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THE ANALYTICAL ASPECTS OF PERSONNEL MANAGEMENT IN THE FOREIGN ECONOMIC ACTIVITY OF ENTERPRISE

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Dybach I. L., Golikova Ye. K. The Analytical Aspects of Personnel Management in the Foreign Economic Activity of Enterprise

The article is aimed at studying the analytical prerequisites for efficient management of enterprise personnel as human capital in the context of activation of economic activity of enterprise in foreign markets. The article specifies that the contemporary category of «human capital» has several definitions and is constantly being updated. Thus, it was defined that nowadays the human capital of an enterprise represents a set of qualitative characteristics of a person, an object of investment, part of the total capital, a stock or a set of individual potentials of a person, and can also be considered as an opportunity to use the knowledge and skills of employees. During the study, it was emphasized that today it is the company's personnel that allows building competitive advantages and achieving results in the professional activities of the enterprise. The authors summarize that this issue is especially relevant for enterprises operating in international markets, since the qualification of an employee should allow timely response to drastic changes that are characteristic of markets of such scale and be responsible of making effective business decisions. The article highlights the currently relevant methods and criteria for analyzing human capital in an enterprise. In particular, the main goals and stages of analyzing the state of the personnel of a company which has a foreign economic vector, are identified. Attention was focused on the difference in the assessing and accounting of personnel (human capital) in national and foreign practices and noted that there is no specific set and uniform indicators for assessing human capital at the enterprise level. In continuation of this statement, the article considers quantitative and qualitative indicators in the context of a comprehensive assessment of human capital of an enterprise – subject of foreign economic activity. In the course of the study, the main quantitative indicators (coefficients) of the impact of human capital on the development of the enterprise were analyzed: the coefficient of seniority, the stability coefficient, the health coefficient, the coefficient of professional growth, the coefficient of personnel education. In accordance with the normative values of such indicators, the necessary managerial decisions and actions in each of the simulated situations were interpreted. As a result of the study, the importance of taking into account the quality of personnel (human capital) for making managerial decisions at enterprises – subjects of foreign economic activity was emphasized.

Keywords: personnel, human capital, management, foreign economic activity, management.

Fig.: 2. **Tabl.:** 3. **Bibl.:** 11.

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Дибач І. Л., Голікова Є. К. Аналітичні аспекти управління персоналом у зовнішньоекономічній діяльності підприємства

Метою статті є вивчення аналітичних передумов ефективного управління персоналом підприємства як людським капіталом у контексті активізації господарської діяльності підприємства на зовнішньому ринках. У статті зазначено, що сучасна категорія «людський капітал» має декілька визначень і постійно доповнюється. Так, було визначено, що на сьогодні людський капітал підприємства є сукупністю якісних характеристик людини, об'єктом інвестування, частиною сукупного капіталу, запасом або сукупністю індивідуальних потенціалів людини, а також може розглядатись як можливість використання знань, вмінь і навичок працівників. Під час дослідження було наголошено на тому, що сьогодні саме персонал компанії дозволяє вибудовувати конкурентні переваги та досягати результатів у професійній діяльності підприємства. Підсу-

мовано, що дане питання є особливо актуальним для підприємств, які працюють на міжнародних ринках, оскільки кваліфікація працівника має дозволяти вчасно реагувати на різкі зміни, які є характерними для ринків такого масштабу, та приймати ефективні бізнес-рішення. Стаття висвітлює сучасні методи та критерії аналізу людського капіталу на підприємстві. Зокрема, було визначено основні цілі та етапи аналізу стану персоналу компанії, яка має зовнішньоекономічний вектор. Було акцентовано увагу на різниці в оцінці та обліку персоналу (людського капіталу) в національній та зарубіжній практиках і зазначено, що не існує конкретного визначеного набору та єдиних показників оцінки людського капіталу підприємства – суб'єкта зовнішньоекономічної діяльності. У ході дослідження були проаналізовані основні кількісні індикатори (коефіцієнти) впливу людського капіталу на розвиток підприємства: коефіцієнт стажу, коефіцієнт стабільності, коефіцієнт здоров'я, коефіцієнт професійного зростання, коефіцієнт освіти персоналу. Відповідно до нормативних значень таких показників були інтерпретовані необхідні менеджерські рішення та дії в кожній із змодельованих ситуацій. У результаті дослідження було наголошено на важливості врахування якості персоналу (людського капіталу) для прийняття управлінських рішень на підприємствах – суб'єктах зовнішньоекономічної діяльності.

Ключові слова: персонал, людський капітал, управління, зовнішньоекономічна діяльність, менеджмент.

Рис.: 2. **Табл.:** 3. **Бібл.:** 11.

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Personnel management in foreign economic activity is a set of interrelated methods and means of management that organize and direct personnel activities to achieve the strategic goal of the enterprise. One of the essential features of a modern enterprise, which operates in a foreign economic direction, is its significant dependence on the level of staff competence and the effectiveness of human capital management in general.

The personnel as the human capital of the enterprise is characterized by the following components: education level, work experience, age, professionalism, labor productivity, etc. Improving the components of human capital through the management system will contribute to increasing its return and gaining advantages in the highly competitive foreign market.

The problems of personnel management were highlighted in the scientific works of P. Sabluka, K. Yakub, V. Voronkova, O. Bogutskyi, O. Oliynyk, B. Genkina, A. Kolota, L. Evenka, O. Stakhiv, B. Diesperov, and others. The study of the peculiarities of personnel management in the field of foreign trade was covered in the scientific works of M. Sklepovych, O. Markova, L. Dubova, and others. Despite a significant number of works in the field of personnel research, the study of personnel as human capital, as well as its evaluation and analysis that will consider the specifics of enterprises operating in the foreign market, still require further research.

Based on this, the *purpose* of the article is to study the analytical prerequisites of effective management of the company's personnel as human capital in the context of the activation of the company's economic activity on foreign markets.

Regarding the essence of human capital, it can be stated that scientists have different views both on

the content of this economic category and on the components that characterize it. In the process of development of economic relations, researchers of the theory of human capital provided its narrow definition, which expanded over time and continues to expand, including new components.

The initial concept of human capital was regarded by L. Thurow [1], who defined human capital as “the ability to produce goods and services”. Further research into this category allowed the formulation of its components. Thus, H. Becker [2] distinguished between special human capital (skills and knowledge that are needed only by a narrow circle of potential employers) and universal human capital (skills and knowledge that have a wide range of application possibilities). J. Kendrick [3] singled out tangible human capital, which has a material form, and intangible human capital, which does not have its material form but is embodied in tangible capital, increasing its quality and productivity.

In modern scientific sources, the following types of human capital are most often considered: production, consumer, and intellectual capital. At the same time, human capital can be regarded in different terms and has several established manifestations (*Fig. 1*).

Human capital today can be defined as a prism through which the company's achievements should be evaluated. It is also characterized as one of the strongest advantages in creating value for a certain business unit in a competitive market.

Human capital is a component of intangible assets that allows an enterprise to build competitive advantages and achieve profits, which is especially important for enterprises operating in international markets, where

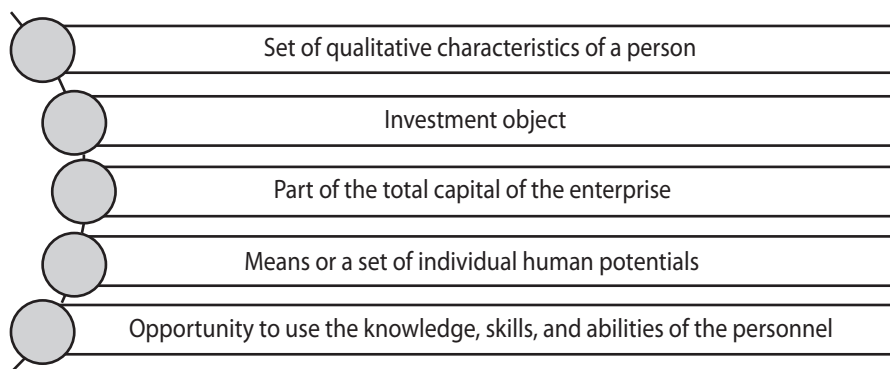


Fig. 1. Manifestations of human capital at the enterprise

Source: author's development.

highly qualified personnel must be able to quickly solve complex business problems.

Every enterprise engaged in foreign economic activity eventually decides the issue of planning the company's strategic development, which is closely related to the formation of a personnel management strategy as one of its components.

The human capital management system operating at enterprises that carry out a foreign economic activity under the influence of the introduction of foreign personnel management technologies and the use of own experience includes the following components: personnel selection; personnel adaptation; salary; personnel efficiency assessment; corporate culture; scientific organization of work; organizational design; personnel administration [4]. Timely improvement in the analysis of any of these components, combined with effective management, leads to increased returns from each of them. Knowing the priorities and goals of the enterprise, attention should be drawn to the components of human capital that have the most influence on the company's business activity. And for the latter to turn out effective, the categorization of the company's personnel as human capital and its in-depth analysis and evaluation are crucial.

Fig. 2 represents the main goals of the analysis of personnel as the human capital of the enterprise-subject of foreign economic activity.

Economic science provides numerous approaches to determining the composition of indicators and characteristics of evaluating the human capital of an enterprise. At the same time, there is no specifically defined set and uniform indicators of human capital assessment, and, in practice, indicators of comprehensive assessment are most often used.

To carry out a comprehensive assessment of human capital at the enterprise level, quantitative and qualitative indicators are used (Tbl. 1).

Assessment and accounting of human capital fundamentally differ in foreign and domestic practice. For instance, the American approach to evaluating human

capital is based on the use of one of the two following models [6]:

- ✦ asset model (presupposes accounting for capital costs and depreciation);
- ✦ utility model (direct assessment of the effect of certain personnel investments).

The national practice, in turn, offers the following approaches as the main ones to assess the company's personnel: investment assessment; depreciation assessment; assessment by income [6].

However, it is not possible to evaluate human capital based on traditional financial reports, which do not provide information about the company's potential. The characteristics of the value of human capital include responsibility, work efficiency, diligence, identification of a person with the enterprise's mission, mobility and availability, readiness and ability to cooperate in a team, and a positive attitude to the hierarchy of enterprise values. These are features that cannot be assessed through financial or operational analysis of the organization.

An assessment of the enterprise's human capital and its potential can be carried out using the following methods:

1) *The method of calculating direct personnel costs.* It is considered the most straightforward method and implies the calculation of the total economic costs incurred by the company on its personnel, including the assessment of personnel costs, related taxes, protection and improvement of working conditions, training, and professional development costs. At the same time, the following are accepted as classification features of direct costs for personnel development: phases of reproduction of the workforce, investor level, target allocation of costs, sources of financing, nature of costs, time of reimbursement of costs, an obligation of costs, relation to the expediency of increasing or reducing costs [7].

2) *The method of assessing the value of prospective competitiveness of human capital.* This method refers to the sum of the estimated costs and potential damage

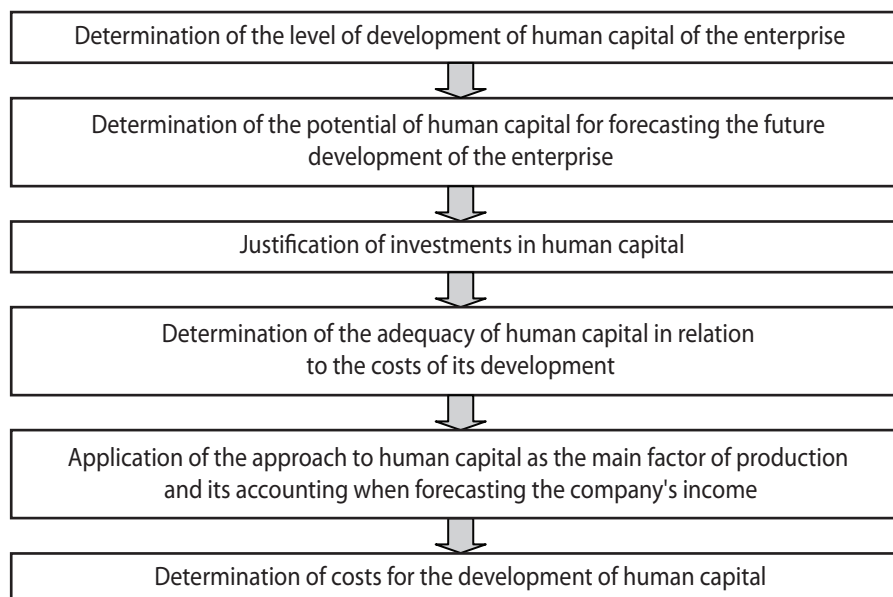


Fig. 2. The main goals of human capital analysis of the enterprise-subject of foreign economic activity

Source: author's development.

Table 1

Indicators of a comprehensive assessment of human capital at the enterprise

Quantitative indicators	Qualitative indicators
<ul style="list-style-type: none"> - The average number of employees; - educational structure; - age structure; - professional qualification structure; - work experience in the specialty; - work experience at the enterprise; - contributions to human capital; - education expenses; - scientific developments; - absenteeism; - health care; - additional personnel costs 	<ul style="list-style-type: none"> - Knowledge and skills; - professional abilities; - overall qualification; - communication; - initiative; - leadership qualities; - the ability to make decisions – independently; - organizational skills; - ability to work in a team; - focus on high results; - creative approach

Source: compiled based on [5].

caused to the company in the event of possible dismissal of an employee from it: full personnel costs; individual premiums; additional costs of finding an equivalent replacement for the employee in the event of his transfer to another company; deterioration of product quality due to employee replacement, etc. [8]. This method is more complex but provides a more efficient estimate of the real value of a firm's human capital.

3) *The method of the prospective value of human capital.* In addition to the method of prospective competitiveness, this one considers the dynamics of the value of human capital in the perspective of 3, 5, 10, and 25 years [8]. This assessment is primarily necessary for companies engaged in the development of long-term projects.

4) *The method of calculation of the value of human capital based on tests in the business environment* [9]. This evaluation is based on the specific results obtained by the employee, according to the profit he brought to

the enterprise or the increase of his assets, including intellectual ones. This method is quite common in business practice due to its simplicity. At the same time, it is considered the most categorical and often proves to be erroneous.

5) *The method of calculating the value of human capital based on business games, seminars, and professional courses with the help of high information technologies.* This concept suggests the forecast of the results of an employee's work in a business environment that is as close as possible to his real one.

Yet not all structural components of human capital can be quantified. In those cases where it is not possible to use direct methods, it is advisable to use an indirect assessment method that includes expert evaluations: determination of the professional qualification level of the employee, assessment of the employee's

business qualities, assessment of the complexity of the competencies performed by the employee, etc.

The analysis of the state of the human capital of the subject of foreign economic activity includes the following stages:

- 1) *Determination of the type of enterprise strategy.* The company's strategy is determined by the main indicators of its activity, preferably taken in dynamics, to identify possible conditions for the functioning of human capital.
- 2) *Formulation of the purpose of analysis and identification of the object.* The results of the analysis should serve to form a general idea about the state of the human capital of the enterprise and to make appropriate decisions. The object of the analysis can be the human capital of both the enterprise and divisions if the analyzed indicators are recorded at the level of the latter.
- 3) *Identification of sources and methods of information collection.* The source of information for the analysis is the regular accounting data of the enterprise, formed by the accounting and personnel accounting departments.
- 4) *Selection of subjects of analysis and determination of the time of analysis.* The management subject can be both an employee of the enterprise and an external analyst. Due to the simplicity of the analysis, no special training is required.

- 5) *Data collection and processing.* With the help of the collected data, the necessary coefficients are calculated (Tbl. 2).
- 6) *Analysis of the received data.* The analysis of the obtained data in the final form is a comparison of the calculated indicators with reference and normative ones (Tbl. 3).
- 7) *Drawing up an expert opinion on the results of the analysis.* Based on the results of the comparison and detection of deviations, a conclusion is made about the state type of individual parameters of the enterprise's human capital.
- 8) *Adoption of management decisions.* According to the results of the analysis of the state of the human capital of the enterprise, the following management decisions are possible:
 - ✦ if at least one of the coefficients is in the crisis zone, it is necessary to immediately conduct a deeper analysis of the human capital of the enterprise;
 - ✦ an unsteady state implies consideration of the situation in the area where the indicator gives a deviation and development of measures that will improve the values of the indicator;
 - ✦ a response to a steady state depends on the company's management. If to consider such a state a norm for the enterprise, no decisions are needed. Herewith, a constant analysis of the dynamics of

Table 2

Indicators of the impact of human capital on the development of the enterprise

Indicator	Calculation formula
Coefficient of seniority (K_1)	The number of employees with work experience of 3+ years / Average registered number of employees
Coefficient of stability (K_2)	(Average registered number of employees – Number of dismissed employees) / Average registered number of employees
Coefficient of health (K_3)	(Planned working time fund × Average registered number of employees – Number of days of absence from work due to illness) / (Planned working time fund × Average registered number of employees)
Coefficient of professional growth (K_4)	Number of employees with improvement in qualifications / Average registered number of employees
Coefficient of education (K_5)	Number of employees with education under the requirements of the position / Average number of employees

Source: compiled based on [10].

Table 3

Reference indicators of the analysis of the state of the human capital

State type	K_1	K_2	K_3	K_4	K_5
Optimal	0,8–1	0,95–1	0,9–1	0,5–1	1
Steady	0,5–0,8	0,9–0,95	0,8–0,9	0,3–0,5	0,9–1
Unsteady	0,3–0,5	0,7–0,9	0,5–0,8	0,1–0,3	0,7–0,9
Unsatisfactory (crisis)	< 0,3	< 0,7	< 0,5	< 0,1	< 0,7

Source: compiled based on [11].

indicators shall remain obligatory. The negative nature of the dynamics should serve as a signal that human capital is deteriorating, and it is necessary to move to actions that are required for an unsteady state;

- ✦ optimal state. It is important to note that individual indicators, depending on the period of analysis of human capital, may coincide with the optimal ones, but it is very difficult to achieve such indicators for all characteristics. Yet if all the actual indicators are in the optimal zone, no management decisions should be required to change them and a conclusion about the effective current personnel (human capital) system of the enterprise is made.

CONCLUSIONS

Personnel management is manifested as a systematically organized process of attracting, developing, and using employees to achieve the operational and strategic goals of the company. Under the conditions of deepening economic integration, simplifying the entry of enterprises to foreign markets, and intensifying competition both in the goods market and the labor market, the question of evaluating the personnel of the enterprise acquires special importance. Determining the goals of the personnel analysis is one of the defining issues for companies conducting business activity in foreign markets, as it sets the vector of management decisions. Such goals include determining the potential of personnel development in the context of expanding foreign economic activity, assessing the level of costs for this development, and evaluating compliance of personnel with development costs. The assessment of human capital is based on the analysis of qualitative and quantitative factors. Differences in approaches to personnel evaluation in foreign and domestic practice allow us to state that along with quantitative evaluation methods in the conditions of the enterprise's foreign economic activity, it is appropriate to use expert methods. A thorough analysis of the state of personnel (human capital) creates prerequisites for making effective decisions by the management of enterprises – subjects of foreign economic activity. ■

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НАПРЯМИ ВІДНОВЛЕННЯ МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ ТА ТРАНСФОРМАЦІЇ МОДЕЛЕЙ ПОВЕДІНКИ СПОЖИВАЧІВ У ПОВОЄННОМУ ПЕРІОДІ: ПРОБЛЕМИ ВРАХУВАННЯ РЕГІОНАЛЬНОГО АСПЕКТУ

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Гриневич Л. В., Белікова Н. В. Напрями відновлення маркетингової діяльності та трансформації моделей поведінки споживачів у повоєнному періоді: проблеми врахування регіонального аспекту

Метою статті є узагальнення проблем і визначення пріоритетних напрямів відновлення маркетингової діяльності та трансформації моделей поведінки споживачів у повоєнному періоді з урахуванням нерівномірності соціально-економічних втрат регіонів України. У статті розглянуто основні, доступні на даний момент дані щодо негативних наслідків вторгнення РФ для Харківської області, узагальнено загальнонаціональні та регіональні відмінності щодо скорочення маркетингової діяльності та трансформації моделей споживчої поведінки в умовах війни та повоєнного відновлення. Доведено, що перспективи відновлення маркетингової діяльності в найбільш постраждалих регіонах України залежать від успішності ситуації на фронті та термінів вирішення військового конфлікту. Узагальнено основні принципи відновлення маркетингової діяльності підприємств в ситуації війни та повоєнного відновлення, такі як пошук шляхів залучення додаткових обсягів фінансової допомоги від міжнародних донорів, урядів інших країн і неурядових організацій; участь підприємств у проєктах економічного відновлення на рівні окремих територіальних громад; налагодження механізму відшкодування витрат (принаймні їх частини) на відновлення бізнесу та запуск нових бізнес-ініціатив з державного та місцевих бюджетів; пошук нових методів просування товарів та послуг, які більш повно відповідають запитам споживачів, що змінюються під впливом війни; інтенсифікація використання неklasичних видів маркетингу, що передбачають менші витрати при достатньо значній віддачі; адаптація маркетингологів до скорочення та переорієнтації попиту, а також трансформації традиційних моделей споживчої поведінки. Зазначено, що звичні моделі споживчої поведінки, особливо в найбільш постраждалих регіонах України, зазнали значної трансформації, їх поступове відновлення залежатиме від зростання рівня доходів і рівня життя населення та формування платоспроможного попиту, а також від зусиль маркетингологів, спрямованих на пошук нових, більш ефективних і менш витратних комунікацій.

Ключові слова: маркетинг, маркетингова діяльність, поведінка споживачів, регіональна економіка, економічне відновлення.

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Grynevych L. V., Bielikova N. V. Directions for Resumption of Marketing Activities and for Transforming Consumer Behavior Patterns in the Post-War Period: The Issues of Considering the Regional Aspect

The purpose of the article is to summarize the problems and identify the priority directions for resumption of marketing activities and for transforming consumer behavior patterns in the post-war period, taking into account the uneven socioeconomic losses of Ukrainian regions. The article reviews the main currently available data on the negative consequences of the Russian invasion for the Kharkiv region, summarizes the national and regional differences in the reduction of marketing activities and the transformation of consumer behavior patterns in the context of wartime and post-war recovery. It is proved that the prospects for the resumption of marketing activities in the most affected regions of Ukraine depend on the success of the situation at the front line and the terms of resolving the military conflict. The basic principles of resumption of marketing activities of enterprises in a situation of war and post-war recovery are generalized, such as finding ways to attract additional financial assistance from international donors, governments of other countries and non-governmental organizations;