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FORMATION AND DEVELOPMENT OF THE COMPANY'S PERSONNEL POTENTIAL ON THE BASIS OF ADAPTABILITY TO INNOVATIVE CHANGES

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ФОРМУВАННЯ ТА РОЗВИТОК КАДРОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ НА ЗАСАДАХ АДАПТИВНОСТІ ДО ІННОВАЦІЙНИХ ЗМІН

The article is devoted to the substantiation of the theoretical and methodological foundations of the formation and development of the company's personnel potential and the development of recommendations for increasing the adaptability of the company's personnel potential to innovative changes. The relationship between the levels of development of labor and personnel potential of employees during their work at the enterprise is presented, which reflects the main contradictory points of their changes.

Based on the systematization and generalization of available scientific developments, the dependence of innovative changes at the enterprise on the development of its personnel potential is proven. The requirements for the innovative development of the company's personnel potential have been formulated and the indicators of the innovative potential of employees under the latest development conditions have been identified.

It has been established that the readiness of enterprise personnel for innovative changes, the ability to adapt and assimilate new information, using it in practice, are key factors in its development. It was noted that the implementation of staff readiness for innovative changes, on the one hand, is hampered by the economic and geopolitical situation in the country, the underdevelopment of the market for innovative products, the lack of funding sources and the demand for scientific - technical developments, on the other hand, not adaptability of personnel to the modern realities of doing business.

The need to develop effective motivational mechanisms for managing personnel potential in the conditions of adaptation to innovative changes is substantiated. In the process of reforming motivational mechanisms that contribute to increasing the innovativeness of the enterprise, the feasibility of assessing the readiness of personnel for innovative changes and the development of measures to overcome the resistance of personnel to innovations at the enterprise has been proven.

A thorough analysis of the causes of the destabilizing negative attitude of part of the employees towards innovations was carried out, forming their personal attitude from indifferent rejection to categorical rejection of innovations, the

clarification and elimination of which through the coordination of interests will increase the number and quality of new ideas and create the prerequisites for their successful implementation. Recommendations aimed at increasing the adaptability of the company's personnel potential to innovative changes are presented.

Стаття присвячена обґрунтуванню теоретико-методологічних засад формування та розвитку кадрового потенціалу підприємства та розробці рекомендацій щодо підвищення адаптивності кадрового потенціалу підприємства до інноваційних змін. Представлено зв'язок між рівнями розвитку трудового та кадрового потенціалів працівників протягом здійснення їх трудової діяльності на підприємстві, який відображає основні суперечливі моменти їх змін.

На основі систематизації й узагальнення наявних наукових доробок доведена залежність інноваційних змін на підприємстві від розвитку його кадрового потенціалу. Сформульовано вимоги щодо інноваційного розвитку кадрового потенціалу підприємства та виокремлено індикатори інноваційного потенціалу працівників за новітніх умов розвитку.

Встановлено, що готовність персоналу підприємств до інноваційних змін, здатність адаптуватися та засвоювати нову інформацію, використовуючи її на практиці, є ключовими факторами його розвитку. Відзначено, що реалізація готовності персоналу до інноваційних змін гальмується економічною та геополітичною ситуацією в країні, нерозвиненістю ринку інноваційної продукції, нестачею джерел фінансування і попиту на науково-технічні розробки, а з іншого боку, неадаптованістю персоналу до сучасних реалій ведення бізнесу.

Обґрунтована необхідність розробки ефективних мотиваційних механізмів управління кадровим потенціалом в умовах адаптації до інноваційних змін. В процесі реформування мотиваційних механізмів, які сприяють підвищенню інноваційності підприємства доведена доцільність оцінки готовності персоналу до інноваційних змін та розробка заходів щодо подолання опору персоналу до інновацій на підприємстві.

Проведено ґрунтовний аналіз причин дестабілізуючого негативного відношення частини працівників до нововведень, формуючи їх особисте ставлення від індивідуального неприйняття до категоричного відмовлення від інновацій, з'ясування та усунення яких шляхом узгодження інтересів дозволить збільшити кількість і якість нових ідей та створити передумови їх успішної реалізації. Представлено рекомендації спрямовані на підвищення адаптивності кадрового потенціалу підприємства до інноваційних змін.

Keywords: *personnel potential, formation of personnel potential, development of personnel potential, adaptability, innovative changes, motivational mechanism.*

Ключові слова: *кадровий потенціал, формування кадрового потенціалу, розвиток кадрового потенціалу, адаптивність, інноваційні зміни, мотиваційний механізм.*

Formulation of the problem. Modern business conditions require strengthening of the adaptive capacity of enterprises to innovative changes, and transition to more technological production, as well as adequate application of measures and methods of formation and development of personnel potential.

In this regard, the innovative development of existing and potential abilities, professional skills and capabilities of employees as a whole system, which can be used as one of the tools of adaptability and innovative development of the enterprise, is of particular importance.

The formation and development of personnel potential on the basis of adaptability to innovative changes serves as a guarantee of flexible adaptation of the enterprise to market changes, improvement of the efficiency of its activities and competitiveness. The movement of Ukraine in the direction of European integration actualizes these issues.

Analysis of recent research and publications. Extensive and valuable experience in solving the problem of forming and developing personnel potential of enterprises based on adaptability to innovative changes has been accumulated in the researches of domestic and foreign scientists. In particular, questions regarding the

need for enterprises to transit to innovative approaches are considered in the works of A. de Geus, P. Drucker, K. Meyer, I. Perlaka, A. Bekmurzina, K. Boyarinova, Z. Poberezhnaya, Y. Makogon, A. Cherep and others. O. Grishnova, V. Hrynyova, V. Danyuk, V. Kiryan, V. Savchenko and others study various aspects of the formation and development of the personnel potential of enterprises. Problems of assessing the readiness and adaptation of personnel to the adoption of innovative changes are given attention in the works of O. Vikhanskyi, O. Huseva, R. Zhovnovach, V. Kudeli, N. Hrytsenko, D. Kotter and L. Shlesinger, N. Muromets, V. Panchenko, and others. Conceptual approaches to the formation of a motivational mechanism for promoting the adaptation of personnel to innovative changes are presented in the works of Yu. Veliky, A. Kolot, Yu. Malakhovskyi, M. Semikina, and others.

At the same time, studies highlighting the adaptive formation and development of personnel potential for innovative changes describe only the form itself, its principles. The mechanism of such adaptation is weakly prescribed, there are no methods (universal and special) for this issue that are ready to be implemented in the practical activity of enterprises. The need for the development of the main directions of implementation of innovation processes, a comprehensive approach to the development of a set of criteria for assessing the readiness of personnel for innovative changes, recommendations for overcoming the resistance of personnel to innovative changes, and the development of a plan for increasing the perception of innovations by personnel, evaluating the effectiveness of adaptive measures for the development of personnel potential in the conditions of innovative changes remains open.

The purpose of the study is to generalize and systematize theoretical approaches regarding the peculiarities of the formation and development of personnel potential of enterprises on the basis of adaptability to innovative changes.

Presentation of the main research material. The personnel potential of the enterprise (from the Latin *potentia* - opportunity, power, strength) is a set of personnel characteristics (quantitative and qualitative) as one of the types of resources, associated with the performance of the functions assigned to it and ensuring the possibilities of functioning and achieving the goals of the enterprise's

future development . Personnel potential is a component of labor potential, and labor potential, in turn, is a component of labor resources.

It is appropriate to note the main controversial points that characterize changes in the personnel potential of employees during their work at the enterprise (Fig. 1).

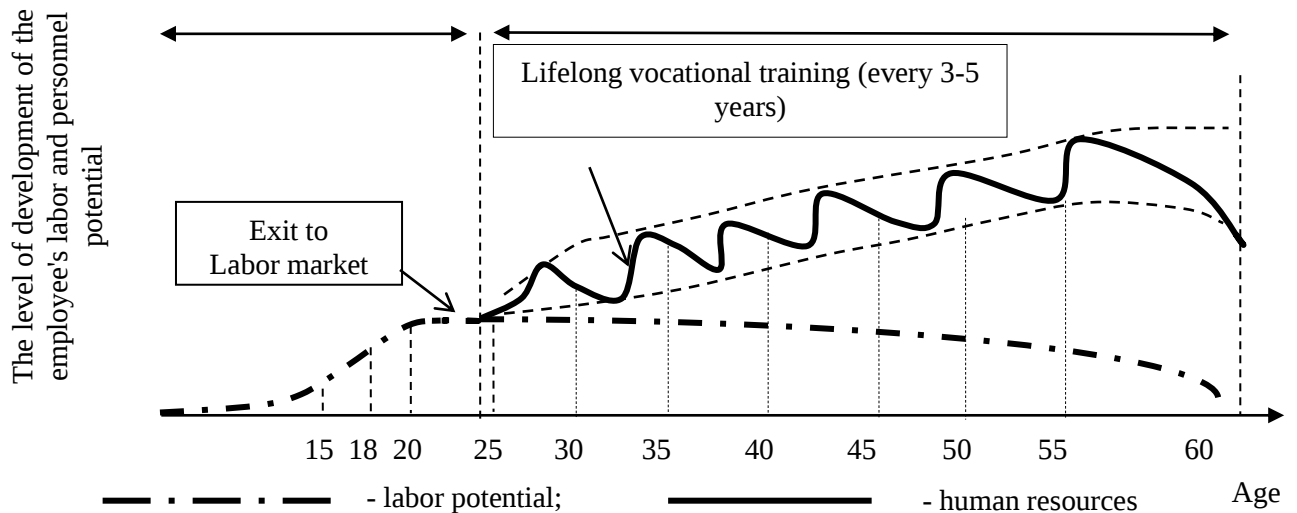


Fig. 1. The relationship between the levels of development of labor and personnel potential of employees

Source: generated by the authors

On the one hand, the increase in personnel potential, which occurs due to the exchange and accumulation of experience, the acquisition of knowledge and skills in professional activities, the improvement of qualifications, the increase of opportunities and abilities of employees, allows achieving the maximum level of its development and efficiency of use. On the other hand, the growth of an employee's personnel potential is accompanied by a gradual degradation of his work potential due to the loss of professional flexibility, professional and work aging (no wish to get new professional knowledge, limitation of opportunities for changing jobs, full or partial loss of working capacity, etc.).

Against the background of global innovative changes, theoreticians and practitioners in the field of management direct considerable efforts to search for effective solutions in the interest of developing innovations, find out and study the role of motivators and demotivators in innovation processes at different economic levels [7].

Taking into account Ukraine's transition to an innovative model of the economy, ensuring the progressive development of the personnel potential of employees and the enterprise as a whole involves the fulfillment of certain requirements for the personnel support system regarding the improvement of the qualifications of employees of all categories and the organization of their special retraining in the system of additional education. In our opinion, it is advisable to carry out professional training of the company's employees at least once every three to five years.

The effective functioning of enterprises of any organizational form of ownership directly depends on the general degree of development of its personnel potential. V.A. Kiryan considers the possibility of innovative development of industry precisely by providing production with highly qualified personnel of engineering and technical and other work specialties [5].

There is no doubt that the latter is possible only with the proper level of enterprise management, the presence of effective motivational mechanisms, production, financial and other resources that provide the maximum synergistic effect due to the optimal interaction of employees in the process of carrying out their professional activities during the introduction of innovative changes.

Adaptation involves achieving a set goal through transformations carried out for further development and survival. During adaptation, the enterprise is aware of the threats and opportunities of the external environment and adapts to changes in the external environment, changing its internal characteristics. Adaptive processes ensure the transformation of the socio-economic system and its subsystems in accordance with the requirements of the external environment.

With the help of a set of adaptive management functions, the enterprise is able to adjust and transform external and internal influences to a positive result through the implementation of innovative changes [1].

The authors of the study [2] single out the following among the current indicators of the innovative potential of employees under the latest development conditions:

- intellectual readiness for innovative activity (wish for education and self-education; level of professional knowledge, skills and abilities; level of general intelligence);
- motivational qualities (self-motivation; readiness to overcome obstacles, stress resistance, readiness to take responsibility for decision-making and its results);
- communication skills (working with information and sharing knowledge; forming the organization's knowledge base; the ability to involve people in group activities, the ability to work in a team);
- qualities of innovative activity (possession of information about industry research and development works, participation in them; generation of new ideas; search and practical implementation of ideas, creativity, flexibility of thinking);
- personal qualities of an innovator (attitude to changes; readiness to perceive and use new opportunities; mobility, initiative, resistance to external destabilizing influences, etc.) [2].

The implementation of the tasks of increasing the innovative activity of personnel and developing the personnel potential of enterprises on the basis of adaptability to innovative changes requires an adequate motivational mechanism and the application of a system of economic motivation of personnel, which, according to Zhovnovach R.I. must take into account the tools, levers and components of motivation determined in accordance with the target orientation of the enterprise and the employee, be able to interest in increasing the production of high-quality products, increasing labor productivity, connect work results and monetary rewards. A condition for ensuring the effectiveness of the system of economic motivation of personnel is its integration with the budgetary process of an industrial enterprise [3].

Within the enterprise, its structure of the personnel potential management mechanism in the conditions of innovative changes can be schematically presented in fig. 2.

In the process of reforming the motivational mechanisms that contribute to increasing the innovativeness of the enterprise, the readiness of the staff for innovative changes requires special attention.

In the conditions of innovative changes in the economy, the readiness of the personnel of the enterprise for changes, the ability to adapt and assimilate new information, using it in practice, are key factors in the development of personnel [4].

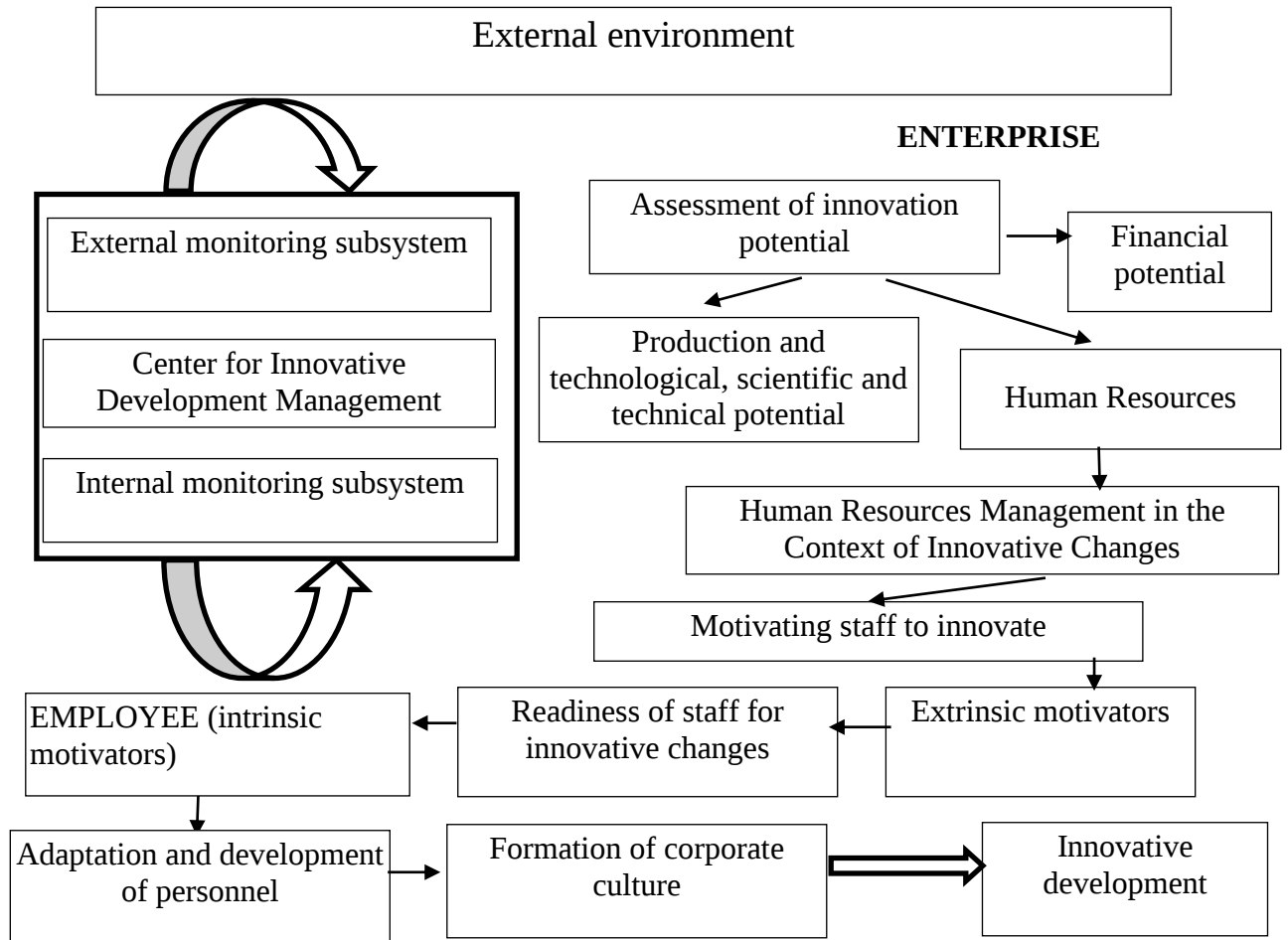


Fig. 2. A motivational mechanism for managing personnel potential in the conditions of innovative changes

Source: generated by the authors

The destabilizing negative attitude of a part of the employees to the proposed innovations can take the form of a categorical rejection of innovations, resistance to innovations, or an indifferent attitude [9].

The reason is the employee's perception (correct or incorrect) that the innovation will reduce or make it impossible to satisfy some of his needs, as a result, the negativism of work behavior takes the form of protecting needs (economic, social and psychological) and benefits, the receipt of which is threatened by the assimilation of the innovation.

Worthy of attention and development is the opinion of I. Perlaka that the introduction of the object of innovation is supported by the employees of the enterprise on the condition that the benefits from adopting the innovation (BA) plus taking into account the disadvantage from non-adoption (DNA) will be greater than the benefit resulting from non-adoption (BNA), plus losses (disadvantage) from its adoption (DA):

$$\{BA+DNA\} > \{BNA+DA\} \quad (1)$$

Almost every employee wants the balance between what he receives from the organization and what he gives to it (according to his subjective opinion) to change in his favor. However, regardless of this, it should be recognized that the degree and speed of perception of the new are very different (Fig. 3).

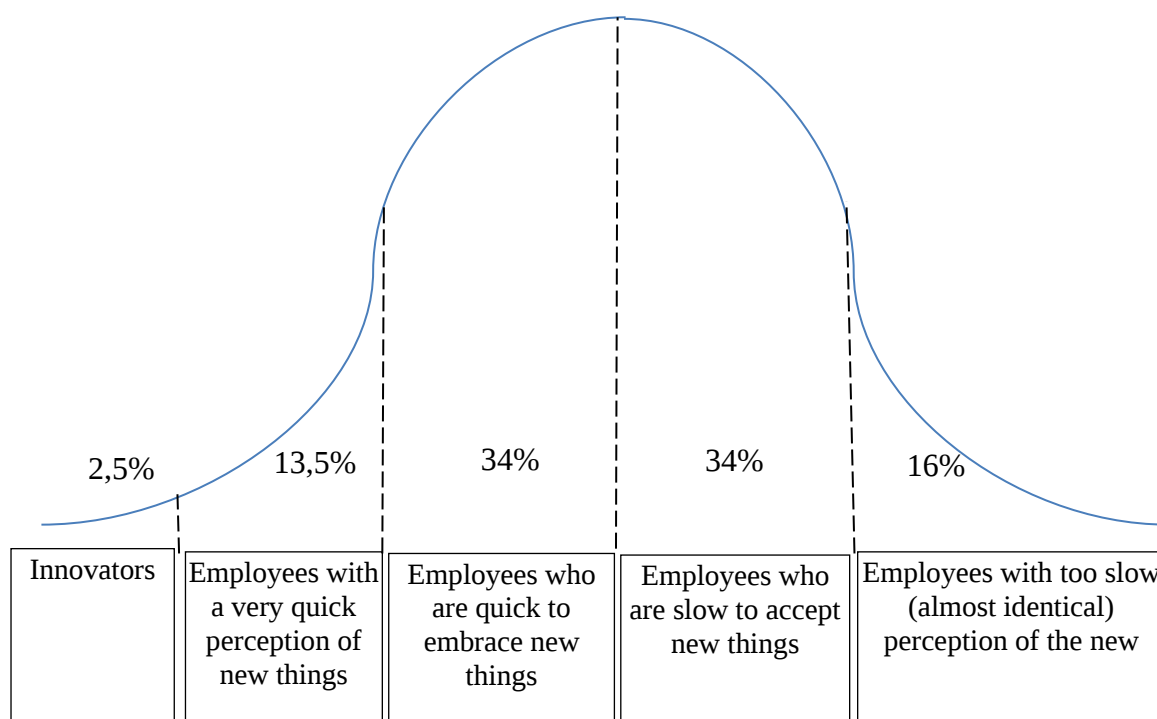


Fig. 3. Distribution of employees of the enterprise in relation to innovations

Source: formed by the authors based on the approaches of I. Perlaka [9]

At the basis of such resistance of personnel to innovations at enterprises, regardless of their form of ownership, which are primarily related to the lack of motivation of personnel and reflect a generally socially inadequate management system of the enterprise, there are the following obstacles:

- workers' perception of possible social injustice in determining remuneration for different work and different contribution, ignoring acquired professional skills and knowledge, complexity of work in the assessment of work;
- lack of evaluation criteria for innovative work (in particular, its creative component);
- equalization of wages and lack of flexibility and connection with the final result, as well as the profit that the enterprise receives from the implementation of innovative projects;
- an unjustified large gap in the remuneration of the highest, middle and lower ranks of employees (by 8-12 times);
- inflated salaries of individual employees who are personally "close" to the management or are members of the families of the owners of the enterprise;
- degradation of the applied tariff system of labor remuneration; devaluation of the role of bonuses, which become, as a rule, a component of official salaries;
- opposition from the labor team (trade unions) in matters of introducing more progressive payment models with the aim of stimulating innovative work;
- demotivating (mainly administrative) style of management, conservatism, spread of bureaucracy, mistakes of the administration in matters of labor motivation, humiliation of employees, reluctance to listen to their opinion;
- lack of management attention to social problems of innovators and creation of necessary conditions for creativity;
- uncertainty of spheres of competence and responsibility of employees involved in innovative work, unclear setting of goals, limited resource (in particular information) provision of innovative work of personnel;
- insufficient delegation of authority to department heads in the innovation process;
- low education of management and personnel in matters of marketing, innovative activity, innovative management, ignorance of global achievements of scientific and technical progress;

- reluctance of a number of employees to retrain and improve their qualification level (even if they have the opportunity to learn);
- expectation of social danger, loss of achieved status, usual scope of work duties, friendly interpersonal relations, awareness of the emergence of the risk of non-competitiveness;
- specific features of labor consciousness (formed in the Soviet period), which are characteristic of the majority of staff and managers, etc.

Clarifying and eliminating socio-psychological factors of resistance to innovation through the coordination of interests will increase the number and quality of new ideas, create psychological prerequisites for their successful implementation. Solving the problem of activation of innovative work is possible thanks to a thorough analysis of the labor behavior of the personnel and its regulation. Understanding the motives and nature of labor behavior is especially important at the micro level, in primary teams (small groups with direct contact between individuals), as well as secondary teams (departments, shops, and other units of the organization).

According to the authors [10], work behavior itself always has a certain socio-psychological character, it is manifested in motivated individual and group actions of employees, and it is important not only to understand the laws that regulate such actions, but also to learn how to use them in practice.

We believe that there is a growing need to assess the receptivity to innovations of the personnel of enterprises, which is the core that should organically connect personnel potential with other components of innovation potential - production and technological potential, scientific and technical potential, financial and economic potential of the enterprise.

It should be noted that in the difficult conditions in which business entities in Ukraine are forced to work today, the implementation of staff readiness for innovative changes, on the one hand, is hampered by the economic and geopolitical situation in the country, the underdevelopment of the market for innovative products, the lack of funding sources and the demand for scientific - technical developments, on the other hand, not adaptability of personnel and labor management system to

market relations. Enterprises, as a rule, pay little attention to the search for internal reserves of activation of innovative work.

One of the reasons for staff resistance to innovation is the extremely low innovation culture of society. The deficit of innovative culture is connected with the lack of development of other forms of human culture - labor, legal, managerial, entrepreneurial, corporate. It is quite clear that one or another level of innovative culture of personnel and managers contributes to or hinders work motivation, the effectiveness of the implementation of innovations, which directly affects the production and economic indicators of the enterprise.

To increase the adaptability of the company's personnel potential to innovative changes, it is recommended:

1. Application of scenario forecasting methodology (together with monitoring methodology).

2. Orientation of enterprise development management on continuous improvement and long-term change processes, development of strategy and change plan, formation of target and project groups for work on projects, expansion of their powers and increase of responsibilities.

3. Implementation of staff training for innovative processes, substantiation of the need for changes, formation of corporate culture based on the principles of innovation.

4. Creation of conditions for the manifestation of initiative and development of a motivation system that encourages initiative workers.

5. Creation of a "box" of proposals that should be considered during the implementation of innovative transformation of the enterprise and its personnel subsystem.

6. Implementation of cost planning to overcome resistance to change as an inevitable part of transaction costs in market relations, which can be optimized, but cannot be completely eliminated.

7. Formation of a system of indicators for evaluating the process of changes and comparing results.

7. Ensuring self-monitoring of the process of innovative transformation and monitoring the result of adaptability of the company's personnel potential.

Conclusions. In view of the development of the world economy, which puts forward new requirements for the implementation of innovative activities of enterprises, the active participation of personnel in it, it can be predicted that labor management at industrial enterprises of Ukraine will definitely acquire features of an innovative nature. It is important for the manager of an innovative enterprise not only to have an idea of the staff's attitude to innovations, but also to observe its dynamics and be able to predict the situation, understand the cause-and-effect relationships that determine such changes, in order to more actively involve the enterprise's staff in innovative work. This involves the implementation of real measures aimed at overcoming staff resistance to innovations and increasing the adaptability of the company's personnel potential to innovative changes formed on the basis of scientifically based innovation motivation.

The presented proposals are the basis for further scientific research on the definition of innovative technologies for managing the personnel potential of enterprises on the basis of adaptability, which should be accompanied by a system of evaluation and development of employees that meets modern requirements and the formation of an effective mechanism for their professional adaptation, which will become the focus of further research.

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