition is that in specific situations, when it is significant, its effect cannot be verified, but can only be evidenced by the fact that the market will win in comparison with any alternative social mechanisms. This is the commonality of competition with the scientific method: the benefits of accepted scientific procedures can also never be scientifically proven, but can only be demonstrated by everyday experience, showing that in general these procedures are better than alternative approaches, adapted to confirm our expectations [12, p. 7].

Competition between employees is an inescapable part of most people's work lives. Whether overtly or otherwise, most companies create a dynamic in which employees compete against each other for recognition, bonuses, and promotions. After a close look at workplace policies across corporations, banks, law firms, and tech companies, the New York Times called grueling competition the defining feature of the upper-echelon workplace.

Some research studies suggest such competition can motivate employees, make them put in more effort, and achieve results. Indeed, competition increases physiological

and psychological activation, which prepares body and mind for increased effort and enables higher performance [8].

The business world is changing at a fast pace: technology keeps evolving, customer trends are changing, new market regulations are being launched on a regular basis, and businesses have to cope with unprecedented global crises. [3]. Change management has become one of the most critical success factors for any business in today's ever-changing world.

Entrepreneur from Zurich, writer, co-founder of "Vinarea" believes that under the current economic circumstances, companies are under more pressure than ever to innovate if they want to survive. Conversely, to what some people think, innovation does not always come from the R&D division but ideas are more likely to originate with employees closer to the bottom of the organisational pyramid. Therefore, employee empowerment has arisen as one of the recommended management practices to foster innovation in an organisation.

Employee empowerment is a strategy to obtain competitive advantage in a changing industrial landscape. This is of particular importance in customer-centric or innovation-driven companies, where human capital is the most important asset. Ultimately, technologies and processes can be copied by company's competitors, but matching a highly motivated workforce, comprising of people who care about the work they do, is much more difficult, if indeed possible at all [5].

The intellectual roots of employee empowerment stretch back many decades to the advent of the Human Relations movement in organization theory. In the public sector, employee empowerment figured prominently in the New Public Management reforms undertaken in North America, Europe and the Pacific, including in the United States where empowerment was one of the four guiding principles of the Clinton Administration's National Performance Review [2].

In essence, placing personal responsibility on each employee ensures that these workers take ownership of their actions. Empowerment makes the individual feel that they have crucial and contributing role to play in the achievement of an organization's goals. Employees with strong organisational commitment are likely to develop an emotional attachment to their organisation, feel happier and have greater aspirations to make meaningful contributions. With empowerment and personal responsibility in place, the individual feels more able to speak up and have their voice heard. As a consequence, an injection of new ideas can be fostered, enabling successful process improvements and new policy developments to be realised [5].

Valene Jouany & Kristina Martic Kristina Martic, Heads of Marketing and Employer Branding, after conducting a series of studies, believe that people are Resistant to Change. A research shows that only 38% of people like to leave their comfort zone. When these people are presented with a change, they think, "Hey, this is so exciting." Those positive interpretations of change result in positive emotional reactions, such as happiness and satisfaction, which result in greater employee productivity [3].

HR leaders take note: social developments, digital business, consumer behaviors, emerging technologies and more will change how people will work in 2028. Current trends in business and technology show that the way employees work — where, when, why and with whom — will change completely over the next decade and bear little resemblance to work as it stands today. CHROs need to be prepared for what is coming. So, for example, De'Onn Griffin, Senior Director Analyst at Gartner, outlines six ideas about the future direction of the workplace and how organizations can prepare for it [1]:

1. We Working will eliminate middle management
2. Constant upskilling and digital dexterity will outweigh tenure and experience

3. Extreme work choices will blur boundaries, businesses and buddies

4. Smart machines will be our co-workers

5. We will work for purpose and passion, not just money

6. Work-life challenges will reveal a dark side

Smart machines are getting smarter and more ubiquitous, not only completing tasks previously reserved for humans, but also what was thought to be impossible for machines.

By 2028, companies will start to increase the functions of smart machines, software, apps and avatars. Employees will develop personal toolkits of virtual doppelgangers — virtual counterparts, with the help of artificial intelligence (AI) software and devices that are more accessible to their personal or team-based activities. What's more, they will have the ability to carry their personal workplaces with them using cloud communities, open applications and personal virtual assistants.

Extreme digital dexterity will ultimately be the modus operandi for how employees work in 2028. Increasing demands for a more automated workplace has sparked the killer combo — people and technology. Proactive leaders must investigate how the regular use of AI, smart software and robots will invigorate work strategy, and to drive a competitive advantage, high performing employees should be encouraged to create and share AI tools or personalized portfolios of apps, tools and smart technology to raise the bar for extreme digital dexterity [1]. Employee empowerment provides some distinct advantages in relation to employee satisfaction, commitment and productivity. By being empowered, employees are able to align their professional growth with organisational goals since the former can take some degree in ownership in the decisions taken towards that goal achievement. This, at the same time, has positive effects towards the intrinsic motivation of individuals, and enables for an increase of retention rates of employees [5].

Conclusions from the study and prospects for further exploration in this direction. The world is changing, living conditions and working conditions are changing. More and more people are competing not only with humans, but also with artificial intelligence. At the same time, the competitiveness of an enterprise directly depends on the competitiveness of its personnel. Nowadays when society develop day by day, information and knowledge are growing much faster than ever before in human history. In order to achieve competitive advantages in both domestic and foreign markets, the Ukrainian enterprises need to focus on the successful experience of improving the competitiveness of the staff of enterprises in foreign countries:

1. Employee empowerment by being empowered, employees are able to align their professional growth with organisational goals since the former can take some degree in ownership in the decisions taken towards that goal achievement. This, at the same time, has positive effects towards the intrinsic motivation of individuals, and enables for an increase of retention rates of employees [5]. Self-control, the ability to solve problems on their own, make choices about schedules and operations, train other employees and study their work, and take full responsibility for the quality of their results.

2. Personnel development by providing directions for this development. Proper training of staff to the tasks that will be set in the future or at a higher level.

3. Development of intellectual capital by investing in training, encouraging the introduction of new ideas [7]. It will allow you to implement successful improvements in production processes (or services) by introducing new developments.

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