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**ASSESSMENT OF BUSINESS ACTIVITY AND PROFESSIONAL ORIENTATION
OF PERSONNEL OF BUSINESS ENTITIES**

The article presents the results of research on the assessment of business activity and professional orientation of personnel of business entities. It is substantiated that in the conditions of modern management, high requirements are imposed on the accounting of socio-psychological factors that affect intellectual activity. In this regard, within the framework of the general strategy of intellectual capital management and based on information from the knowledge base about the intellectual potential of employees, managers need to form potential additional intellectual products and services that can be useful in reorienting the professional activities of personnel and assessing business activity. It is proved that intellectual capital is the basis for ensuring competitive advantages of modern enterprises. These advantages are determined by the adequacy of the intellectual potential of employees and effective management, which creates conditions for the disclosure of personal professional and collective skills. Attention is focused on the fact that currently the traditional relationship between employees and the administrative management of enterprises is in crisis in the short term. The development of new strategies, personnel policies and approaches to personnel management requires time, economic overload and taking into account the impact of war. To solve this problem, the authors proposed a model for determining the organizational and economic feasibility of attracting intellectual potential based on outsourcing. The conceptual framework for managing personnel development proposed by the authors can serve as tools for internal management of the reproduction of intellectual capital of enterprises.

Keywords: *business; business activity; innovative potential; management; personnel; personnel selection; professional orientation; retraining.*

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**ОЦІНКА ДІЛОВОЇ АКТИВНОСТІ І ПРОФЕСІЙНОЇ ОРІЄНТАЦІЇ
ПЕРСОНАЛУ СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ**

В статті представлено результати досліджень, щодо оцінювання ділової активності і професійної орієнтації персоналу суб'єктів господарювання. Обґрунтовано, що в умовах сучасного господарювання пред'являють високі вимоги до обліку соціально-психологічних чинників, що чинять вплив на інтелектуальну активність. В зв'язку з цим у рамках загальної стратегії управління інтелектуальним капіталом і на підставі інформації бази знань про інтелектуальний потенціал співробітників, менеджерам необхідно формувати потенційні додаткові інтелектуальні продукти та сервіси, які можуть бути корисними при переорієнтації професійної діяльності персоналу та оцінці ділової активності. Доведено, що інтелектуальний капітал – основа забезпечення конкурентних

переваг сучасних підприємств. Ці переваги визначаються достатністю інтелектуального потенціалу співробітників і ефективним управлінням, що створює умови для розкриття особистісних професійних і колективних навичок. Акцентовано увагу на те, що наразі традиційне відношення між працівниками і адміністративним управлінням підприємств є кризовими в короткостроковому періоді. Розробка нових стратегій, кадрової політики і підходів до управління персоналом вимагає часу, економічного перевантаження і врахування впливу війни. Для вирішення цієї проблеми авторами запропоновано модель визначення організаційної та економічної доцільності залучення інтелектуального потенціалу на основі аутсорсингу. Запропоновані авторами концептуальні основи управління розвитком персоналу можуть слугувати інструментами внутрішнього управління відтворенням інтелектуального капіталу підприємств.

Ключові слова: бізнес; ділова активність; інноваційний потенціал; управління; персонал; підбір персоналу; професійна орієнтація; перекваліфікація.

Problem statement. In the process of solving diverse tasks of intellectual resource development management, in particular, making decisions on the feasibility of outsourcing knowledge, the company's management needs to have detailed information about employees, the most important component of which is information about the business activity and professional orientation of the personnel.

Unresolved parts of the problem. In the process of forming a human resource, with an orientation towards improving the quality of the intellectual product, based on the adopted concept, developed models and methods, the business activity of the company's employees is assessed. The algorithm for implementing the methodology for assessing potential opportunities ("resources" in the aforementioned concept), performance results and reputation of an employee in the team contains five stages:

- 1) creating an information base;
- 2) structuring the system of indicators;
- 3) setting primary indicators and translating them into relative values;
- 4) calculating level and index indicators;
- 5) forming a qualitative assessment of the state of the human resources of the unit ("expert's resume").

The developed methodology allows you to obtain information about personnel activities from the perspective of Total Quantity Management (TQM) at the enterprise.

The purpose of the article is to study the methodology for assessing business activity and professional orientation of enterprise personnel.

Analysis of the main articles by research problem. Currently, the labor market is considered the most turbulent of all markets and is characterized by the most acute struggle for talents, knowledge and competence of specialists [4, 8]. The conditions of interaction of employees with the enterprise are becoming more severe, their loyalty to organizations is decreasing, and mobility is increasing. Frequent job changes lead to significant costs for enterprises, the need to recruit and retain personnel. In this regard, the following aspects of analysis were selected to characterize the state of personnel and determine the development prospects: personnel structure, dynamics of movement and requirements for the main categories of personnel.

Presentation of the main material The concept of "Three P", implemented in the developed methodology for assessing the business activity of personnel, and the open structure of the indicator system allow:

- to logically build a system of values, using as a basic intangible resource the potential capabilities of the enterprise's employees;

- to orient the activities of personnel towards the implementation of the strategy developed by the management through their motivation and stimulation to increase competence and professionalism;

- to evaluate the results of work, predict and reveal problems, even according to "weak signals";

- to observe, analyze and characterize the general state of the socio-technical system operating in a complex and dynamic environment;

- to assist enterprise managers in forming groups and developing effective solutions.

It implements a systematic approach based on the principle of "part to total", that is, from assessing the activities of an individual employee to assessing the effectiveness of the functioning of the entire enterprise – a manufacturer and supplier of quality products (services).

All assessments are dimensionless and are expressed in relative indicators, called level and index quality indicators.

Level indicators are determined by the sum of the products of indicators by their weight coefficients, which are set, as a rule, by expert means.

Index indicators are determined by the ratio of level indicators or parameters taken for the current (t) and past (baseline – b) periods, in dimensionless integers, fractions, percentages. A single algorithm is used to calculate level and index indicators.

The information base is built taking into account the concept of "Three P" and contains data necessary for assessing resources, results and reputation.

To assess the resource capabilities of personnel, characteristics of subjects and indicators characterizing professional results over the past period of work are collected. To assess the results, data on the values of primary indicators are collected. When assessing the reputation of an employee, indicators of activity efficiency, productivity and surveys of team members are compared.

The most difficult stage is considered to be the structuring of the system of indicators by hierarchy levels, taking into account the logical relationship between them. Thus, primary (η) indicators constitute the first (lower) level, group (δ) indicators constitute the second level, summary (θ) indicators constitute the third level, and so on. At the last (upper) level, an integral assessment is formed. The complexity of this stage is explained by the variety of requirements, conditions, characteristics, cause-and-effect relationships, as well as the tasks solved by the system. However, it is here that the greatest opportunities for creativity are hidden, since the hierarchy of indicators must accurately characterize the features of the assessed subjects. Primary indicators can be specified quantitatively in the appropriate units of measurement - percentages or points. For the assignment in points, four-, five-, and ten-point qualimetric scales are usually used. Given the heterogeneity of the primary indicators, the latter must be recalculated (taking into account the target trend) by comparing the values obtained for the current and past periods.

The target trend "The more, the better" (for example, in relation to the productivity of developers) is determined by comparing the values of the indicators

$$\eta_i^0 = \frac{\eta_i^T}{\eta_i^B}$$

and the target trend "The less, the better" (for example, in relation to costs), on the contrary:

$$\eta_k^0 = \frac{\eta_k^B}{\eta_k^T}.$$

Thus, the relative primary indicator (η_i^0) can take on the following values:

$\eta_i^0 = 1$, which means the invariance of the indicator during the observations;

$\eta_i^0 > 1$ – indicates an increase in the value of the indicator;

$\eta_i^0 < 1$ – characterizes its decrease.

In order to move on to relative values, it is enough to compare the actual value of the primary indicator at the current moment of time with the base value of this indicator. As a base value, you can take a standard, standard, ideal – a progressive value achieved in other firms, countries or planned at this enterprise.

If, when compared with the ideal, the relative value of the primary indicator turns out to be equal to one, then the result can be considered optimal (i.e., there is no need to spend unnecessary resources and efforts on exceeding the ideal).

To calculate the level group indicators (δ), relative primary indicators (η_i^0) are used, "weighted" taking into account their weight (q_i)

$$\delta = \sum_{i=1}^n \eta_i^0 q_i.$$

where $i=1 \div n$; n is the number of primary indicators combined into a group indicator.

The calculation of summary indicators is carried out similarly:

$$\theta = \sum_{j=1}^m \delta_j^0 q_j,$$

where $j=1 \div m$; m – the number of group indicators combined into a summary indicator.

Calculations of indicators of the following levels are made in the same way.

Finally, an integral assessment is formed. Weight coefficients are set by experts, and $\sum q_i = 1$.

To track the dynamics of changes in level indicators, an index assessment is used, which can be obtained by comparing level indicators for the current and past periods, which are taken as a reference base. The index assessment is expressed in percentages or dimensionless numbers. Taking into account the target trend, index indicators are determined as follows:

$$J_\delta = \delta^T / \delta^6 ; J_\theta = \theta^T / \theta^6 \text{ – in integers or fractions or} \\ J_\delta = \delta^T / \delta^6 \times 100\% ; J_\theta = \theta^T / \theta^6 \times 100\% \text{ – in percentages.}$$

Thus, using the index indicator, it is possible to determine the trends of changes in the activities of each employee.

The application of this technique is illustrated by the example given in the Table 1. When filling out the table, the status (S_i) of the employee is first indicated – the position he occupies in the unit. The status values are set by the manager. This technique uses five status values from 0 to 4.

The range of status values from 0 to 1 corresponds to low values of the primary indicators. The range of values from 3 to 4 indicates high status.

Information about the resource "base" of an employee – a management subject is updated annually in the event of advanced training, is used in the assessment of the knowledge base and is stored in the unit to determine the business activity index, such a calculation can be carried out quarterly, accumulating data for managing the employee's career. It is advisable to analyze data on performance results quarterly (as planned tasks are completed) and take them into account when assessing the group's performance.

The assessment of the reputation of the subject can be carried out less often, for example, once every three years or when an employee is transferred to another position. Weighting coefficients are established by expert means and stored for a long period to prevent distortion of assessments.

Table 1
Example of evaluating staff business activity

Subject type	Name of indicators by category "Three P"	Proposed set of indicators	Status (Si) of business activity indicator values, score						Indicator weight q Σ q = 1	Level of business activity of the entity, score		Business activity index of the entity		
			4	3	2	1	0	at the moment		for the past period				
Human subject	1	2	3	4	5	6	7	8	9	10	11	12	13	
	Basic resource	Age		30-45	23-30 45-60	20-25 60-65	18-20 65-75	до 18 років між 75	0,05	0,35	Σ S ^(t) q _i = 1,82	Σ S ^(t-1) q _i = 1,7	$J_{IAK} = \frac{\sum_{i=1}^n S^{(t)} q_i}{\sum_{i=1}^n S^{(t-1)} q_i} = 1,07 \text{ або } 107\%$	
		Education	Diploma, certificate, two diplomas	Higher education, doctor, professor	Higher education, candidate, associate professor	Higher education, bachelor's, master's	Secondary technical education, courses, college	Secondary technical education, none, special knowledge	0,15					
	Activity result	Experience	Work by profession, years	More than 7	3-7	1-3	до 1	до 18 років	0,15					
		Professional achievements	Quantity, scope of work, efficiency, customer satisfaction	High			Normal		Low	0,25	0,4			
	Reputation of the entity	Competence and creative endeavors	Development of new projects	"Creator"					Performer	0,1				
Manager's organizational successes			Change agent			Constructive cooperation		Resistance to change	0,05					
	Responsibility	Special knowledge of the profession. Directed activity that coincides with the interests of the enterprise, the ability to perceive new	A professional in demand on the market			Specialist		Beginner	0,08	0,25				
	Involvement in the work of the enterprise	Independence, focus, demandingness, diligence, commitment	High			Moderate		Low	0,12					
		Following the goals of corporate culture, ability to work in a team	Focus on the interests of the company			Balance of interests		Orientation to one's own interests	0,05					

The information obtained as a result of evaluating the elements of the "Three P" concept of each responsible employee of the enterprise allows you to form a "picture" of the intellectual resource of competencies and professionalism, radically change and accelerate the selection of personnel, improve the system of motivation and stimulation of activity in the necessary areas, and purposefully manage the development of personnel in the process of forming and multiplying the intellectual capital of the enterprise.

Conclusions and research prospects. Personnel development is the basis of a strategic orientation towards strengthening the competitive advantages of enterprises, which determines the particular relevance of the theoretical elaboration and methodical formalization of the process of developing personnel management:

The proposed approach allows us to study various strategies for enterprise development and explains the trends and features of the interaction of entities in the external environment. Each component of the concept changes over time and is subject to the actions of many factors. This allows us to study the dynamics of the development of entities, characterizing different situations that differ in the values of the resource, result and reputation.

Long-term observations of behavioral reactions of personnel and diagnostic studies of actions of various types, systematically conducted by the author, revealed the need to improve manageability and operational adoption of optimal management decisions in conditions of significant uncertainty based on modeling methods.

Taking into account the fact that the presented concept has an "open architecture" – a variable set of performance evaluation criteria, modeling of organizational development processes was performed in the ARIS system. The methodology of this system, which is a leader in the field of modeling the activities of enterprises, is fully consistent with this concept.

The management of the intellectual capital of the enterprise is associated with providing managers with complete, reliable and timely information in this area. This area is vital for enterprises, the effectiveness of which directly depends on the creative intellectual activity of key specialists. In this regard, managers are faced with the acute problem of determining the feasibility of attracting specialists on the basis of outsourcing. To solve this problem, the author proposed a model for determining the organizational and economic feasibility of attracting intellectual potential on the basis of outsourcing.

Thus, the conceptual foundations of personnel development management proposed by the authors can serve as tools for internal management of the reproduction of intellectual capital of enterprises.

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