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STAFF DEVELOPMENT OF SMALL FOOD INDUSTRY ENTERPRISES IN UKRAINE AND THE EUROPEAN UNION: COMPARATIVE ASPECT

The article substantiates the relevance of the research on the personnel development of small enterprises of the food industry in Ukraine and the countries of the European Union and identifies the main economic entities that provide the personnel development of small enterprises of the food industry. On the basis of a comparative analysis of a number of indicators, the author identified from the European countries the leaders and countries the outsiders in the implementation of measures for the personnel development of small enterprises in the food industry. In addition, on the basis of the surveyed statistical data, the trends of the personnel development of small enterprises of the food industry in Ukraine and the European Union countries were singled out. The author substantiates the necessity of state regulation in ensuring the development of personnel of small enterprises of the food industry and proposes the main directions of its implementation.

Key words: *staff development, costs of enterprises, personnel upgrading, corporate social responsibility, small enterprises, food industry.*

Problem statement. The theory of human capital of T. Schultz and G. Becker, as well as the theory of intellectual capital of L. Edvinson, justified and proved that the main competitive advantage of modern enterprises of any size and type of activity is highly qualified personnel. This is confirmed by the fact that the economic effect of investments in personnel development is higher than that of investments in the means of production: an increase in the cost of training employees by 10% leads to an increase in labour productivity by 8.5%, while the same investment in capital allows you to get only 3.8% growth. In Western Europe, investments in human capital account for about 75% of the increase in national wealth [2, p. 136].

Thus, the leading role of the high-quality labour force in providing prospects for the development of domestic small enterprises of the food industry determines the objective need for the continuous growth of the qualification level of personnel, which occurs through the continuous development of employees. Investments in personnel development are one of the main factors in increasing its productivity, overcoming crisis phenomena, and achieving high rates of economic growth. At the same time, personnel development becomes the basis of enterprise sustainability in the strategic dimension [7].

Analysis of recent research and publications. The theoretical substantiation of the problem of personnel development found in the writings of representatives of the Chicago School of the theory of human capital – T. Schultz, G. Becker, J. Mincer, and E. Denison. Among the local scientists who have made a significant contribution to the study of this problem, we can mention V. Anto-

niuk, O. Hrishnova, I. Hruzina, I. Hnybidenko, V. Daniuk, A. Kolot, E. Libanova, I. Petrova, T. Petrova, V. Savchenko, M. Semykina, A. Tkachenko, L. Shaulska, etc. Theoretical and applied aspects of personnel development in the field of agriculture are reflected in the results of the studies of N. Martyniuk, T. Repich, and D. Cherevko. Features of the development of the personnel in conditions of innovative changes were examined by T. Chervinska, and innovative methods of staff development – by A. Hetman.

Despite the increased attention of scientists to this problem, the issues of the development of personnel of small food enterprises in Ukraine and the European Union, as well as the role of the state in ensuring the development of personnel of these enterprises still remain out of attention.

Formulation of the objectives of the article. The aim of our study is a comparative analysis of the personnel development of small enterprises in the food industry in Ukraine and in the countries of the European Union.

Presentation of the main material of the study. Today in the world economic system, the paradigm of development and increase of efficiency of public production on the basis of use of knowledge and innovations is formed [9, p. 80]. Under these conditions, the development of personnel is of particular importance, because without the presence of employees of appropriate quality, it is impossible to effectively use the potential of the latest technical means, technologies, and management methods. Only thanks to professional personnel it is possible to provide qualified management, high level of the organization of work and production, efficiency of system of motivation of work, timely and high-quality performance of production

tasks, innovation in the implementation of production and marketing strategy, that is all due to what small enterprises can resist big in the conditions of uneven technical and technological equipment of production [3, p. 75].

It should be noted that it is impossible to absolutize the role of personnel in ensuring the competitiveness of enterprises since the resource, technical and technological support of enterprises, their functionality, market positions, location, and other factors are also very important, but most of them are derived from the influence of the personnel of the enterprise, including management and organizational decisions of its management and the results of the entire team. Another confirmation of the priority of personnel in ensuring the competitiveness of the enterprise is that the formation of a kind of set of competencies of personnel, their constant development, as well as the specifics of the organization and motivation of labour can become inaccessible to competitors. In addition, enterprise-specific collective knowledge and organizational culture, which form the so-called non-codification capital, often cannot be copied or transferred to another enterprise. Thus, the ability of an enterprise to train and develop its employees faster than its competitors is a source of its economic, social, and strategic advantages not only in industry or territory but also nationwide and internationally. At the same time, it is an effective means of strengthening and accumulation of personnel potential of employees of the enterprise, increase of the general intellectual level of the person that will allow improving the moral and psychological climate in structural divisions of the enterprise and reducing staff turnover.

The main subjects that ensure the development of personnel of small enterprises of the food industry are the state and the enterprise. Workers and international organizations play a secondary role. The role of the state is to encourage small food-processing enterprises to take social responsibility. For example, in a number of countries (Belgium, Denmark, the Netherlands), with the assistance of the

government, employers and trade unions establish funds for the development of training, retraining and advanced training of personnel, the terms of use of which are regulated by collective agreements; in other countries (France, India, Ireland, Pakistan, Malaysia, Nigeria, Singapore, Latin American countries), governments have introduced mandatory staff training schemes for companies, which mainly provide for a tax to finance the training of employees; in Germany and Chile, governments have encouraged companies that provide staff training, primarily through the introduction of tax incentives [8, p. 32]. However, there are countries (UK, Canada, Netherlands, USA, Ukraine, Sweden), whose governments do not control the process of training and development of personnel at enterprises.

As for the participation of small enterprises of the European Union in personnel development, in 2015 their share was 69.3% on average, which is 7.2 percentage points more than in 2010 and 14.4 percentage points more than in 2005. Latvia (99.9%), Norway (99.0%), and Sweden (92.0%) were the leading countries for personnel development in small enterprises in 2015, Greece (18.6%), Romania (21.7%), and Bulgaria (38.2%) were outsiders (Fig. 1).

With regard to the development of personnel in enterprises of the European Union, which work in the field of wholesale and retail trade, transport, accommodation, and food, in 2015 their share increased compared to 2010 in almost all countries (Fig. 2). The exceptions are Denmark, Greece, Croatia, Cyprus, and Hungary, where the share of the studied enterprises in 2015 compared to 2010 decreased by 5.9 p.p., 5.7 p.p., 0.5 p.p., 1.0 p.p. and 6.9 p.p. respectively.

According to a survey conducted by the Centre for Corporate Social Responsibility's Development in Ukraine in 2018, 76% of companies which implement corporate social responsibility, implement a policy of development and improvement of working conditions of personnel [4, p. 22]. In addition, the priority areas of CSR implementation for multinational companies are personnel deve-

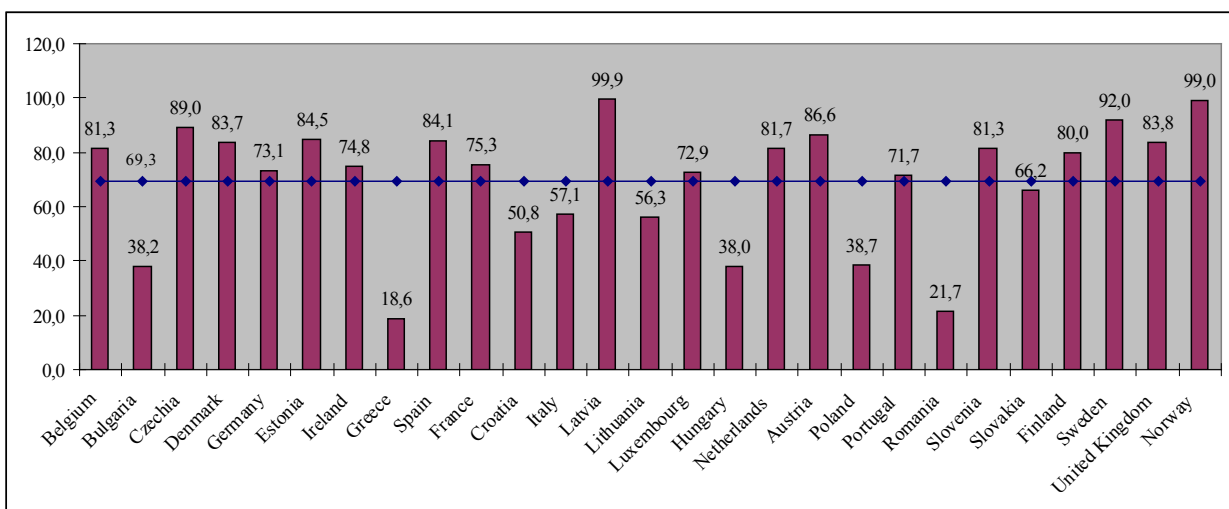


Fig. 1. Share of small enterprises (10-49 persons) of the European Union countries that were engaged in personnel development in 2015

Source: developed by the author on the basis of 5

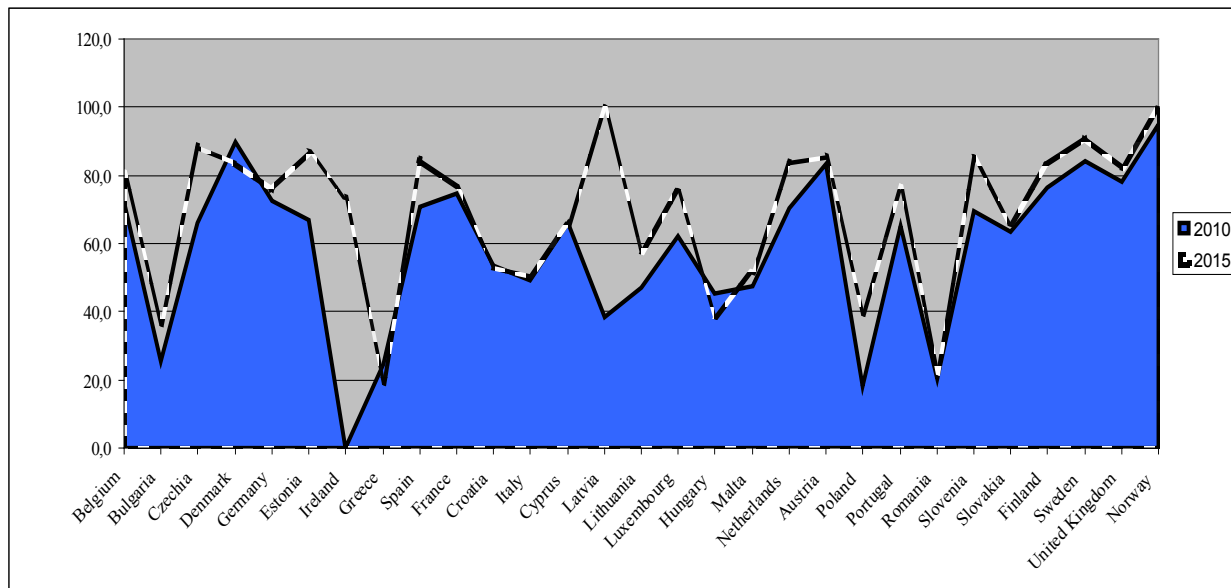


Fig. 2. The share of enterprises of the European Union countries that worked in the field of wholesale and retail trade, transport, accommodation, and food service activities, and engaged in personnel development in 2010–2015

Source: developed by the author on the basis of 5

lopment and support (10 out of 11 companies) [4, p. 23]. The latter is also confirmed by the fact that 44.5%¹ of all surveyed companies carry out and support professional/career training of employees, which proves the gradual increase in the share of enterprises in Ukraine that implement personnel development and support programs [4, p. 33]. Analysis of the situation on regional distribution showed that the largest share of companies engaged in personnel training is located in the East of Ukraine [4, p. 23].

The status and development trends of personnel in small enterprises can also be monitored by analysing their costs of staff development. Thus, in 2015, the average annual costs of small enterprises in Latvia, which was the leader among the countries in which most small enterprises are engaged in training and development of personnel, amounted to only 51 euros/person, while in Norway – 892 euros/person, Sweden – 834 euros/person, Luxembourg – 680 euros/person, and the Netherlands – 675 euros/person (Fig. 3). As for Ukraine, the average monthly costs of all enterprises for vocational training in 2010 and 2014 amounted to only 6 UAH/person (72 UAH or 3.83 euros per year per person²), and at the enterprises engaged in the production of food, beverages and tobacco products 4 UAH/person (24 UAH or 1.28 euros per year per person), at the enterprises of temporary accommodation and catering – only 1 UAH/person (12 UAH or 0.64 euros per year per person) [5].

In addition, it is worth noting that in all countries, except the UK, the costs of small enterprises for staff development are lower than the costs of medium and large enterprises. The largest differences are observed in Poland

(staff development costs for small enterprises account for only 27.85% of average staff development costs for all enterprises), Romania (30.95%), and Denmark (35.02%). In the UK, the situation is the opposite – the cost of staff development of small businesses exceeds the average annual development costs by 22.18%. This indicates that medium and large enterprises invest much less in personnel development.

If we examine the costs of enterprises for the development of personnel who work in the field of wholesale and retail trade, transport, accommodation, and food service activities, in 2015, the leaders among the European Union countries were Denmark (2079 euros/person, which is 27.94% higher than the average annual cost of personnel development in general) and Portugal (272 euros/person, which is 3.82% higher than the average annual cost of personnel development in general) (Fig. 4).

Thus, there is a significant difference in the development of personnel of small food enterprises in the European Union and in Ukraine, not in favour of the latter. Therefore, we believe that at this stage the primary role in the development of personnel of the enterprises under study in Ukraine should belong to the state. This conclusion is also confirmed by the situation that has developed in the UK: despite the fact that according to the results of the survey, which was conducted in 2017 among 2000 small business owners in the UK, 91% of owners recognize the value of training and development of personnel, both in terms of increasing the employee’s contribution to the business and in terms of the content of employees, only 43% of small business owners

¹ Distribution of respondents’ answers to the question “Which of these activities for the staff is carried out by your company?”

² The Euro exchange rate as of 01.12.2014 amounted to UAH 18,7949.

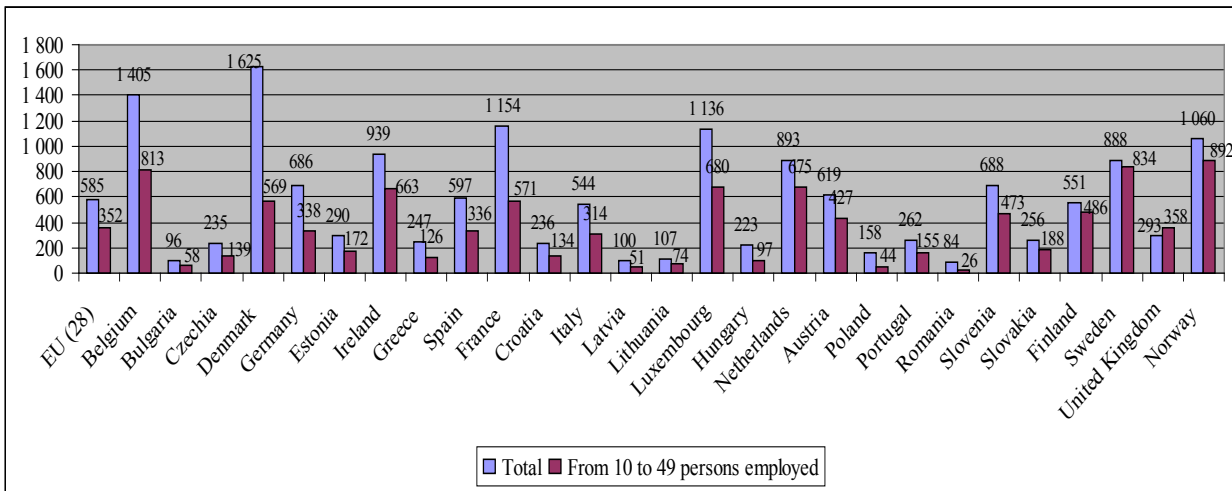


Fig. 3. Costs of small enterprises of the European Union for staff development in 2015, Euro/person

Source: developed by the author on the basis of 5

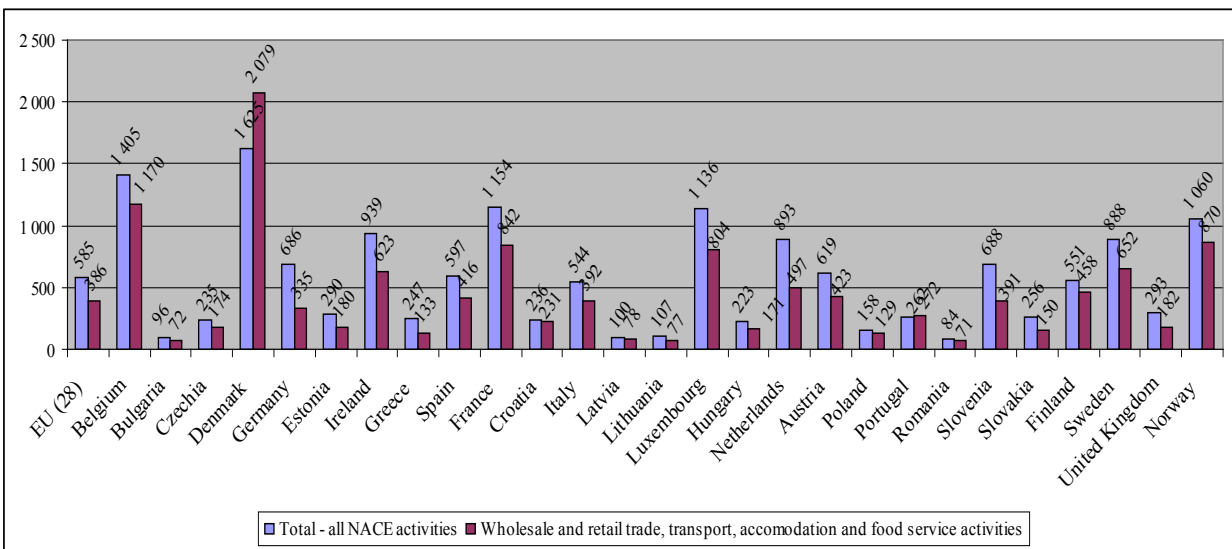


Fig. 4. Expenses of enterprises of the European Union countries that worked in the field of wholesale and retail trade, transport, accomodation, and food service activities for staff development in 2015, Euro/person

Source: developed by the author on the basis of 5

make such investments. The main reasons that small businesses do not offer their employees training and development program are the cost of training (43%) and the lack of access to suitable training options (34%) [1].

That is why, in our opinion, the main state measures to ensure the development of personnel of small enterprises of the food industry should be:

- 1) development of regulations on staff training and development;
- 2) organization of all-Ukrainian and international exhibitions (seminars) of food industry products;
- 3) development of the qualification system;
- 4) development of platforms for training and advanced training of employees;
- 5) grants, competitions for free training of employees (advanced training); vouchers for training; financ-

ing through the system of the public-private partnership; financing through the system of social partnership; application of the system of preferential taxation for enterprises;

6) explanatory work among enterprises on the need to improve the skills of employees;

7) awareness-raising programmers for companies on the principles and practices of social responsibility, including the use of international experience.

Conclusions. Thus, a critical analysis of the development of the personnel of small enterprises of the food industry in Ukraine and countries of the European Union in 2010–2015 has allowed identifying some trends: 1) the share of small enterprises in the EU that are engaged in the development of personnel is growing every year (in 2015, on average, their share was 69.3%, which is 7.2 p.p. more than in 2010 and 14.4 p.p. than in 2005); 2) the share of

enterprises in the European Union that have worked in the field of wholesale and retail trade, transport, accommodation, and food service activities, and engaged in personnel development is also growing annually; 3) in all countries, except the UK in 2015, the cost of small enterprises for personnel development is lower than the cost of medium and large enterprises (in Poland, the cost of personnel development of small enterprises is only 27.85% of the average cost of all enterprises for personnel development); 4) every year in Ukraine, the number of enterprises engaged in cor-

porate social responsibility is growing, 76.0% of which in 2018 implemented a policy of personnel development and working conditions, although the average monthly costs of enterprises for personnel development remain scanty; 5) in most countries, the main role in personnel development belongs to the state and enterprises. Despite the latter, it should be remembered that market relations require the support of competitiveness in relations between employees, which, in turn, should encourage them to self-education. Our further publications will be devoted to this problem.

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РОЗВИТОК ПЕРСОНАЛУ МАЛИХ ПІДПРИЄМСТВ ХАРЧОВОЇ ПРОМИСЛОВОСТІ В УКРАЇНІ ТА КРАЇНАХ ЄВРОПЕЙСЬКОГО СОЮЗУ

У статті обґрунтована актуальність дослідження розвитку персоналу малих підприємств харчової промисловості в Україні та країнах Європейського Союзу та визначені основні економічні суб'єкти, які забезпечують розвиток персоналу малих підприємств харчової промисловості. На основі порівняльного аналізу ряду показників (частки малих підприємств, які займалися розвитком персоналу; частки підприємств, які працювали у галузі харчової промисловості, та займалися розвитком персоналу; витрат малих підприємств на підвищення кваліфікації персоналу; витрат підприємств, які працювали у галузі харчової промисловості, на підвищення кваліфікації персоналу) автором серед європейських країн були визначені країни-лідери та країни-аутсайди у здійсненні заходів з розвитку персоналу малих підприємств харчової промисловості. Крім того, на основі досліджених статистичних даних були виокремлені тенденції розвитку персоналу малих підприємств харчової промисловості в Україні та країнах Європейського Союзу. Критичний аналіз досвіду Європейських країн щодо втручання урядів у процеси розвитку персоналу підприємств, а також вище виокремлені тенденції розвитку персоналу, дозволили зробити висновок щодо необхідності державного регулювання означених процесів шляхом: розробки платформ з навчання та підвищення кваліфікації працівників; фінансування навчання працівників (підвищення кваліфікації) через систему державно-приватного та соціального партнерства; застосування системи пільгового оподаткування для підприємств, які здійснюють розвиток персоналу; розробки та впровадження просвітницьких програм з питань підвищення обізнаності компаній про принципи і практики впровадження соціальної відповідальності. Разом з тим, в статті зазначається, що непотрібно абсолютизувати роль держави у підвищенні кваліфікації персоналу, оскільки в умовах підвищеної конкуренції на товарних ринках власне підприємства мають бути зацікавлені у здійсненні розвитку персоналу, а також конкуренція між потенційними працівниками на ринку праці стимулює їх до саморозвитку.

Ключові слова: розвиток персоналу, витрати підприємств, підвищення кваліфікації персоналу, корпоративна соціальна відповідальність, малі підприємства, харчова промисловість.

РАЗВИТИЕ ПЕРСОНАЛА МАЛЫХ ПРЕДПРИЯТИЙ ПИЩЕВОЙ ПРОМЫШЛЕННОСТИ В УКРАИНЕ И СТРАНАХ ЕВРОПЕЙСКОГО СОЮЗА

В статье обосновывается актуальность исследования развития малых предприятий пищевой промышленности Украины и Евросоюза и определены основные экономические субъекты, которые обеспечивают развитие малых предприятий пищевой промышленности. Основываясь на сравнительном анализе ряда индикаторов, автором среди европейских стран были определены страны-лидеры и страны-аутсайдеры в разработке мер по развитию персонала малых предприятий пищевой промышленности. Кроме того, на основе исследуемых статистических данных были выделены тенденции развития малых предприятий пищевой промышленности Украины и стран Евросоюза. Автор обосновал необходимость государственного регулирования в обеспечении развития персонала малых предприятий пищевой промышленности и предложил основные направления его реализации.

Ключевые слова: развитие персонала, расходы предприятий, повышение квалификации персонала, корпоративная социальная ответственность, малые предприятия, пищевая промышленность.