

REGULATION OF EMPLOYEES' COMPETITIVENESS ON THE BASIS OF ACTIVATION OF SOCIAL PARTNERSHIP

World experience shows that in the conditions of globalization and prompt innovative development the managers of the enterprises are stimulated to take care of staff competitiveness, continuous up-dating of their knowledge, abilities, and competences. These new tendencies happen because people become the creators of innovations, future competitive advantages of the enterprises and corporations. Therefore, the formation and support of competitive qualities of staff is not just a private affair in economically developed countries long ago. Experience of the socially oriented market economy countries shows that social partners – government, corporations, labor unions, political organizations, territorial communities are engaged in the solution of this problem. However, the potential of social partnership in this direction is almost not used in Ukraine. The problem becomes aggravated in the conditions of system crisis in the country that threatens with deterioration of labor potential, lowering of employees' competitiveness.

Developing the scientific approaches of R. Fatkhutdinov, M. Semykina, L. Lisogor and other researchers, we suggest to treat the term thus: "competitiveness of employees of the enterprise" is an existence of competitive advantages in knowledge, abilities, skills, competences in comparison with employees of other enterprises which allow, on the one hand, to realize labor potential more effectively, providing the bigger income, improving the quality of labor life, on the other to promote the strengthening of enterprise's competitive positions on the market.

In our opinion, the competitiveness of workers always reflects the quality of labor potential which is most demanded in current market conditions. The estimates of the worker's competitiveness depend on economic sector, specifics of the enterprise, workplace, and region.

The competitiveness at the level of certain workers is formed under the influence of a set of factors – demographic, economic, political, cultural, mental, national, geographical which define the conditions of the personality's formation in the course of upbringing, education, work, formation of interests, needs, motives of activities, purposes of achievements in work, self-realization, self-development.

The modern science tells about the opportunity and need of motivation of workers to increase own competitiveness. Thus the effect of such motivation as M. Semykina stresses, in many respects depends on lining of an effective social dialog between employers and hired workers (labor unions) thanks to which the purposes of the general activities, priorities of enterprise's competitiveness increase are coordinated with formation of long-time motivation of competitiveness in the labor sphere [6, p. 140-144]. Thus the formation of the competitive environment is not doing influential, but the progressive character of the social and labor relations (as pledge of the honest competition), existence of corporate social responsibility for results of activities, staff development, the organization of a real social dialog are more crucial.

However, the social partnership in Ukraine can't be defined as developed so far. The signing of collective agreements often happens formally, there is no basic monitoring over their execution.

The questions of employee's competitiveness of workers worry social partners a little in practice. Employers have mass of claims to labor quality, but thus are, as a rule, not ready to invest in its professional development, to create workplaces with a worthy salary. Instead of stimulation of aspiration to the continuous education, innovative activity, implementation of programs of continuous professional education developed by the social partners, we watch absolutely spontaneous processes of worker's competitiveness formation. The majority of employers give the solution of this problem to workers. The labor unions activity is reduced, generally it concerns questions of social protection of workers against the system crisis in Ukraine, there is no mature responsibility of social partners for a status of competitiveness of employees of the enterprises, its regulation with combined forces [7].

It is fair to emphasize that the problem was strengthened by difficulties of transition of economy of Ukraine to the market relations, long economic, socio-political crises, the low level of corporate culture. Thus, instead of the implementation of programs of the continuous professional education of the personnel developed by the social partners, experts watch deterioration of labor potential, lowering of competitiveness of workers.

In the conditions of system crisis in Ukraine these processes became especially obvious. The demographic factors worsened a situation: as a result of birth rate decrease the enterprise experienced the reduction of influx of young labor force, a phenomenon of "staff aging" became noticeable. The dominating age of staff is higher than 50 years, this certainly is reflected in personnel competitiveness. It is necessary to consider that workers of a pre-retirement and retirement age possess lower activity, mobility, a susceptibility to innovations, are often less ready to development and deployment of innovations. Programs of development of workers of advanced age at the enterprises are extremely rare. In turn, the outdated material basis of the enterprises, absence of own funds for purchase of the new equipment and technologies caused unattractiveness of workplaces for youth at the majority of the industrial enterprises [2; 8; 4].

It is worth noting that the social and labor sphere of Ukraine reflects numerous contradictions which testify to inconsistency of interests of employers and hired workers, low performance of social partners activities: widespread poverty of workers, polarization of the income in society, unjustified differentiation in the earnings of principals of the enterprises and subordinates, violations of the workers' labor rights in fact at each enterprise (2/3 of violations are in the sphere of compensation, time delays in payments of a salary, unfair dismissals [8].

Over 30% of workers are employed in the conditions which don't satisfy to sanitary and hygienic norms [2]. Deformations in the income are the result of absence of communication between growth of compensation and labor productivity, dependence of compensation on its complexity, educational and qualification levels of workers. These phenomena depreciate motivation to effective work, worsen quality of labor life, strengthen a conflict in the labor relations, and weaken attention to problems of competitiveness of staff.

Overcoming of these contradictions is hindered by negative tendencies in development of social partnership:

- in the conditions of undeveloped democracy, discharge of the state from the active regulation of the labor sphere and income, imperfection of the labor legislation,

feeble monitoring over violation of the labor law, the social dialog is more declared, than really is implemented;

- formation of social partnership still is on initial stage: employers don't have enough social responsibility, labor unions don't have real independence and activity in upholding of interests of hired workers;

- protective functions of labor unions in questions of compensation, saving and development of labor capacity of the enterprises, social protection of employed aren't used fully that is negatively reflected in authority of the trade-union organizations;

- collective contracts didn't become the effective instrument of influence on labor life yet; statistics of spanning of hired workers by such contracts are often combined with a widespread formalism in their signing.

In such conditions the processes of formation of competitive characteristics of labor potential lost the controllability. It is fair to emphasize that labor unions, based on researches of scientists, repeatedly raised these questions in press, at meetings, however except ascertaining these problems, the decision wasn't made.

From our point of view, the perspective of increase of employee's competitiveness of the enterprises in Ukraine is necessary to connect only with formation of corporate social responsibility, development of social partnership in practice.

In our opinion, the mechanism of social interaction which will help to regulate the competitiveness of workers is necessary. Such mechanism can be successful only in a case of carrying out the structural reforms in economy, its modernization. Without this it is difficult to expect the creation of new productive workplaces and effective modernization of old workplaces, increasing need of innovations, availability of higher skilled workers. The coordination of social partner's interests is extremely important to implement the complex of actions for investment into the creation of competitive workplaces, and also in training, retraining, and the continuous education of workers.

Developing the approaches of A. Kolot, S. Tsimbalyuk, we think that time of radical improving of a compensation policy at the enterprises, development of its multiple models came [2; 9, p. 3]. Thus we share the point of view of M. Semykina who suggests to treat a compensation policy in a broad sense as a set of actions, mechanisms, tools and levers of external motivational influence on labor behavior of the hired workers thanks to what within the existing legislation there is an exchange of the rendered labor services (results of work) for reward – the material and non-material benefits which serve as compensation of the physical, intellectual, creative, psychological efforts spent in the course of work, the acquired knowledge, abilities, skills and competences [5, p. 99].

The set of all compensations, including the material payments and rewards, the non-material benefits and services which are provided to the worker by the employer as a result of use of his knowledge, abilities, competences, abilities to work is the compensation packet [9, p. 67]. The theoretical analysis shows that there are many constructions of such packet in literature which are urged to serve as a model of reward of workers for the specific achieved success in work. Thus representations concerning the content of a compensation packet vary very much [9, p. 68-71].

In our opinion, the compensation packets should contain a wide set of "motivators", i.e. various compensations – economic, moral and psychological, social and status, social and economic. Thus the compensation packet can include additional

economic, natural and material incentives for achievement of competitive advantages in results of work, growth of professionalism of certain workers.

Thus, the regulation of competitiveness of hired employees of the enterprises requires special attention in the conditions of system crisis in Ukraine. The solution of this problem requires manifestation of corporate social responsibility, active interaction of the social partners directed on creation of the new workplaces and modernization of old ones, investment into the continuous education, professional development, creation of effective motivation to achievement of competitiveness. On the basis of the active social dialog it is necessary to enhance collective and contractual regulation of work, to develop the compensation policy stimulating effective work and growth of competitiveness. Perspectives of further researches require development of estimation methods of competitiveness of different categories of workers.

References:

1. Даневич М.В. Формування механізмів забезпечення конкурентоспроможності працівників в умовах впливів глобалізації / М.В. Даневич // Вісник Академії праці і соціальних відносин Федерації профспілок України. – К.-2011. – №1 – С. 112-119
2. Колот А. М. Соціально-трудова сфера: стан відносин, нові виклики, тенденції розвитку: монографія / А. М. Колот. – К.: КНЕУ, 2010 – 251 с.
3. Корпоративная социальная ответственность: управленческий аспект: монография / под общ. ред. д.э.н., проф. И. Ю. Беляевой, д.э.н., проф. М. А. Эскиндарова. — М.: КНОРУС, 2008. — 29 с.
4. Лісогор Л.С. Конкурентність ринку праці: механізми реалізації: монографія / Л.С. Лісогор. – К.: Ін-т демографії та соціальних досліджень НАНУ, 2005. – 168 с.
5. Семикіна М. В. Компенсаційна політика як важіль активізації інноваційної праці / М. В. Семикіна, Т.І. Жеребченко // Соціально-трудова відносини: теорія та практика: зб. наук. пр. – 2014. – № 2(8). – К.: Ін-т соціально-трудова відносин КНЕУ. – С. 97–103.
6. Семикіна М.В. Регулювання конкурентоспроможності у сфері праці / Відп. ред. В.В. Онікієнко. – Кіровоград: ПВЦ "Мавік", 2004. – 146 с.
7. Соціальна відповідальність: теорія і практика розвитку: монографія / [А.М. Колот, О.А. Грішнова та ін.] ; за наук. ред. д-ра екон. наук, проф. А.М. Колота. – К.: КНЕУ, 2012. – 501с.
8. Соціально-трудова відносини: проблеми гармонізації: [колективна монографія] / М.В. Семикіна, З.В. Смутчак, С.Р. Пасєка та ін. / За ред. М.В. Семикіної. – Кіровоград: КНТУ, «КОД», 2012. – 300 с.
9. Цимбалюк С.О. Компенсаційна модель винагороди за працю: теоретико-методологічні та прикладні аспекти: монографія / С.О. Цимбалюк. – К.: КНЕУ, 2014. – 359 с.