

## **MANAGEMENT OF THE PERSONNEL'S PROFESSIONAL DEVELOPMENT AT INNOVATIVELY ACTIVE ENTERPRISES**

***Structural abstract.** The article represents peculiarities of staff performance at innovatively active enterprises. It is emphasized that according to its content innovative work is intellectual activity of staff of an enterprise aimed to get the innovative product. It is clarified that innovative work grounds new social role for the staff in the framework of innovative economics and society.*

*The proportion of demand and supply on professions and qualifications at the innovative labour market is characterized. Offered by the government of Ukraine lines to minimize consequences of demand and supply disproportion at an innovative labour market are outlined.*

*The following professionally important qualities of innovative workers are theoretically grounded: innovativeness, overrepresentation of moral motivation values, the significant range of freedom and independence, self-organization and self-sufficiency, practice orientation of innovative ideas.*

*According to the results of research on workers' functions at innovatively active enterprises it is clarified that there is the need in development of innovative knowledge of technological processes of production job; ability to carry out the tools of technological process; keeping the technological demands to qualitative production; abidance of safety rules, abilities to practice additional qualifications; high level of culture; quality control skills, skills to solve defects and troubles of the equipment and mechanisms.*

*To the author's point of view it is important to develop social skills for the workers of innovatively active enterprises, specifically: skills, initiative skills, creative approach to professional activity, loyalty to other culture and work. It is also important to develop basic skills like achievement and transfer of information, use of ICT etc.*

*The specific features of innovative management systems of professional staff development are shown. They are the innovative management, business-planning of innovative projects, budgeting of innovative processes.*

*The feedback principle to provide the efficient management of professional staff development at innovatively active enterprises is grounded. The inner factors of motivation to innovative work are highlighted. They are the participation of the staff in the innovative processes of production, high level of their responsibility, abilities to self-realization, satisfaction on the results of completed work, mutual respect, mutual understanding, productive communication among the workers of all levels, recognition of workers' professional achievements by the manager, self-respect, leadership, personal authority, and also the employer's freedom to choose, economical independence, independence to choose forms and methods of professional development.*

**Key words:** *innovative work market, professional development, innovatively active enterprises, innovative systems of staff development.*

**Introduction.** Alongside with the development of scientific and technical progress in Ukraine there increases attention to highly technological enterprises that apply qualitatively new principles and forms of labour organization, innovative technologies, create modern types of products, equipment, machinery etc. To these primarily refer a small number of innovatively active enterprises. In Ukraine, for instance, only every 11<sup>th</sup> enterprise contributes to the GNP, while in the developed countries of the world from 50% to 90% of GNP are provided by innovatively active enterprises. At the same time, according to the Conception of the development of the national innovative system, in Ukraine by 2021 such enterprises are to grow by 51% producing highly technological products by 50% more, correspondingly, enabling the growth of export by 5-7 times [5].

According to the Bill of Ukraine on Innovative Activity, we refer to innovative such activity that is aimed at application and commercialization of scientific achievements and products to enable the manufacture of new competitive goods and

services [3]. Such approach refers innovative activity to a specific type of technical and economic activity of enterprises with the logical outcome of innovation. The speech is about completely new and improved competitive technologies, organizational and technical solutions of production, administrative, commercial or other nature, that significantly improve the structure and quality of manufacture and social sphere.

**Analysis of researches and publications on the issue.** The range of native scientific works are dedicated to definition of conceptual basis of management of innovative development of economy and labour market of Ukraine. They are V.I. Zakharchenko, O.O. Dobrenko, I.L. Petrova, S.P. Paseka, M.V. Semykina etc. The problems of staff quality were investigated by V.V. Blyznuk, V.I. Kovalova, I.A. Mazhura, S.M. Nevmerzhytska, V.A. Savchenko, T.V. Synytsia, S.G. Radko, Y.I. Yuryk etc. Among the foreign researchers of innovative management the works of D. Basaant, V. Landsheyer, K. Pavytt, D. Tidd etc. can be defined. However, the problem of management of professional staff development at innovatively active enterprises is still not enough developed.

**The aim** of the article is to ground the factors of staff motivation at innovatively active enterprises to innovative work and modern approaches to management of their professional development.

**Statement of basic materials.** Inseparable properties of innovations created at Ukrainian enterprises are scientific and technical novelty, productive applicability, ability to meet the market demand, bring profit, social and economic efficiency. Under these conditions increases the significance of intellectual knowledge which turns into the main factor of innovative production and optimizes the work of people employed in these processes. Thus innovative work by its content is the intellectual activity of a person, engaged in innovative processes, who aims at getting a totally new product and a positive economic and social effect of its application. It is able to not only transform the world but also change the laborers at enterprises, attaching a new social role to them in the innovative economy and society.

Special peculiarity at the Ukrainian innovative labour market has the demand.

On the one hand, it is initialized by innovative active enterprises aiming at creating new goods and services on the basis of using labor forces. On the other hand, the demand at the innovative labour market is conditioned by the innovative employees requiring appropriate work places, labour conditions and payment. In its turn, the supply at the innovative labour market is also double-vectored. On the one hand it is formed by the supply of innovative work places, on the other hand, - by the supply of the innovative labour [8]. Correlation of the demand and supply and professions and qualifications characterizes the load on one workplace, which majorly detects competent advantages at the innovative labour market and testifies to the reality of occupying this working place according to the profession and qualification. Suffice it to mention, that the load is calculated according to profession classification scale (supervisors, employees, professionals, specialists, workers of certain trades). Since each workplace requires employees of corresponding profession and qualification, the load level fluctuates depending on the worker's ability to meet the market demands [2].

Taking into account the necessity to reduce negative impact of contradiction between demand and supply at the innovative labour market, the Ukrainian Government came up with the following ways of solutions to the problems. To them refer promoting the development of innovative employment forms; widening the employment sphere by creating innovative work places within realization of various projects in different spheres of economy; providing the opportunities of concessional crediting of small and middle-size enterprises under terms of creating workplaces with acceptable employment and payment conditions; consulting the unemployed on starting and running private businesses; enlisting the existing working places into the inventory; working out methods of estimating the value of a working place according to the kind of economic activity in various regions; promoting informational basis for the analysis of the labour market of Ukraine and its state; encouraging the development of partnership of the state and private entrepreneurs in the educational sphere; developing mechanisms of attracting investments from private businesses into the development of vocational training and higher education; involving

employers into participation in the working out of syllabi and curricula, coordination of educational and professional standards by establishing branch councils; promoting life-long education [9].

No less important at the innovative labour market are results of estimation of the possible employment structure among the population of Ukraine according to the economic activities, which expect some growth of employment in all sectors of economy by 2017, except agriculture and industry. Besides, material industry will preserve the existing number of the employed, while in the non-manufacturing branch trade will sustain the most numerous employment. Thus, the sphere of trade will enable the growth of employment (by 3,02%), professionals (by 1,52%) supervisors and managers (by 0,75%).

Accordingly, we expect the growth of employment in information and communicative technologies. About 33% of the employed in the industry of informational technologies in Ukraine are involved into the creation, trade and maintenance of software produced both for foreign partners and national users [1].

Suffice it to mention, that the employer dictates the demand both for the unemployed and employed workforce, offering then better working conditions. Besides, employees within competition for prestigious workplaces are constantly under threat of dismissing. In effort to preserve their workplaces they constantly strive to in-service training and promoting their qualification level. Their performance depends on the personal competitiveness level, i.e. conformity of their level of skills, knowledge and professional competencies with the employers' demands.

Thus, competition at the national innovative labour market in the view of demand means the rivalry among employers for possessing and managing workforces with a certain professional level and the price of services in correlation with their quality. Correspondingly competition in the view of supply embraces the competition among employees for preserving their workplaces, corresponding payment and opportunities for the professional development.

The efficient functioning of innovatively active enterprises depends on the

balance of these enterprises and innovative workers at the labour market. Innovative workers, though, do not only offer their services, but also put forward high requirements to their own workplaces. They are determined by the following professional qualities: professionalism, novelty, prevailing moral incentives, a high level of freedom and independence, self-organization, self-sufficiency, willingness to implement own innovative ideas.

Since introducing innovations will result in various human activity, the functions of workers at innovatively active enterprises will diversify. Under such conditions they will have to be both managers, and qualified executives. In connection with this, most of workers will have to sustain their level of professional competency. We will underline the importance of development of professional competencies: the awareness of technological processes; abilities to perform technological operations; observing technological standards and norms, labor safety requirements, ability to in-service training, raising company's culture; quality management, eliminating faults and breakages in the equipment.

Available developed key competencies also play important role in the performance of innovatively active labourers. To these refer skills necessary for efficient functioning in the society, life-long professional training as well as social skills such as ability to cooperation, coming up with an initiative, sharing information, ethnic empathy and tolerance, using up-to-date communication means; respect to colleagues.

Developing and implementing the state competencies-based educational standard, in our point of view, will ensure the uniform basic professional level for qualified workers to perform practical activity on the basis of a formed system of concepts, appropriate way of thinking, understanding the methods of solving production problems and tasks, the ability to perform independently and devotedly within one's competency sphere, professional rights, duties and tasks. As an entity of interiorated mobile knowledge, skills and abilities of flexible thinking, the professional competency of the staff at innovatively active enterprises is connected

with the virtues they pursue, comprehension of their role and tasks, ability to set goals and objectives as well as make decisions independently.

Taking into consideration the recommendations of the UNESCO and the Ministry of Labour on the development of vocational and technical education for the 21<sup>st</sup> century, one can come to conclusion that the content of professional education and teaching and learning must be based on interdisciplinary connections and include basic knowledge and qualifications, involve cultural, esthetic, social, technological, general professional awareness. It should also comprise the knowledge on labor safety, environmentally friendly professional activity, entrepreneurship, communication skills for the multilinguistic and multicultural society. This will promote life-long learning prospects both for the youth and adults, develop students' skills of practical thinking and form their human values and virtues, creativity and positive thinking. In this context, great attention is paid to innovative systems of personnel's professional management at enterprises.

The speech is about *innovative management, business planning of innovative projects and budgeting innovative processes*. In particular, *innovative management* as the subsystem of managing innovative processes is widely used in the activity of the innovatively active enterprises, characterized by designing new machinery, innovative technologies of production and appropriate infrastructure; updating technological processes; elaborating new principles of labour organisation; available capital and professionally competent labour force. It in its turn calls for creating efficient workplaces and employing qualified workers, able to work under technologically fluctuating conditions. They must also demonstrate their key and professional competencies to meet the requirements and peculiarities of the innovative and production processes. Special attention is paid to staff's ability to work at enterprises working in the system of outsourcing and which are characterised by high dynamics of innovative processes and thus, the necessity to keep up performance standards, such as documents flow, administering accounting, managing finances, transition to the new QM system, standardization and evaluation of the outcome of professional training.

In managing innovative processes and, in particular, personnel's professional development *business planning of innovative projects* is of major importance. It implies project-based approach to solving production and organization tasks. It enables the employees to solve productive tasks creatively, interact within the teams on the basis of participation.

The most efficient system of personnel's professional management at innovatively active enterprises is their *budgeting*. It primarily serves as a tool for financial planning, defining resources of promoting productivity and personnel's innovative development, as well as a means of promoting market relations [8].

In promoting effective management of the professional development at innovatively active enterprises the principle of feedback plays the major role. This principle implies that enterprises tightly interacting during work activity do not only create goods and services, but also new economic relations both exterior (between producers) and interior (between employees), aimed at creative, productive and organizational activity of the whole enterprise.

In these processes incentive and motivation to work, is of special importance, because it is the main function of innovative management which implies encouraging the employees to reach the set goals through the system of stimuli (incentives, needs etc.) alongside with their professional involvement. To the defining inner factors of motivation refer: personnel's participation in production processes, high level of their responsibility, opportunity of self-realization, satisfaction with the work performed, mutual respect, understanding and efficient communication among staff members of all levels, recognition of each other's merits and prerogatives of their professional activity under supervision, self respect, leadership and personal authority.

Among numerous motivating factors of innovative activity material or financial reward is not always decisive for the employees of innovatively active enterprises, since they constitute creative labor force. These employees consider self-realization and achieving professional success more important, as it enables them to choose employers, working conditions, make economically independent decisions, choosing forms and methods of professional growth and improvement of personal



and professional qualities.

The outcome of managing personnel's professional development on the innovational basis is the innovative culture of enterprises. In the Bill «On priority innovative developments in Ukraine», innovative culture is described as part of innovative potential, which characterizes the educational, cultural, social and psychological readiness of a single person and the society on the whole to the acquisition and implementation of the idea of economic development of the country on the innovative basis [4]. Enterprises' innovative culture is exercised by acquisition of new ideas, readiness and ability to maintain and realize innovations. It reflects the value orientation of the personnel based on knowledge, abilities and skills, as well as incentives and behavioral norms.

Innovative culture of the national enterprises is formed on the basis of a highly developed organizational and corporative cultures. In particular, a high level of organizational structure is determined by motivation of the employees to knowledge and developing innovations; targeting at the outcome; efficient team work; striving for professionalism; communication with colleagues at seminars, exhibitions, conferences (out of work); freedom of speaking one's mind; freedom of creativity [10].

At the same time the level of corporate culture of enterprises is reflected through a system of relationships within the staff, characterized by their attitude towards their professional activity, to the enterprise as for the necessary condition of exercising professional activity and realization of their attitude to it, functional and interpersonal relationships, subjective condition of exercising one's own attitude towards innovative activity on the whole and to the enterprise in particular [7].

**Resume.** Summing up everything mentioned above, suffice it to mention that among major factors of influence on the innovative activity of the national enterprises is the available highly qualified personnel involved into designing and implementing new technologies, organizational, social and other innovations. Thus, the application of innovative systems of managing personnel's professional development enables improvement of managerial staff on the elaboration and realization of the Strategy of

Human Resources (planning, formation, relocation, rational use and adaptation at the workplace), as well as applying complex managerial actions aimed at enhancing their professional competence, qualification, professionally important qualities, including motivation to the innovative work and life-long professional development.

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## **Управління професійним розвитком персоналу інноваційно активних підприємств**

**Реферат.** У статті розглядаються особливості діяльності персоналу інноваційно активних підприємств. Здійснено акцент на те, що інноваційна праця за своїм змістом є інтелектуальною діяльністю персоналу підприємств, спрямованою на одержання інноваційного продукту. З'ясовано, що інноваційна праця утверджує нову соціальну роль персоналу підприємств в інноваційній економіці та суспільстві.

Схарактеризовано співвідношення попиту і пропозиції за професіями і кваліфікацією на ринку інноваційної праці. Окреслено напрями мінімізації наслідків неузгодженості попиту і пропозицій на ринку інноваційної праці, запропоновані Урядом України.

Теоретично обґрунтовано професійно важливі якості інноваційних працівників: новаторство, превалювання моральних мотиваційних цінностей, значний ступінь свободи і незалежності, самоорганізація та самодостатність, спрямованість на втілення в практику своїх інноваційних ідей.

На основі результатів дослідження функцій працівників інноваційно активних підприємств проголошено на необхідності розвитку у них знань технологічних процесів виготовлення продукції; умінь виконувати прийоми технологічного процесу; дотримання технологічних вимог до якісного виготовлення продукції; дотримання безпечних прийомів праці, здатностей до освоєння додаткових кваліфікацій з професії; високого рівня культури праці; умінь здійснювати контроль якості продукції, усувати дефекти, а також неполадки в обладнанні та пристроях.

На думку автора, важливе значення має розвиток у працівників інноваційно активних підприємств соціальних навичок: здатність до співробітництва, виявлення ініціативи, творчого підходу до професійної діяльності, терпимість до іншої культури, до праці інших, а також базових

умінь: сприймання і передавання інформації, користування телекомунікаційними засобами зв'язку тощо.

*Розкрито особливості інноваційних систем управління професійним розвитком персоналу підприємств: інноваційний менеджмент, бізнес-планування інноваційних проектів, бюджетування інноваційних процесів.*

*Обґрунтовано принцип зворотного зв'язку у забезпеченні ефективного управління професійним розвитком персоналу інноваційно активних підприємств. Наголошено на мотивації працівників до інноваційної праці як найважливішої функції інноваційного менеджменту. Висвітлено внутрішні чинники мотивації до інноваційної праці: участь персоналу в інноваційних виробничих процесах, високий рівень їхньої відповідальності, можливість самореалізації, задоволення від результатів виконаної роботи, взаємоповага, взаєморозуміння, продуктивна комунікація між працівниками усіх рівнів, визначення професійних заслуг діяльності працівників керівництвом, самоповага, лідерство, особистий авторитет, а також свобода вибору роботодавця, економічна незалежність, самостійність у виборі форм і методів професійного розвитку.*

**Ключові слова:** ринок інноваційної праці, професійний розвиток, інноваційно активні підприємства, інноваційні системи розвитку персоналу.

Валентина Радкевич

### **Управление профессиональным развитием персонала инновационно активных предприятий**

**Реферат.** В статье рассматриваются особенности деятельности персонала инновационно активных предприятий. Сделан акцент на то, что инновационный труд по своему содержанию есть интеллектуальной деятельностью персонала предприятий, направленной на получение инновационного продукта. Определено, что инновационный труд утверждает новую социальную роль персонала предприятий в инновационной экономике и обществе.

*Охарактеризовано соотношение спроса и предложения по профессиям и квалификациям на рынке инновационного труда. Очерчены направления минимизации последствий несогласованности спроса и предложений на рынке инновационного труда, инициированные Кабинетом Министров Украины.*

*Теоретически обоснованы профессионально важные качества инновационных работников: новаторство, преобладание нравственных мотивационных ценностей, значительная ступень свободы и независимости, самоорганизация и самодостаточность, направленность на внедрение в практику своих инновационных идей.*

*На основе результатов исследования функций работников инновационно активных предприятий определена необходимость развития у них знаний технологических процессов изготовления продукции; умений безопасно выполнять приемы технологического процесса; способностей к освоению дополнительных квалификаций по профессии; высокого уровня культуры труда; умений проводить контроль качества продукции, исправлять дефекты, а также неполадки в оборудовании и инструментах.*

*По мнению автора, важное значение имеет развитие у работников инновационно активных предприятий социальных навыков: способность к сотрудничеству, выявление инициативы, творческого подхода к профессиональной деятельности, терпимости к другим культурам, уважение к труду других, а также базовых умений: восприятия и передачи информации, использование в деятельности телекоммуникационных средств связи и т.д.*

*Раскрыты особенности инновационных систем управления профессиональным развитием персонала предприятий: инновационный менеджмент, бизнес-планирование инновационных проектов, бюджетирования инновационных процессов.*

*Обоснован принцип обратной связи в обеспечении эффективного управления профессиональным развитием персонала инновационно активных предприятий. Акцентируется внимание на мотивации работников до инновационного труда как самой важной функции инновационного*

*менеджмента. Изложены внутренние факторы мотивации к инновационному труду: участие персонала в инновационных производственных процессах, высокий уровень их ответственности, возможность самореализации, удовлетворение от результатов выполненной работы, взаимоуважение, взаимопонимание, продуктивная коммуникация между работниками всех уровней, признание профессиональных заслуг деятельности работников руководством, самоуважение, лидерство, личный авторитет, а также свобода выбора работодателя, экономическая независимость, самостоятельность в выборе форм и методов профессионального развития.*

**Ключевые слова:** *рынок инновационного труда, профессиональное развитие, инновационно активные предприятия, инновационные системы развития персонала.*