

Globalization challenges and competitiveness of the company's personnel

H. Zelinska

доктор економічних наук, професор, ORCID ID: 0000-0003-2175-4883

U. Andrusiv

кандидат економічних наук, доцент, ORCID ID: 0000-0003-1793-0936

Івано-Франківський національний технічний університет нафти і газу

Abstract. The efficiency indicator of personnel management in many aspects determines the success of innovative activities of every modern enterprise. At the same time, the social aspect of personnel development plays an important role in the successful functioning of each specific enterprise in the face of globalization challenges. Agricultural enterprises form the basis of the country's food security, and the study of issues related to the development of personnel, especially in terms of its social direction, has both a theoretical and an applied nature. Currently, the creation of products in the agricultural sector of the state requires not only quantitative indicators of personnel, but also depends on its qualitative factors, among which priority is given to the ability to create innovations. The problem of transferring enterprises of the agro-industrial complex to an innovative model of development is one of the important and priority ones, and requires special attention. Thus, the purpose of the article is to interpret the essence of the social component of personnel under the circumstances of innovative changes in the economy as a condition of personnel competitiveness. The article examines certain aspects of the social component of the staff in the conditions of innovative development of the enterprise, the strengthening of globalization challenges facing the economy of Ukraine. It is substantiated that in the modern conditions of the enterprise's activity, the problem of staff stability has matured. The possibility of considering this issue through such components as motivational, managerial and social is determined. It was determined that the competitiveness of personnel is a significant factor in the formation of competitive advantages of any enterprise. It has been proven that education and professional development of personnel become dominant factors in the formation of competitive advantages of enterprises of the agro-industrial complex

Keywords: development, social component, enterprise, personnel, innovation, competitiveness, globalization, potential

INTRODUCTION

The level of efficiency of personnel management largely determines the success of innovative activities of a modern enterprise. To ensure stable priorities in the market, the enterprise must be competitive both from the standpoint of its structural organization and from the standpoint of the ability to adapt to the effects of environmental factors, in particular, globalization challenges in the process of functioning. In order to increase the efficiency of the business entity's operation, eliminate costly methods of activity, each enterprise should realistically assess the amount of its own costs for production, the personnel and financial situation,

and the positions of potential partners. Natural resources, demographic and environmental conditions, in terms of their quantity, quality and importance, significantly affect the solution of the tasks of ensuring the competitiveness of the enterprise. It is impossible without knowledge, innovations, a new philosophy and ethical principles of management, which is directly related to the human factor, which is the driving force of any process. Only a person is capable of building a system of goals and developing specific measures aimed at ensuring competitive advantages in achieving effective solutions for the innovative development of the enterprise. There-

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fore, along with the economic component, which provides competitive advantages of the enterprise, an important role belongs to the development of personnel, which is an internal factor of its innovative development.

Accumulation of problems related to the formation, development, use and reproduction of human resources has led scientists to be seriously interested in them. Many researches of economist scientists were reflected in works dedicated to revealing the essence of the human factor, its personnel and intellectual potentials, their role in the development of the economy of the state, region and enterprise, characteristics and components, ways of their qualitative formation and effective use in the process of labor activity. This problem was actively studied by the following scientists: V. Antonyuk [1], V. Bezsmertna [2], S. Hrynkevich [3], V. Kutsenko [4], L. Smolyar [5], O. Dovhal [6] and others. In particular, R. Skrynkovsky [7] in his research claims that the main integral structural components of assessing the competitiveness of enterprises on the market are: the efficiency of the enterprise and the competitiveness of the personnel. A. Kucher [8] studied the assessment of the impact of personnel on the competitiveness of enterprises in Ukraine. The general hypothesis of the study is based on the assumption of existing positive relationships between the quality of personnel and the competitiveness of enterprises. V. Mohonko [9] considered certain aspects of ensuring the competitiveness of enterprises and established that the competitiveness of the enterprise directly depends on qualified personnel. Y. Yaxu [10] proposed a model for assessing the competitiveness of an enterprise through the prism of personnel potential. The research results proved that the constructed model is suitable for a comprehensive assessment of the competitiveness of enterprises. E. Pankratov [11], considering the analytical approach of forecasting the competitiveness of industrial enterprises, singled out three components, namely: motivation, effective personnel management and innovations. G. Dovlatova [12] offers an institutional approach to assessing and ensuring the competitiveness of enterprises through the formation and implementation of an innovative development model, which is based on highly competitive personnel. Today, in the conditions when the innovative development of the enterprise is its competitive advantage in the conditions of the increasing influence of globalization on the economy of the state, the role of knowledge and the ability to create innovations are becoming dominant. At the same time, the social vector of personnel development, their creative abilities, creative thinking and satisfaction with the content of work is of particular importance.

The relevance of the study is due to the significant role played by the social aspect of personnel development in the activities of each specific enterprise in the context of globalization challenges, which determined the importance of considering this issue. Since agro-industrial complex enterprises form the basis of

the country's food security, the study of issues related to personnel development, especially in the part of its social vector, is not only theoretical, but also applied in nature. Today, the creation of products in the agricultural sector of the state requires not only quantitative indicators of personnel, but also depends on its qualitative characteristics, among which priority is given to the ability to create innovations. The problem of transferring enterprises of the agro-industrial complex to an innovative development model is one of the most urgent and priority ones, which requires special attention.

The main goal of the article is to reveal the essence of the social component of the staff in the conditions of innovative changes in the economy as a condition for the competitiveness of the staff. Despite the fact that issues related to the effectiveness of personnel and labor potential have been studied by many Ukrainian and foreign scientists at different hierarchical levels, a comprehensive diagnosis of the social component of personnel at the macro level needs to be supplemented. This requires further research in the personnel management system.

THE SOCIAL FACTOR OF INNOVATIVE DEVELOPMENT OF THE ENTERPRISE

Today, in the period of Ukraine's transition to a new model of development - post-industrial, when the main resource of wealth is knowledge, intelligence and creative creativity, the question of new approaches to the formation of skills and abilities of personnel has arisen acutely before business entities. An important place in ensuring the innovative development of the country is occupied by the agro-industrial complex (AIC), the work of which largely depends on the state of the industry in general, the development and stability of the functioning of its components in the conditions of increasing globalization challenges in the world. In the conditions of political and military instability in Ukraine, the role of personnel and sensitivity to threats to the agricultural industry is increasing. Along with other components of economic security, food security forms the basis of economic relations, creating conditions for the production of gross domestic product (GDP). Currently, the problem of increasing food security, in particular the availability of food products for daily consumption, is becoming actualized not only in Ukraine, but also in the world.

Modern world processes require the ability of an enterprise to quickly adapt to global competition, which becomes the most important condition for its successful activity. For the development of agriculture in Ukraine, innovation is an important factor that depends on the competitiveness of the industry, its development and efficiency of operation. The innovative activity of agro-industrial complex enterprises is accompanied by risks, which are determined by the combined influence of factors of the external and internal environment of each enterprise. At the current stage, the effective development of agricultural enterprises is possible on the

condition that innovations and new technical and technological developments are introduced into production activities, which will ensure the overcoming of pressing problems (production, resource, environmental, technological, material and technical, organizational-management and social) and contribute to their solution.

The aggravation of the energy crisis and the increase in its scale, the strengthening of the coronavirus pandemic accelerate the need to change the paradigm of social development, transition to a new technological system, and improve organizational forms of management. The problem of change, improvement of the concept of the enterprise and its personnel strategy is becoming more and more urgent.

The social component of the innovative development of the enterprise can be considered in the context of sustainable development of the personnel, which includes, in our opinion, two interrelated elements: the needs of the enterprise team (observance of legally established guarantees for the employed, which is regulated by the normative legal acts of Ukraine); limitations due to the technical and technological level of production and labor organization (manifested in the ability of the environment to meet the current and future needs of the company's employees). The situation in which restrictions do not allow the realization of the company's needs in personnel development causes the emergence of contradictions in the sustainable development of personnel. The main reasons for such a situation can be considered [13]: excessive requirements for employees who do not have an appropriate base from the point of view of socio-economic justification of their necessity for the performance of professional duties stipulated in job instructions; non-compliance with the provisions of normative legal acts of Ukraine regulating relations in the sphere of management of hired labor; organizational-economic, technical-technological limitations of the enterprise in meeting the needs of employees in their development; low level of motivation of personnel in raising the professional level, expanding the area of competences, responsibility, career growth.

ANALYSIS OF THE SOCIAL COMPONENT AS A CONDITION FOR THE COMPETITIVENESS OF THE COMPANY'S PERSONNEL

Globalization in the labor market and the development of agro-industrial complex enterprises require the disclosure and use of all types of enterprise potential. At the same time, the role of potential, which is concentrated in the social factors of the enterprise, cannot be underestimated. Therefore, today in scientific circles, considerable attention is paid to the labor potential of a person, enterprises, which are closely related to the concept of personnel competitiveness.

For the labor market, competitiveness is a relative concept, since it is heterogeneous, and its segmental structure affects the degree of market demand for

the quality of the workforce and consumer demand for it. The main property of human capital is competitiveness in the labor market. It determines the satisfaction of market demand for labor. The term "staff competitiveness" began to appear in economic literature at the end of the 20th century.

Enterprise competitiveness is one of the most important categories of the market economy. It characterizes the possibility of effective adaptation to the conditions of a changing competitive environment through the rational use of the company's available resources [14].

The competitiveness of personnel is a complex economic category that determines the ability of employees to generate ideas, develop and implement innovations faster than competitors, as the best compliance with the requirements of employers in terms of knowledge, abilities, skills, the ability to best apply personal, professional and business qualities and to fully implement one's own potential, as well as the ability to effectively perform managerial functions and make timely decisions [15].

In general, the competitiveness of personnel is real and potential abilities, business and professional competence, initiative, ingenuity, sense of responsibility, which are significantly different from other employees and allow them to withstand competition in the market [15].

We believe that the study of the social component as a condition for the competitiveness of the company's personnel should be considered in the context of such components as managerial, social and motivational.

The essence of the management component as one of the components of the competitiveness of the personnel lies in the inconsistency of the organizational structure with the strategic goals of the enterprise. This is expressed due to insufficient functional division of labor; contradictions between traditional and modern labor management methods; between specialists of different generations in the field of strategy and everyday activities; problems of quality use of working time according to the qualification and experience of the employee, etc.

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

The content of the motivational component of personnel competitiveness is expressed in the perception of the employee as an individual, a fair assessment of his actions; levels of workplace organization; equal opportunities for professional growth of employees; involving them in management, supporting their initiative; equal concern for the social development of the team, etc.

So, the social component of innovative development of the enterprise can be reduced to the concept of sustainable development of personnel. The shift of emphasis towards its sustainable development is due to the need to adapt the provisions of the lifelong learning concept to the conditions of business operations in modern Ukrainian realities. The basis of this concept is the use of educational technologies, which act as a kind of tool that ensures the level of professionalism of employees, their acquisition of new knowledge and competencies that are put forward for a specific position. As a result of the creation of a favorable environment for the growth of human intellectual abilities (ability to self-study and self-organization, opportunities for professional and career growth, etc.), the company's management produces intellectually rich products. The issue of social aspects of sustainable development was considered in 2011 in the UNDP report "Sustainable Development and Equality of Opportunities: A Better Future for All". It emphasizes the significant role of the social sphere, which becomes a priority for the development of the state, because there is a direct relationship between health, education and employment. Environmental degradation increases inequality due to adverse effects on the physical and spiritual condition of people. In turn, the inequality of human development increases ecological degradation, in particular due to the lack of formation of relevant moral and ethical guidelines in society [15; 16].

Investigating the social sphere of agro-industrial complex enterprises, features were identified that affect the competitiveness of personnel. Among them, the psychophysiological, social, and moral characteristics of employees, the organization of work, and the degree of satisfaction with its content are especially important. The influence of various factors that determine the competitiveness of personnel can be classified in different ways, in particular: external and internal, global and local (by the degree of coverage of the territory), socio-demographic, socio-psychological (by the component structure of employees), losing and winning territories (by specifics of the activities of agro-industrial complex enterprises) labor motivation factors (economic, social), etc. Among the classifications of factors that have a significant impact on the competitiveness of personnel, the most famous is the classification of I.I. Khokhlova [17]. The author divides the factors into groups depending on the environment of their occurrence. According to this criterion, three main classes are distinguished: factors of personal competitiveness, factors created at the enterprise and external factors.

In the conditions of the development of the enterprise, professional diagnostics and monitoring are important to ensure its effective personnel. Their regular conduct, both for newly hired and permanent personnel, will be a guarantee of determining the priorities of the development of employees, will make it possible to forecast and plan their careers in order to form their motivation for further development and

acquisition of the necessary competencies for the enterprise. Development for the sake of development will certainly contribute to the growth of the competitiveness of the personnel.

In the modern conditions of the development of agribusiness enterprises, active attention should be paid to the partnership of business and professional education as one of the ways to increase the competitiveness of future qualified workers. In order to meet the needs of employees in their own development, the company's policy could be aimed at social investment by attracting state and non-state (private) funds. At the same time, the creation of favorable working conditions in production, increasing the motivation of employees to achieve the company's goals in order to maximize the return on the use of the labor potential of the personnel require attention.

One of the factors that influence the growth of the level of professionalism of the staff, and therefore their competitiveness, is education. Investing in education allows you to capitalize on its results both in the form of professional and personal competencies of the employee, and indirectly - as a result of intellectual activity, which is ensured by the production of intellectually rich products. In such a situation, not only the level of remuneration increases, but also the usefulness for the company and the employee himself due to the increase in the level of professional, intellectual and communicative competences. Their constant development, use, transfer, mobility lead to such a process as the capital intensity of the sustainable development of the company's personnel.

Problems related to the functioning of the educational system of Ukraine are an important problem today for all types of enterprises without exception. This is first of all the inefficiency of the system of professional education and training, which does not sufficiently meet the real and prospective needs in personnel. According to the Law of Ukraine "On Vocational and Technical Education", the system of vocational and technical education (VTE) is intended to be the mechanism that ensures citizens the right to obtain vocational and technical education in accordance with their vocations, interests and abilities, to contribute to the implementation of state policy employment of the population, to provide the country's economy with highly qualified and competitive workers in the labor market [18].

Analysis of the regional variation of the distribution of the population by the level of education of Ukraine in general indicates the presence of quite significant differences in the degree of its education, which are primarily due to the different levels of urbanization of the country's regions and regional labor markets. In these conditions, high-quality management of regional education, taking into account the economic, social and demographic situation, the balance of its interaction with the market of educational services, acquires special importance. The need for a new form of

management organization – innovative, entrepreneurial, etc. requires that each educational institution implement a system of adaptation measures, the main of which are diversification of education, development of new economic mechanisms, marketing of educational and scientific services. The situation in the agricultural sector creates a number of challenges, the main ones of which are the organization of improving the conditions for conducting business activities, carrying out qualitative transformations of the agribusiness enterprises themselves, capable of ensuring the competitiveness of agricultural production on the market (domestic and foreign), food security of the state, and approaching European policy in the field of agriculture. The criteria of innovativeness, the least riskiness and maximum efficiency create the basis for increasing the competitive potential of agricultural enterprises, make it possible to update their technical and technological base, minimize risks, ensure access to investment resources and high profitability of activities. The organization of agribusiness enterprises largely depends on the size of the rural population, its concentration, sex-age structure, and the specific weight of labor resources. Therefore, the qualitative transformation of the village, its saturation with competitive personnel is the way to the revival of Ukrainian villages and agribusiness enterprises.

The ability of the company's personnel to adapt to changes in the external and internal environment faster than competitors, to learn and develop becomes a reliable source of its social, strategic and economic advantages. The innovative development of the enterprise, including the agro-industrial complex, today requires both the deepening of the professional qualification level of employees and its constant improvement, which ultimately leads to the strengthening of the competitive position of the enterprise on the market. So, if the knowledge of graduates at the beginning of the 20th century depreciated after 30 years, at the end of the century – after 10, then modern specialists must be retrained every 3-5 years. According to scientists' forecasts, in the coming years the average level of education will increase to 13.5%, more than half of the created jobs require secondary special education, and more than a third require higher education [18;20]. This can be achieved only on the basis of an effective organization of professional development, which should become one of the main functions of personnel management. Analyzing the domestic experience of personnel development, it is worth noting that in Ukraine the average periodicity of upgrading the qualifications of employees is insufficient. It is twice lower than the normative one, and in agriculture, wholesale and retail trade it is 10 times lower. While, for example, in Japan, the periodicity of professional development is up to 1 year, and in the countries of the European Union it is 3-5 years. Experts pay attention to the low levels of training of personnel, their interest in innovative development of the enterprise and innovative management. This es-

pecially applies to management, engineering and technical personnel and highly qualified workers [1; 19]. An analytical study of the staff's readiness for change shows their unwillingness to use various kinds of innovations, which is connected with the fear of changing the usual way of life, reluctance for additional training without material benefits and incentives, etc.

Among the measures that would contribute to the innovative development of agribusiness enterprises and the competitiveness of their personnel, we consider the following:

- activation of financing of innovative activities of enterprises [20];
- creation of a favorable business environment and infrastructure for the activities of agro-industrial complex enterprises;
- formation of infrastructure to increase the mobility of highly qualified workforce;
- creation of conditions for attracting foreign capital to finance the activities of Ukrainian enterprises regarding the introduction of intellectual and scientific and technical resources in agricultural production;
- development and implementation of the state program for the development of bank lending to the innovative activities of agro-industrial complex enterprises;
- stimulation of enterprises' own developments, which will allow them to enter the markets not only with products produced using intellectual and scientific and technical resources, but also with the rights to such resources. This will make it possible to increase own profits, which can be reinvested in further scientific research and the implementation of their results in production, etc.

Employees who are able to create new knowledge and actively use it become subjects of innovative work. The result of such work is new ideas determined by creative abilities, a creative approach to one's activity, an active position in the management of the enterprise, conditions for the realization of creative and mental abilities in the labor market, etc.

Today, a successful manager knows that investment in the development of the company's personnel is one of the ways to accumulate their potential, and further investment in the form of capital investments in the workforce will lead to further development of the competitiveness of the personnel. With this in mind, the nature of investing in a person should be long-term, not temporary. Therefore, the training and retraining of personnel, their training throughout their working life should become the main postulates of the personnel strategy of agro-industrial complex enterprises. For effective functioning, they need financial assets and an effective system and effective management methods. Currently, the search for highly qualified, experienced specialists has become a problem for most Ukrainian agro-industrial complex enterprises, because old staff have left, and new ones are not leaving, mainly due to meager salaries and exhausting working conditions.

That is why personnel-technologies of personnel selection and recruitment, including: headhunting, recruiting, screening, direct search, "weaving of networks", have acquired special importance. Their rational use by personnel-managers will provide agro-industrial complex enterprises with an influx of highly educated young personnel capable of flexibly adapting to the market environment and making flexible decisions regarding the competitive advantages of a particular enterprise.

Another problem of the modern enterprise and its innovative development in the conditions of increased globalization is the need to form an effective, flexible motivational system capable of encouraging the anticipatory development of human potential. It becomes a necessary element of strategic management of personnel development. Work motivation and the effectiveness of the management system are inextricably linked. It ensures the process of motivating all employees of the enterprise to activity, and therefore can be considered a type of managerial activity. Work motivation, as a type of activity, is aimed at meeting the various needs of both an individual employee and the company's staff as a whole, on the one hand, and on the other hand, at obtaining expected work results and successfully achieving the company's mission. An effective system of stimulating innovative activity provides a shift in emphasis in the personnel motivation system [21]. An effective enterprise management system will help increase the competitiveness of the employee himself and the enterprise he works for. Increasing efficiency should be included in strategic plans for personnel management and achieved by creating the latest systems of development, encouragement and retraining of hired personnel [22].

CONCLUSIONS

The study of social sustainability of agro-industrial complex enterprises confirms the need to apply a set of measures to ensure it, starting with monitoring the achieved level of sustainability and ending with measures to support it through the development and implementation of social development strategies. That is why the competitiveness of the personnel requires the formation of measures to ensure social development, which would be based on the application of modern information and communication management technologies, timely response to changes in the external environment and a strategic vision of the future state of the enterprise. It was determined that the human factor currently plays a key role in the development of modern enterprises. It ensures their technical and technological development through innovation and

investment activities, economic – through increased labor productivity, GDP growth, social – meaningful work and staff stability.

It has been proven that the intensification of crises, the worsening of the coronavirus infection, and the deterioration of the ecological situation in the state determine the need not only to find ways to adapt the personnel potential of agro-industrial complex enterprises in modern conditions, but also to activate it in order to ensure the process of its functioning and the sustainable development of the economy as a whole. Personnel development is not limited only to the needs and requests of a specific person in self-improvement, it becomes a driver of other components of innovative development of the enterprise. At the same time, a significant role is assigned to the motivation of work on the effectiveness of the management system.

In order to increase the competitiveness of the personnel of agribusiness enterprises, it is worth proposing measures aimed at its preservation and development, in particular: a) provision of effective employment; b) revision of the labor payment mechanism aimed at increasing wages and incomes of employees; c) improvement of the mechanism of social security and protection of employees; d) investing in vocational training at work during working life; e) development of the mechanism of motivation to work, through the realization of the creative abilities of employees; f) a person's desire to acquire new competencies and skills through continuous learning.

The competitiveness of personnel is a significant factor in the formation of competitive advantages of agribusiness enterprises. A promising direction of further research is the diagnosis of the components of the sustainability of personnel potential, in particular the intellectual component of modern agricultural enterprises as a guarantee of the country's food security in the context of socio-economic transformations. Analysis and evaluation of personnel, its constant monitoring and diagnosis will allow to be a qualitative measure of the effectiveness of social policy. The results of monitoring and controlling will become the basis of the information base of the process of formation, use and management of personnel competitiveness. It was determined that the prospects of the agricultural sector of the national economy will depend, on the one hand, on the ability to quickly and effectively adapt to the new, modern requirements of today, caused by globalization processes, and on the other hand, on the professionalism and social stability of the staff.

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Глобалізаційні виклики та конкурентоспроможність персоналу підприємства

Г.О. Зелінська

доктор економічних наук, професор, ORCID ID: 0000-0003-2175-4883

У.Я. Андрусів

кандидат економічних наук, доцент, ORCID ID: 0000-0003-1793-0936

Івано-Франківський національний технічний університет нафти і газу

Анотація. Показник ефективності управління персоналом в багатьох аспектах визначає успішність інноваційної діяльності кожного сучасного підприємства. Водночас, соціальний аспект розвитку персоналу відіграє вагомую роль в успішному функціонуванні кожного конкретного підприємства в умовах глобалізаційних викликів. Підприємства АПК складають підґрунтя продовольчої безпеки країни, а дослідження питань, пов'язаних з розвитком персоналу особливо в частині його соціального спрямування має як теоретичний, так і прикладний характер. Наразі створення продукції в АПК держави вимагає не тільки кількісних показників персоналу, але й має залежність від його якісних факторів, серед яких пріоритетність надано здатності до створення інновацій. Проблема переведення підприємств агропромислового комплексу на інноваційну модель розвитку є однією з вагомих та пріоритетних, і вимагає особливої уваги. Таким чином, метою статті є трактування сутності соціальної складової персоналу за обставин інноваційних змін в економіці як умови конкурентоспроможності персоналу. У статті досліджено окремі аспекти соціальної складової персоналу в умовах інноваційного розвитку підприємства, посилення глобалізаційних викликів, які стоять перед економікою України. Обґрунтовано, що в сучасних умовах діяльності підприємства назріла проблема стійкості персоналу. Визначено можливість розгляду даного питання через такі компоненти як мотиваційна, управлінська та суспільна. Визначено, що конкурентоспроможність персоналу є визначним чинником у формуванні конкурентних переваг будь-якого підприємства. Доведено, що освіта та професійний розвиток персоналу стають домінуючими чинниками формування конкурентних переваг підприємств агропромислового комплексу

Ключові слова: розвиток, соціальна складова, підприємство, персонал, інновація, конкурентоспроможність, глобалізація, потенціал
