

Ukrainian experience of personnel vocational training: problems and prospects

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A critical analysis of the Ukrainian experience of vocational training of personnel is conducted in the work. The statistics data on the number of employees who participated in vocational training activities during 2016-2018 are presented and analyzed. Based on the analysis, the main reasons for the low interest of Ukrainian business owners in the personnel vocational training were identified. In the work, the author also has highlighted the factors that restrain and activate the development of vocational training of personnel at Ukrainian enterprises. In order to increase the efficiency of professional development of personnel at Ukrainian enterprises, the author proposes to use modern methods for this purpose. Because traditional methods do not produce the desired results. Ukrainian enterprises need to invest in staff training, which is the main reserve for improving their performance.

Keywords: personnel vocational training, enterprise, advanced training, methods of personnel development.

Introduction

The successful operation of business entities requires adequate resources. In particular, every enterprise needs: financial, technological, material, information and human resources. It is impossible to ensure high performances without them. At the same time, the centerpiece in each organization is assigned to human resources, i.e. personnel. Since the success of business activities to a large extent depends on the personnel as well as the use of all other resources. It is the personnel who manage and use technological, material, informational and financial resources. The availability of all other resources loses its exceptional value due to the lack of qualified personnel.

Consequently, every business entity needs to have exclusively qualified and professional personnel. It is quite difficult to find top-notch

personnel in the modern labor market, to win the fight for them from the competing companies, and it is also necessary to spend a lot of time for their further orientation. Therefore, modern enterprises need not just to find skilled personnel, but to try to «grow» them independently. In addition, the knowledge of the personnel in today's transient scientific and technological progress can become obsolete. In view of the foregoing, modern Ukrainian enterprises should enable employees to satisfy their need for vocational training.

Goal setting The purpose of the work is to highlight the main aspects of personnel vocational training at Ukrainian enterprises, as well as to identify the main problems and ways to solve them.

Material and Method

The following methods of scientific research were used in the work to solve the tasks: systematization and generalization – to study

the nature and importance of personnel vocational training, explanation and classification – to study different methods of personnel

vocational training, analysis and synthesis – to study the target goal thoroughly, statistical – to analyze the tendencies of the object of research, abstract and logical – to summarize the work, induction method – to form generalized conclusions, table and graphics – to visualize

statistics. The scientific database of domestic and foreign researchers in the field of personnel management, as well as data of official state Ukrainian statistics, was the information base of the research.

Results and discussion

Vocational training can improve the skills of employees and update their knowledge. In turn, employees can bring new knowledge to the enterprise, which will result in higher production volumes, productivity, profits, while reducing costs through the more rational use of resources (Bay, 2018)). When enterprises are constantly working to implement high-tech technologies, they need workers who can successfully work with them and use them in their work activities. Knowledge of working with the latest technologies is possible only through personnel vocational training. All this confirms the necessity and urgency of personnel vocational training at Ukrainian enterprises.

Notable is the trend in which more successful enterprises are those that annually invest significant financial resources into the development of their staff (Chervinskaya, 2015). Such enterprises invest in their long-term development. Investments made in personnel are sure to justify themselves and will be returned through more efficient personnel work.

In order to study the real status of personnel vocational training at Ukrainian enterprises, it is advisable to use official statistics (Table 1). The basis for the study is the period for 2016-2018.

Table 1. Training and advanced training of personnel at Ukrainian enterprises by place of study for the period 2016-2018.

Indicator	2016 year	2017 year	2018 year	Absolute deviation (+;-) 2018 year from	
				2016 year	2017 year
Total number of registered full-time employees	8088	7948,3	7883,3	-204,7	-65
Total number of employees who have received training and advanced training, thousand people	1206,9	1322	1389,6	182,7	67,6
% with the previous year	-	109,5	105,1	105,1	-4,4
% of the number of registered full-time employees	14,92	16,6	17,6	2,7	1,02
including training in new professions, (thousand people)	230	289	311	81	22
% of the number of registered full-time employees	2,8	3,6	3,9	1,1	0,3
% with the previous year	-	125,7	107,6	107,6	-18,1
including the number of employees in the workplace (thousand people)	170,9	218,5	237,6	66,7	19,1
in educational institutions	59,1	70,5	73,4	14,3	2,9
advanced training (thousand people)	976,9	1033	1078,6	101,7	45,6
% of the number of registered full-time employees	12,1	13,0	13,7	1,6	0,7
% with the previous year	-	105,7	104,4	104,4	-1,3
including the number of employees in the workplace (thousand people)	693,6	733,4	756,8	63,2	23,4
in educational institutions	283,3	299,6	321,8	38,5	22,2

* Calculated by the author on the ground of (Labor of Ukraine, 2016-2018)

In 2018, 311,000 people gained new occupations, up 81,000 and 22,000 as compared to 2016-2017 respectively. In turn, in 2018, 1078.6 thousand people got advanced training, which is 101.7 thousand more than in 2016 and 45.6 thousand more than in 2017. There is an increase in the number of both employees who got advanced training and those who gained a new profession. The number of workers who got advanced training is three times more than those who gained a new profession.

Staff got advanced training and gained a new profession both in the workplace and in educational institutions. At the same time, according to statistics, the vast majority of

employees got advanced training and gained a new profession in the workplace. Thus, in 2018, workers who gained a new profession in the workplace amounted to 237.6 thousand people, and in educational institutions – 73.4 thousand people. The same tendency is observed in advanced training. In particular, in 2018, the number of personnel who got advanced training in the workplace is 756.8 thousand people, and in educational institutions is only 321.8 thousand people. The graph of the dynamics of the number of employees who gained a new profession and got advanced training is shown in Fig. 1.

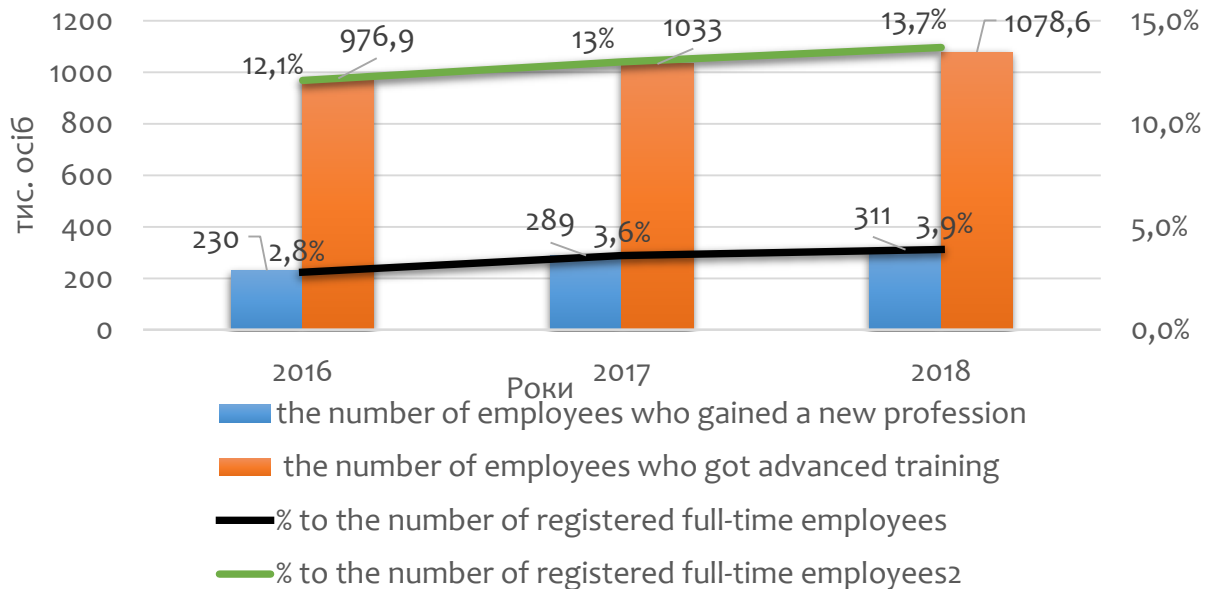


Fig. 1. The dynamics of the number of employees who gained a new profession and got advanced training in 2016-2018 pp.

* Powered by author based on (Labor of Ukraine, 2016-2018)

It is pertinent to note that, despite the annual increase in the number of employees who have upgraded their skills and acquired a new profession, these figures are quite small. During 2016-2018, the share of such workers did not reach even 20 %. At the same time, it reaches 70-80% at the enterprises of EU countries, where Ukraine is trying to integrate. Vocational

training for enterprises covers only a small proportion of employees.

By structure, the staff is divided into managers, workers, specialists and technicians. It is advisable to carry out an analysis of the structure of staff who were trained or upgraded in 2018 (Fig. 2).

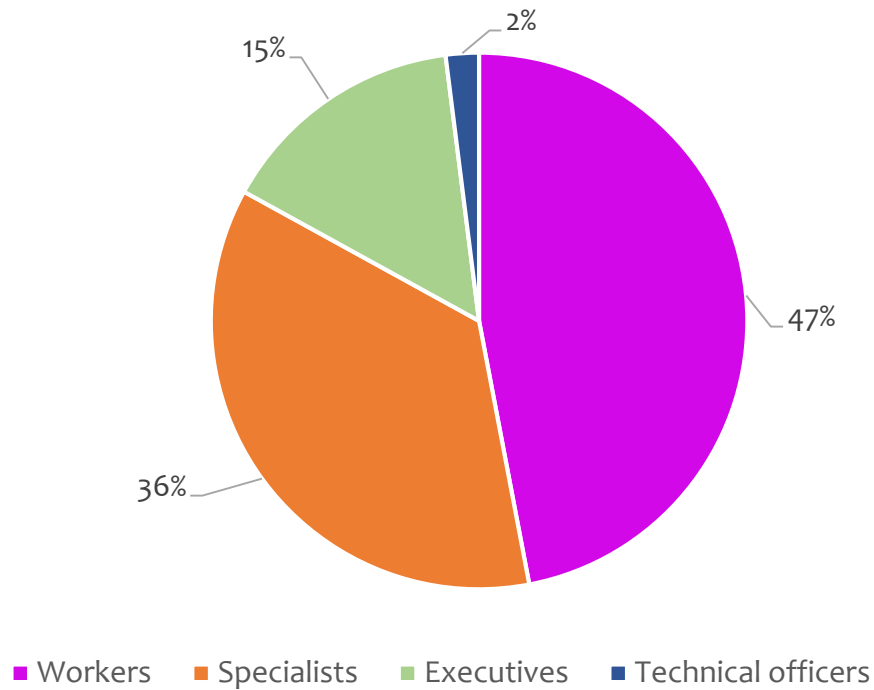


Fig. 2. Personnel training at Ukrainian enterprises by structure in 2018

* Powered by author based on (Labor of Ukraine, 2016-2018)

The largest proportion of workers participating in training activities was workers. In 2018, their share is almost 50% and reached 47%. This is due to the fact that workers are actively involved in the production processes of the company, work with new equipment, perform several functions. Their role in the enterprise is of paramount importance for improving their skills and developing new working professions.

The smallest share of technicians is only 2%. The share of specialists is also the lion's share – 36%, which is 11% less than the share of workers. The share of executives in this indicator was 15%.

It should be noted that the positive is that the largest share of workers participating in training activities is workers. After all, they are the main labor potential of any enterprise (Semenova, 2017).

Next, it is advisable to analyze the professional training of employees by type of economic activity (Fig. 3).

From Fig. 3, it can be stated that a significant proportion of employees who have received training have been engaged in the following types of economic activity: industry, agriculture,

transport, real estate operations. In these sectors, the proportion of employees participating in professional development activities exceeded 20% of the number of full-time employees. This is higher than the industry average. An insufficient proportion of workers participating in professional development activities are observed in such areas as trade, education, health care, the arts, sports and recreation, and temporary placement. A significant annual decline in the proportion of employees participating in professional development activities is observed in public administration.

In those sectors, most of which are state-owned enterprises, there is a low proportion of employees involved in professional development activities. This is primarily due to the acute shortage of financial resources. At the same time, private entrepreneurs are investing more in the professional training of their employees. The share of employees involved in professional development activities in agriculture, industry and real estate operations is noticeably increasing. It is these industries that have recently gained the most development.

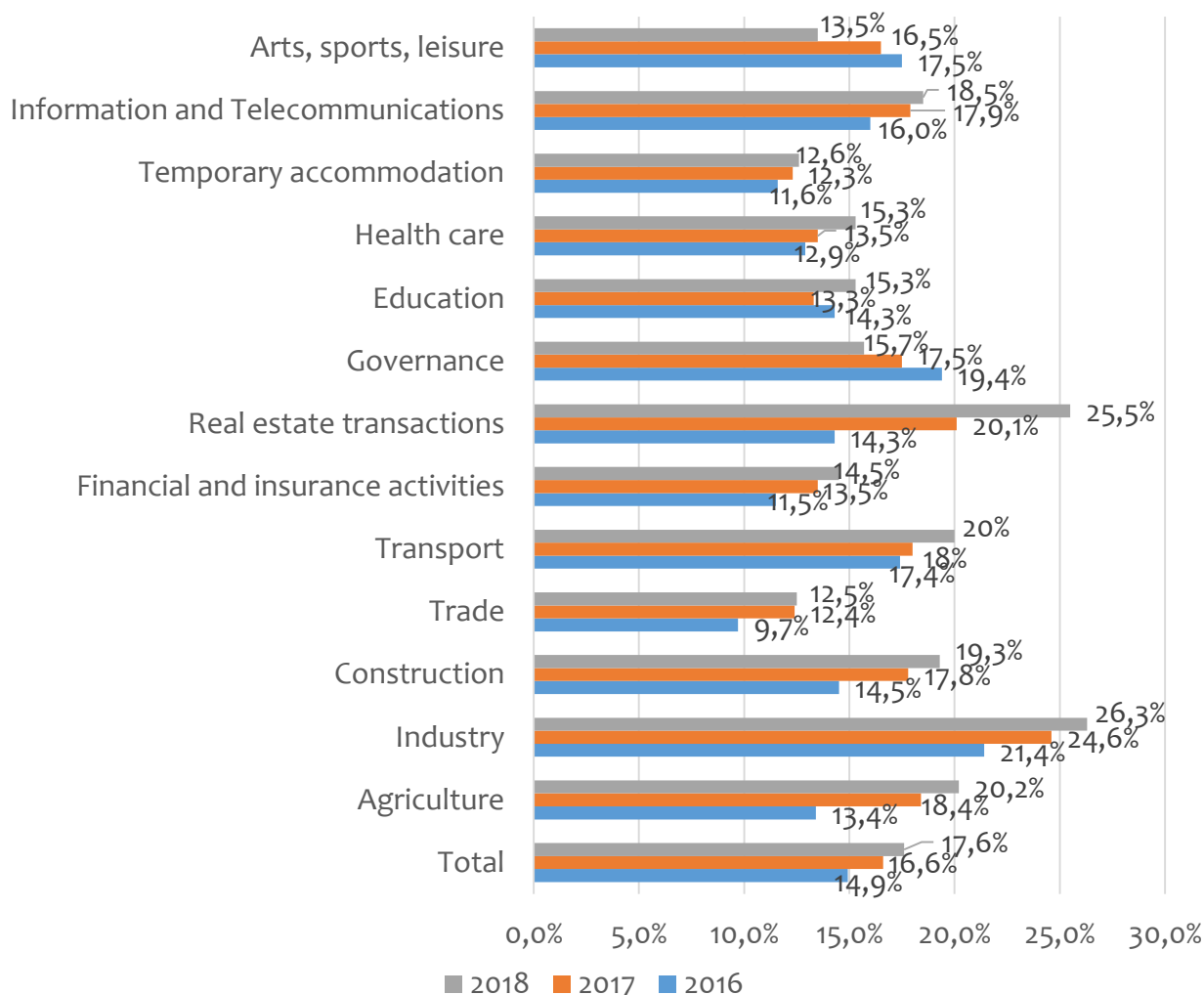


Fig. 3. Percentage of employees who participated in professional development activities by type of economic activity in 2016-2018

* Powered by author based on (Labor of Ukraine, 2016-2018)

The analysis shows that, as a whole, there is a positive trend in Ukrainian enterprises regarding the increase in the number of employees involved in the processes of professional development of staff. It is important to find out exactly what methods and tools of employee training are used by Ukrainian enterprises.

In Fig. 4 we will present the classification of methods of professional development of personnel used by Ukrainian enterprises.

The use of certain methods of professional development in Ukrainian enterprises depends, first of all, on the specifics of its business activity and the category of personnel these methods will be applied to (Gugul, 2013). It is united by the fact that the vast majority of Ukrainian enterprises prefer internal methods of professional

development of personnel. This method category is less costly and can be implemented without additional financial resources.

It is also noteworthy that most small businesses use fairly primitive methods for professional staff development. In particular, the use of industrial coaching, rotation, and the use of workers as assistants became widespread in small Ukrainian enterprises (Hetman, 2017).

Instruction in the workplace is mostly provided to all employees. Its essence is to familiarize employees with their responsibilities, functions, basic aspects of working with production equipment and more. This method of professional development is usually used when hiring a worker or when changing production technology (Gorpinchenko, 2018).

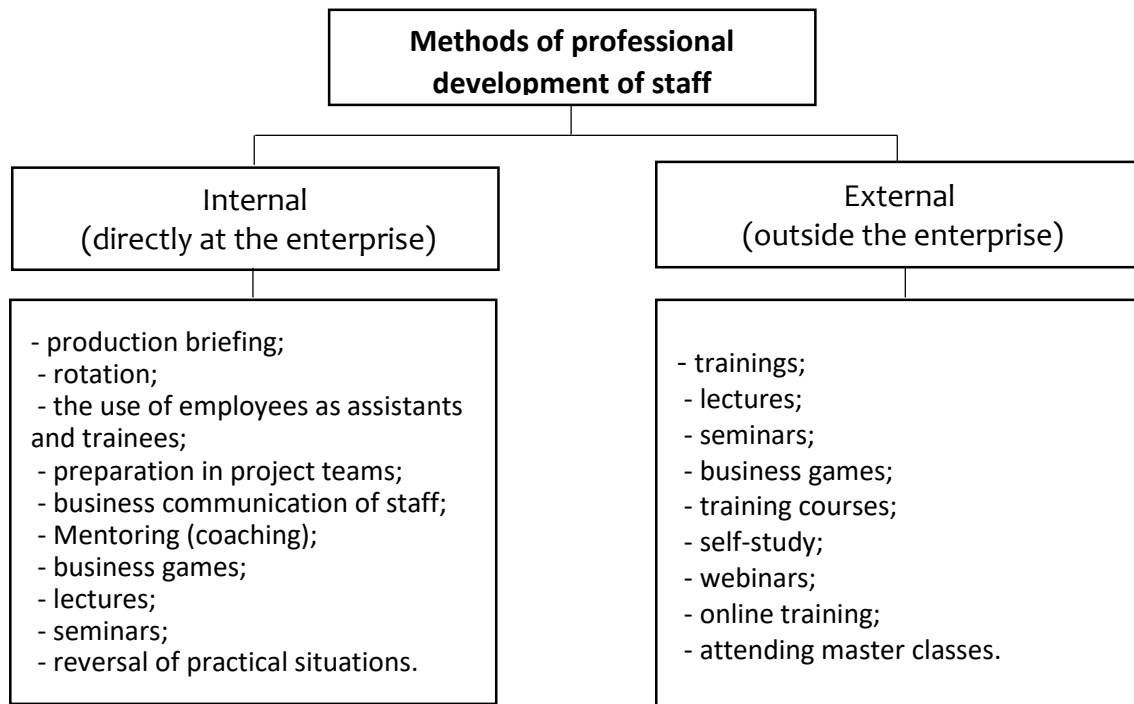


Fig. 4. Classification of methods of professional development of personnel used by Ukrainian enterprises

*Compiled by author based on (Semenova, & Zabolotnya, 2017, Gorpichenko, 2018, Pivoshenko, & Martseniuk, 2019)

Business rotation is used by moving an employee to another job area, where there is the other specificity of the activity. This allows the employee to improve their skills and acquire new knowledge. The rotation applies to all categories of personnel, and is recommended at such intervals (Bazaliyska, 2014):

- senior executives – once every five to seven years;
- the other personnel categories – once every three to five years;
- workers – as required, but at least once a year.

The rotation of personnel has become especially widespread in the oil industry enterprises. Thus, the managers of oil companies are constantly moving: from one enterprise to another, from the enterprise to the head office. During the rotation, employees have a real opportunity to improve their skills, master the basics of a new profession, and improve their performance (Buchinskaya, 2014).

Newcomers at Ukrainian enterprises are used as assistants in order to gain their first work experience. Using this method, a newcomer is assigned to a more experienced employee and

acts as his assistant, executes instructions and gains the experience. Similar to this method is mentoring (Tkachenko, 2014).

External vocational training methods are used only by exceptional Ukrainian enterprises (Hetman, 2017). This is primarily due to the need to invest money. Most Ukrainian companies are in crisis and trying to save on staff. The analysis of statistical materials revealed that Ukrainian enterprises that use external methods of personnel vocational training in their activity can be distinguished as follows: PJSC "Poltavamash", LLC "Astarta-Kiev", PJSC "Kryvyi Rih Iron and Steel Works", PJSC "Dniprovsky metallurgical plant ", PJSC "Poltava MPP ", SCM Companies and Privat Group, PJSC "Southern Mining and Processing Plant ", etc. This is a small list of Ukrainian companies that are constantly investing in training personnel.

What is unifying is the fact that all these enterprises are large in number and are among the leaders in their field of activity. Their owners and senior management understand that the personnel is its greatest resource and the level of their vocational training directly depends on the final results of the activity. It should be noted that

Ukrainian enterprises mostly use training, lectures, seminars, professional development courses and seminars.

Personnel training has become particularly widespread at related and partner enterprises (Bartolec, 2018). Enterprises belonging to the same branch of industry, within the framework of the partnership, exchange workers for a certain period (mostly 10 days) (Krasnoshapka, & Kovalenko, 2014). In particular, Poltava PEPOP actively uses this method. During this time, employees get acquainted with the peculiarities of the work of another enterprise, learn from work experience, become familiar with the specifics of work, learn to work with other equipment, etc. Then they return to their company and try to make the necessary changes in production, management and other processes.

For example, PJSC "Poltavamash" is a leading Ukrainian machine-building enterprise in its activity use widely such external methods of vocational training as attending seminars, lectures, training, webinars, etc. Machine-building enterprises need a constant introduction of innovations, production of more competitive products, updating of the material and technical base. Attending such events allows PJSC "Poltavamash" to stay up-to-date with the latest industry news, get acquainted with the science and technology, major aspects of the use of various technologies, etc. (Pivoshenko, & Martseniuk, 2019).

Another type of personnel vocational training is teamwork. Accordingly, the group of workers is assigned a task that they must solve in the allotted time. This enables employees to be self-fulfilling, show initiative and leadership. According to Don, O. & Privarnikova, I. (2016), the main feature of group activity is to observe the influence of the group on the personal motivation of each employee and to correct it in time if necessary. Having a group of employees has a positive effect on the accomplishment of one of their simple tasks and negatively on the execution of complex tasks (Don, & Privarnikova, 2016).

In general, Ukrainian enterprises use methods of personnel vocational training. At the same time, as shown by the conducted research, this process is mostly chaotic and does not express systematic,

there is no effective program of personnel training. There are no employee development programs at the enterprises that were analyzed. Ukrainian companies prefer to use traditional methods of vocational training that were used in the 1990s. Since then, the industrial and economic environment of enterprises has changed and traditional methods of personnel vocational training no longer bring the benefit that was before (Chervinskaya, 2015). Ukrainian businesses need to reorient, study foreign experience and use innovative methods (Tkachenko, 2014).

The critical analysis of the scientific literature made it possible to determine the list of modern methods of personnel vocational training, which is shown in Fig. 5.

It should be noted that the above list of modern methods of personnel vocational training is not complete. They are constantly being updated, new methods are emerging that bring a positive effect for the company and the staff themselves. In the case of foreign enterprises, those methods of vocational training that can be used in the context of real production tasks are becoming popular.

Modern methods of personnel vocational training are mostly used in foreign enterprises. In Ukrainian enterprises, their use has not become widespread. Each of the methods considered has both advantages and disadvantages. Undoubtedly, the main advantages of innovative methods of personnel vocational training include: accessibility, variety, innovation, freedom to choose the place and time of classes, a wide market of choice of services. The main disadvantages of using these methods are significant financial costs, lost time, risk of failure to achieve the desired result (inefficiency) (Bay, 2018).

For Ukrainian enterprises, the main reason for ignoring innovative methods of professional training of personnel is the significant financial costs. Ukrainian enterprises, unlike foreign ones, are not ready to spend large sums of money for professional training of personnel. In the table. 2 we will compare the use of methods of professional training of personnel by enterprises of Ukraine and the EU.

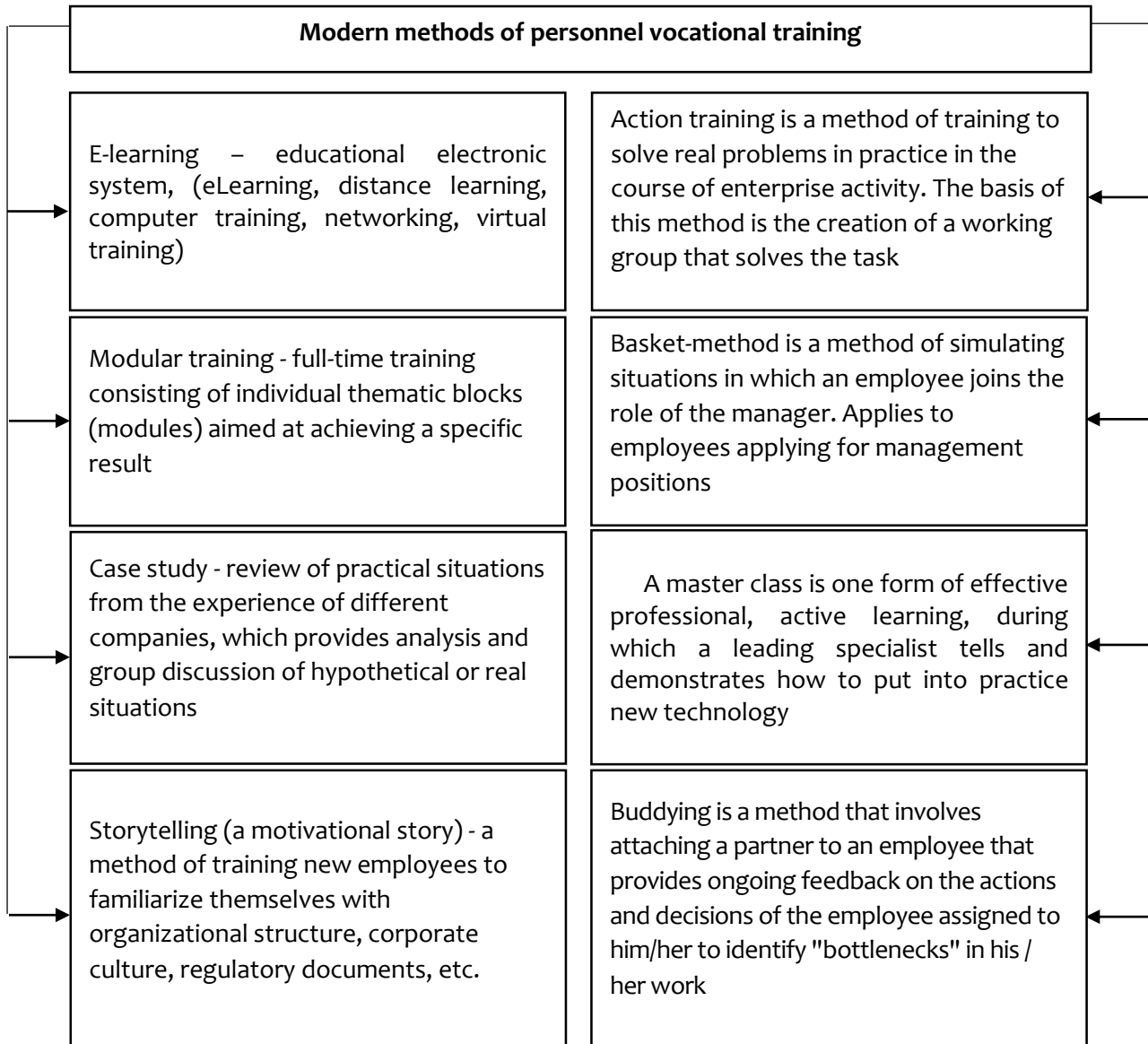


Fig. 5. Modern methods of personnel vocational training

* Generalized by the author based on (Tkachenko 2014, Hetman,2017)

From the above table it is noticeable that the share of Ukrainian enterprises using different methods of professional development of personnel is rather small. This is especially noticeable when comparing these indicators with EU enterprises. We believe that the efforts of Ukrainian business owners to save on staff lead to negative results. The main ones are the lack of profit for the enterprises, the chronic lag in development from foreign companies, etc.

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Table 2. Comparison of the use of professional training methods at Ukrainian and EU enterprises*

Methods of professional development of staff	Share of EU enterprises using it, %	Share of Ukrainian enterprises using it, %
On-the-job training	99	60
External conferences	95	35
Courses	93	14
External trainings	90	13
Coaching	88	15
Audio and video courses	81	18
Action Training	72	4
Rotation	71	36
Case study	64	12
E-learning	54	8
Internal knowledge sharing activities	52	35

*Source (Tkachenko, 2014; Labor of Ukraine 2016-2018; Pivoshenko, & Martseniuk, 2019)

As noted above, if businesses use professional development methods, these are usually traditional methods that do not require significant financial resources. Yes, Ukrainian companies prefer to be instructed and rotated, rather than

more progressive and useful methods of professional staff development. The main reasons for the low prevalence of methods of professional training of personnel in Ukrainian enterprises are shown in Fig. 6.

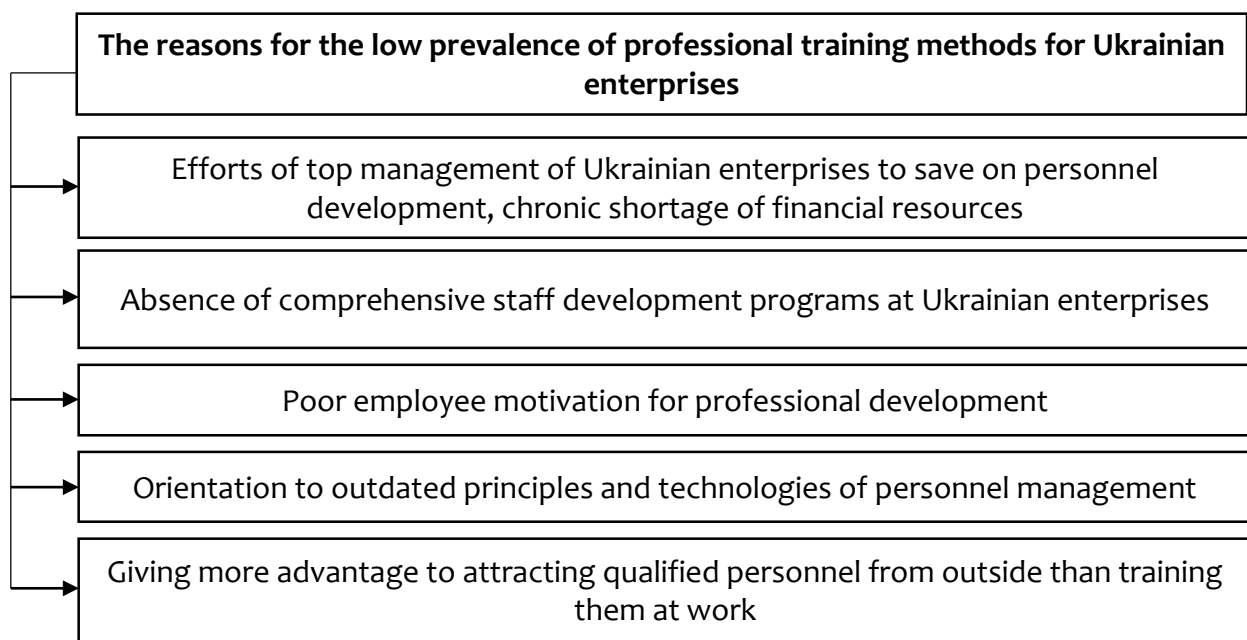


Fig. 6. Reasons for the widespread use of professional training methods for Ukrainian enterprises*

* Written by the author based on his own research

These reasons for the low prevalence of training methods are most typical for Ukrainian enterprises. Particularly urgent is the problem of the chronic shortage of financial resources of Ukrainian enterprises. Thus, after 2014, when hostilities began in eastern Ukraine, Ukraine's business sector is experiencing difficult economic

times. Therefore, their owners try to save money and not spend extra money on personnel vocational training. This approach is incorrect and has the opposite effect. As the results of the activity of the enterprise directly depend on the qualification of employees. Savings in staff lead to lower productivity, quality of products produced,

confidence in management, and loss of enthusiasm for work (Sardak, & Novosyolova, 2018).

Another major problem is the lack of motivation of the employees themselves for their vocational training (Pivoshenko, & Martseniuk, 2019). Employees are reluctant to attend advanced training courses, perceive rotation, forced business trips, and other training methods (Krupsky, 2014). It happens since employees do not see for themselves the benefits of training. As most Ukrainian enterprises lack a well-established career policy. Thus, employees will not get an upward move in their career after vocational training, nor any supplementary payments and bonuses to the basic salary (Bay, 2018). To eliminate this drawback, it is necessary to link the salary to a certain employee qualification rank, and to provide a guarantee of career advancement, provided that a certain fixed indicator in employment is reached (Chervinskaya, 2015). The reasons for the low prevalence of methods of personnel vocational training in

Ukrainian enterprises are considered to be the most significant in the current economic conditions. Their elimination will allow enterprises to reach a new level in the professional development of their staff. Besides, it should be added that there are factors that impede the development of personnel vocational training in Ukrainian enterprises and factors that have the opposite effect. These factors are summarized in table. 3.

It can be stated that the personnel vocational training is important and necessary to ensure the effective operation of the enterprise. In today's fast-paced business environment and high levels of competition, only those companies that invest in personnel training can succeed and get a steady position. Managers of Ukrainian enterprises should consider the investment in personnel vocational training as an investment in a successful future, not as excessive expenses.

Table 3. Factors that impede and enhance the development of personnel vocational training in Ukrainian enterprises*

Impede factors	Enhance factors
misunderstanding by many leaders the role and importance of vocational training in ensuring effective performance	increasing communication capabilities that change the nature and structure of production and service
the imperfection of the current legislation and lack of comprehensive state policy in the field of personnel development at the enterprise	dramatic changes in consumer demand and behavior under the influence of scientific and technological progress
insufficient amounts of financial resources of Ukrainian enterprises, which do not allow sufficient training costs	introduction of new technology, wide development of new technologies
the constant increase in prices for educational services	formation of modern concepts of corporate management
lack of motive for employers to provide continuing personnel vocational training	the need for constant up-to-date knowledge of specific industries to work with new equipment, adaptation to changing conditions
absence of multifunctional personnel management services at Ukrainian enterprises	increasing the role of personnel in ensuring the effective activity of the enterprise

* Generalized by the author based on (Bazaliyska, 2014, Don, & Privarnikova, 2016)

Employees who are motivated, have the opportunity to be trained, feel their place in the enterprise are always more focused on achieving positive results and work with enthusiasm (Don, & Privarnikova, 2016). This reflects positively on the results of the enterprise. Highly skilled workers are of paramount value in any enterprise.

The formation of effective personnel development is an important factor in successful enterprise activity. It is not only an organization of training and advanced training but also purposeful planning of employee movement.

Personnel development is one of the main indicators of the progressiveness of society and is

a crucial lever of a scientific and technical process. Therefore, in countries with advanced market economies, more and more companies are initiating activities that promote employee training and advanced training. The planning and organization of staffing are important functions of personnel management, the use of this experience is an important condition for sustainable economic growth and Ukrainian enterprises (Gorpinchenko, 2018).

The main directions of improvement of personnel development in modern conditions are (Chervinskaya, 2015):

- improving the educational level of the personnel, constant updating of knowledge to close the gap between the requirements of the workplace, position and business qualities of the personnel;
- stimulating the professional growth of employees;

- ensuring the advanced training of employees;
- encouraging personnel to create and develop innovations that can provide a competitive advantage for the enterprise;
- the formation of a system of continuing vocational education and training, including in the workplace and remote training;
- applying innovative forms and methods of organization of training;
- creating conditions for career advancement of employees;
- promoting internal competition between employees within the enterprise, while avoiding conflicts;
- ensuring the stability of the personnel and its adequate updating;
- conducting vertical and horizontal personnel rotation.

Conclusions

Thus, the analysis makes it possible to state that in Ukraine the number of employees participating in vocational training activities is increasing annually. In particular, in 2018, there were 1,389,600 employees, representing 17.6% of the total number of employees. At the same time, these volumes of professional training of personnel at Ukrainian enterprises are insufficient to ensure their high competitiveness. In addition, the leaders of Ukrainian enterprises for the professional development of staff are usually used traditional methods that do not bring

sufficient effect. The main reason for such disappointing data is the reluctance of business owners to invest in professional staff development. As a result, most Ukrainian businesses are in a state of crisis and are on the verge of survival. The more the company invests in staff training, the more profits it can make in the long run.

From this point on, Ukrainian companies need to rethink staffing policy. Creating a highly skilled workforce ready to work with a high level of inspiration and enthusiasm is the key to a successful business.

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