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BASIC STRATEGIES OF ADAPTIVE MANAGEMENT OF THE PROFESSIONAL TRAINING SYSTEM OF EMPLOYEES

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The competitiveness of the enterprise depends on the speed of its reaction to changes in the external and internal environment. Adaptation takes place in all structural divisions of the enterprise, in particular, in the system of professional training of employees (PSTE). The level of adaptation of PSTE depends on the quality of formation and implementation of adaptive management strategies.

The works of the following scientists are devoted to research in the field of adaptive enterprise management: T. Borova, H. Yelnikova, M. Kyzim, K. Kryvobok, G. Nazarova, G. Polyakova, V. Ponomarenko, O. Raevneva, A. Chornyi, V. Yachmenyova and others. The relevance of the research topic is due to the need to form basic strategies for the adaptive management of PSTE at the enterprise.

The purpose of this work is to substantiate the strategies of adaptive management of PSTE at the enterprise based on the determination of the level of adaptation and the degree of adaptability of this system. The tasks that were solved to achieve the set goal: the expediency of assessing the level of adaptation and the degree of adaptability of the PSTE was substantiated; strategies of adaptive management of the PSTE are proposed: increasing the internal property of the PSTE, i.e. adaptability; the application of additional adaptation mechanisms related to PSTE.

PSTE is a complex system made up of many elements and interconnected with other subsystems of the enterprise. V. Yachmenyova [1] notes that adaptability is an internal property of the system, which can be hidden and difficult to measure. This potential property is directly related to the level of adaptation of the PSTE to changes in the internal and external environments [2].

The analysis of the scientific works of leading scientists and the study of the state of professional training in Ukraine as a whole and separately at industrial enterprises in the city of Kharkiv allows us to conclude that the following factors influence the PSTE at the enterprise: external (scientific and technical progress, the labor market, the legislative framework and the state training in the field); internal (mission and strategic plans; organizational structure and functional responsibilities of employees; competence of employees; qualifications of employees; state of training at the enterprise; loyalty and experience of employees). In accordance with the identified factors, the author developed criteria for assessing the level of adaptation of the PSTE to individual impacts. The importance of each factor and criterion was determined by an expert survey. As a result of building the factor-criterion model, there is a general value of the level of adaptation of PSTE as a whole, as well as adaptation to the influence of each of the factors separately.

A. Chornyi [3] notes that all factors considered in financial and economic analysis can be divided into two groups: financial and non-financial (socio-economic), material and intangible (intangible). Adaptability, both tangible and intangible, can be one of these factors. To determine it, modeling with structural equations is recommended, as it helps assess the influence of latent factors. The

model's purpose is to quantify how adaptability affects income levels. It allows for calculating the portion of income attributed to the adaptability of PSTE, with a higher portion indicating greater adaptability.

A comparison of the results of assessing the level of adaptation of the PSTE and the results of determining the degree of manifestation of its internal property – adaptability, allows to substantiate their direct relationship, to form reserves for increasing the level of adaptation of the PSTE, to single out two main strategies of adaptive management of the PSTE: aimed at increasing the internal property of PSTE - adaptability; aimed at the application of mechanisms of adaptation related to PSTE.

The first strategy is based on the use of self-learning, mentoring, coaching, budding, rotation, action learning and trainings to improve communication skills and team interaction, which can contribute to increasing the level of adaptation according to most factors of both the external and internal environment. These measures make it possible to create conditions at the enterprise for building a self-learning organization, the result of which is the continuous development and training of employees, which is accompanied by a significant acceleration of the updating of organizational knowledge, the acquisition of key competencies, and the formation of sustainable competitive advantages. The application of the indicated learning technologies helps to increase the degree of adaptability of PSTE.

The second strategy is based on the following measures to increase the level of adaptation of PSTE: acceleration of the response of the professional training system of employees to changes in the external environment, formation and implementation of effective management decisions in relation to these changes; increasing employee loyalty, reducing turnover, implementing an employee incentive system taking into account the achievement of training and development goals; balancing the amount of training with the costs of training at the enterprise.

The scientific novelty of the obtained results lies in the substantiation of two basic strategies of adaptive management of the PSTE: aimed at increasing the internal property of the PSTE, that is, its adaptability; targeted application of additional adaptation mechanisms in accordance with the effects of individual factors. Further scientific research will be aimed at substantiating tools for implementing basic strategies of adaptive management of the PSTE.

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