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TALENT MANAGEMENT IN THE SYSTEM OF ADMINISTRATING ECONOMIC SECURITY OF A UNIVERSITY

***Abstract.** The article discusses the relevance of the talent management direction in modern personnel management of Ukraine's universities. Talent management is considered as a modern approach to improve the efficiency of universities. Authors analyses the impact of talent management technologies on improving the economic security of universities. The article identifies negative factors that influence efficiency of the measures on talent management. Authors developed and presented recommendations for the management of talented personnel to improve economic security and competitiveness of universities. This changes work on talent management in accordance with the current needs and strategic goals of universities. A key factor in the use of the concept of talent management is the corporate innovation ecosystem of universities.*

Key words: talents, talent management, university, economic security, young teachers.

The issue of talent management in the system of protecting economic interests of higher education institutions has not been studied in full. Meanwhile, higher education in Ukraine operates under a large number of systemic challenges and threats. The main threats to economic security are: increased competition in the educational services market and the emergence of new educational intermediaries; the need to ensure international quality of education; entrepreneurial approaches to the management of the universities; the shortage of applicants connected with the demographic gap in the early 1990s and 2000s; the drift of applicants from the regions to the metropolitan universities and abroad; change of generations (the generation of millennials is succeeded by the generation Z – people born after 2000, the so-called "digital generation". They have absolutely new learning approaches).

The strategic goal of each institution of higher education is to train personnel demanded by the labour market; to develop educational, scientific and innovative activity; to increase the competitiveness and economic security of the institution and to have access to the global sources of information. Effective talent management system at the universities will enable achieving these goals. The system will identify, form and develop the goals. The issue of talent management in the system of economic security of the university has a particular *topicality* in today's research.

Talent management at universities of different countries has become the subject of special attention of foreign scholars such as J. Fitz-enz [1], B. Davison [1], C. McCartney [2] and others. Issues of talent management as a tool for forming an employer's brand are investigated in the works of K.A. Nefedova [3], problems and prospects of talent management in modern organizations are the subject of the studies of M.S. Tatarevska [4] and O.V. Soroka [4]. The issues of creating an innovative model of talent management in a higher educational institution are considered in the work of M.A. Boychenko [5]; the role of talent management as an integral part of the organization's success is studied in the works of O.I. Prodius [6], A.I. Zhuravel [6] and M.O. Sitor [6].

Factors threatening the economic security of universities are studied in the works of Snigir L.P. [7] and the issue of ensuring the economic security of the educational sphere in the new funding conditions is highlighted in the works of Antonova O.M. [8], Tarasenko I.O. [9], Stetsiv I.S. [10] studies the methodological principles for assessing the economic potential of a university in the context of managing economic security. O. Levchenko [11], O. Tkachuk [11], I. Tsarenko [11] investigated the problem of national security in the context of globalization. The overwhelming majority of researchers relate the concept of economic security with the staffing, intellectual potential and competitiveness of higher education institutions.

The analysis of the threats related to the inefficient talent management of a university is the less investigated problem in terms of economic security of a

university. Despite high significance of the research done by the above-mentioned authors, it can be stated that the theoretical and applied issues of the relationship between talent management and the economic security management of a university have not yet been disclosed in the works of the Ukrainian scholars.

The purpose of this article is theoretical substantiation of practical tools of talent management in the system of ensuring economic security of universities.

The scientific literature has at least two approaches to the definition of "talent". On the one hand, talent is a characterization of a person (general intelligence, unique abilities of a person, natural gift and mental agility). On the other hand, talent is an employee who has necessary skills and creative potential, knowledge, intelligence, professional competencies, experience for organizing work, ability for studying and self-development, communicative skills. All of them are aimed to achieve the unique results.

The second approach gives a generalized definition of talent from a management point of view. To characterize talent management process at a university, it is fair to state that talent is inherent in every teacher and employee without exception. But teachers who play the main role in achieving the success of a university have leading positions due to their abilities and high efficiency of scientific and pedagogical work.

Talent management at a university can be defined as the process of identification, formation, efficient use and development of talents with the help of appropriate set of tools and levers of influence.

Today, universities have a serious challenge to identify, form, use and develop talents. The economic security of universities and the interests of their employees greatly depend on the external and internal threats. After all, the main threat for the economic security of a university is the destruction of its potential, primarily human resources. Currently, there are manifestations of the financial and economic crisis in the system of higher education, consisting of an active outflow of talent from educational institutions and closing up scientific and innovation work.

In general, the core of talents of a university is its staff potential which is a complex feature of the educational capabilities of the teaching staff. At the same time, the staff potential reflects not only the readiness of the teachers to perform their functions at a certain moment, but also their capabilities in the long-time prospect. In this case we should take into account the age, scientific and pedagogical qualifications, practical experience, business activity, quality of scientific and pedagogical activity (including effectiveness), professional mobility, innovation and level of motivation. Based on these positions, talent should be the central object of management in the institution of higher education.

If we analyse the dynamics of the number of scientific and pedagogical staff with academic degrees and titles at universities, academies and institutes we may see that it has been decreasing over the last five years. Thus, according to the State Statistics Service of Ukraine, during the period of 2012-2017 the number of doctors of sciences has decreased by 5,4%; professors by 8%; candidates of sciences by 10%.

It is worth pointing out a number of problems specific to the system of talent management in the sphere of higher education. The delay in solving the problems may in the near future destruct the position of higher education in Ukraine, particularly in the context of its entry into the international educational environment.

The aging problem of pedagogical and scientific staff is not new for Ukraine. It existed even ten years ago. Nevertheless, today about one third of doctors and candidates of sciences are persons aged 60 and over.

Analyzing the state of talent formation in higher education of Ukraine, one can confidently state that its quantitative indicators deteriorate every year. Thus, the number of institutions with post-graduate courses and the number of post-graduate students for the period of 2010-2017 has decreased (Table 1).

Table 1

Analysis of main indicators of post-graduate courses in Ukraine

	2010	2015	2016	2017	2017 to 2010, %
Total in Ukraine					
Number of institutions that have post-graduate courses at the end of the year	530	490	481	475	89,6
Number of post-graduate students at the end of the year, persons	34653	28487	25963	24786	71,5
Number of persons enrolled to post-graduate courses per annum	10626	9813	6609	7274	68,5
Number of persons graduated the courses per annum	8290	7493	6703	6087	73,4
Number of post-graduates who got PhD	1954	1958	1708	1438	73,6

Source: [12, c. 4]

The number of post-graduates in 2017 compared to 2010 decreased by 31.5%.

The significance and role of universities in training and managing young talents are determined by the fact that the goal of a university is not only the training of professionals and specialists, but also the intellectual elite of the country. At the same time, our surveys conducted among university teachers in Ukraine made it possible to conclude that today there is a shortage of highly skilled talented teachers, and talent management is not a priority component of personnel management in the universities (Fig. 1).

At the same time, university top management in Ukraine do not fully understand the role of talent management and the essence of talent management tools in the system of ensuring economic security.

In general, Ukraine needs to implement the policy of retaining talents and to create conditions for their self-actualization within the country. So far, the process of talent outflow continues, and competitiveness of the country is decreasing. Thus, according to the global competitiveness rating, Ukraine has significantly lost its position and in 2017-2018 compared with 2012-2013 it shifted to 8 positions, from 73th to 81st place. Ukraine's position in the rating of the country's capability to retain talents, which ranks 129th out of 137 countries, looks particularly alarming [13].



Fig.1 Factors hindering the development of talented students at the universities of Ukraine

Source: the results of the survey conducted by the authors

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A separate problem that creates barriers to the effective use and development of talents in higher education institutions is dissatisfaction with the teachers'

salaries. The viewpoints of scientific and pedagogical staff on their salaries are illustrated in Table 2. It should be noted that Table 2 shows the salaries without taking into account additional payments for the academic titles (professors – 33%, associate professors – 25%), extra payments for the degree (Doctors of Science – 25%, PhD – 15%), seniority pay (more than 3 years – 10%, over 10 years – 20%, over 20 years – 30%). The indicated amount of payments is marginal and is currently compulsory in accordance with the applicable legislative and regulatory documents. But even taking into account the maximum amount of additional payments, the salary of a professor, for example, today is UAH 13,144, or 484 US dollars.

The results of the survey of teachers indicate that the vast majority of associate professors estimate their personal financial need in the amount of 25 000 UAH, which is four times higher than the official salary; professors are convinced that their personal financial need is five times higher than their official salary.

Therefore, it is not surprising that about 28% of the teachers surveyed are disappointed with the development of the Ukrainian higher education and consider the possibility of moving abroad to develop their scientific and creative potential. By the way, the works of other Ukrainian researchers prove the high emigration intentions of the Ukrainian scientists [14].

Table 2

Comparison of salaries and financial needs of university teachers

Indicator	Teacher	Senior lecturer	Associate Professor, PhD	Professor, Doctor of Science
Position salary, UAH	5360	5763	6570	6992
Personal financial need per month, UAH	10 000	15 000	25 000	35 000
Family financial need per month, UAH	20 000	35 000	50 000	60 000

Source: the results of the survey conducted by the authors

Therefore, the main problems of talents formation at universities in Ukraine are the aging of scientific and pedagogical staff, poor performance of post-graduate courses as the main source of talents replenishment; the outflow of young talents from the sphere of research, especially in the natural sciences and engineering

sciences; emigration of talented people. All these factors create threats to the economic security of higher education institutions in Ukraine and indicate the need to improve the system of talent management.

The recommendations for improving talent management system, increasing university competition in the market of educational services, ensuring international quality of education, adapting educational process to the needs of a new generation of students (generation Z) can be as follows:

1) periodic analysis of university talents in order to determine their current and future needs, as well as to effectively use the reserve of talents among students;

2) ensuring work quality of university professors through the function of material motivation; strengthening motivation and stimulation of talented teachers who got the degree (PhD or doctoral), as well as won or participated in the development of grants, carried out innovative developments in educational and scientific activities;

3) regular review of the results of teachers' creative work and covering them in mass media (social networks, electronic publications, television);

4) encouragement of teachers to develop their own talents through additional education, studying foreign languages, participating in trainings, various educational projects and grants to adapt to the new generation of education conditions;

5) active involvement of young talented teachers in management activities of various councils, commissions, etc.; to use them as the reserve of potential applicants for management positions;

6) development of a feedback mechanism and open communication between university management and teachers to adjust the trends of development of talents in accordance with the results obtained;

7) development of a monitoring system that would promote transfer of knowledge about corporate culture, as well as methodological, scientific, pedagogical and organizational experience for young teachers;

8) active use of the practice of assigning young talented teachers with complex and responsible tasks (providing opportunities to improve their qualifications, focusing on training in promising areas of scientific and pedagogical activity, engagement in paid activities for participation in innovative solving social and economic regional problems, creation of creative troubleshooting groups, teams of project developers, etc.);

9) active work on the formation and development of corporate innovation ecosystem as an anthropometric creative environment at the university in order to create conditions for creative self-realization and formation of a functional and comfortable climate for the formation and development of talents;

10) formation of the programmes of foreign internships for teachers to study best modern methodological and scientific-pedagogical practices abroad.

Therefore, talent management determines the main features of university efficiency, its competitiveness and economic security. Talent is a key factor in the success and effectiveness of a university functioning, and the right selection of talented staff, its identification, formation, efficient use, development and support is one of the main competitive advantages of the university. The need to ensure the security of institutions of higher education and increase their competitiveness requires solving the issue of improving the quality of scientific and pedagogical staff, which, accordingly, should ensure the quality of education. Therefore, analysis of work with young people is very important, namely: teachers and graduate students from the point of view of attracting and consolidating talented youth.

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