

EVALUATION OF THE LEVEL OF PERSONNEL ADAPTATION TO ENTERPRISES INTELLECTUALIZATION IN TERMS OF THE ECONOMY DIGITALIZATION

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Abstract

The article considers the development of the theory and methodology for assessing the adaptation of employees to increasing the intellectualization of industrial enterprises on the basis of a score assessment. The article suggests the development of a methodological approach to assess the adaptation of employees to increase the intellectualization of enterprises under the conditions of digitalization of the economy. In the process of research the following general scientific and applied research methods were used: method of abstraction and formalization - to substantiate the conceptual provisions of the methodological approach to assessing the adaptation of employees to increase the intellectualization of enterprises; monographic methods - for in-depth study of the tasks; abstract-logical methods - for theoretical generalization of research results and formulation of conclusions and proposals. The suggested methodical approach is applied in Ukrainian industrial enterprises. In the process of the research the improvement of criteria for assessing the adaptation of employees to increase the intellectualization of enterprises, characterizing the employees of industrial enterprises in the following sections: gender and age structure; qualifications; level of motivation; productivity of employees; corporate commitment of employees was carried out.

Keywords: adaptation, enterprises, employees, intellectualization, stimulation, motivation

JEL Codes: L510, M54.

Introduction

Based on the need to intellectualize enterprises as a way of their development, the staff motivation should be recognized as a major factor in this process. The purpose of the study is to substantiate and develop a methodological approach to evaluating the level of employees adaptation to the growth of the enterprise intellectualization. Criteria for the level of the staff adaptation, characterized by indicators of gender and age structure, have been improved; qualification; level of motivation; productivity; corporate commitment. This makes it possible to choose the optimal system of motivation and stimulation of employees, the development of a matrix of the employees motivation to increase the level of the enterprise

intellectualization in the context of the economy digitalization.

Literature review

In the modern economy, knowledge has become the dominant component in the creation of consumer value. The transformation of knowledge into the main source of value creation has led to the fact that the leaders of the new economy are companies that effectively manage knowledge, i.e. find and create knowledge and integrate it into new products and services faster than their competitors. Continuous and rapid changes in technology require continuous staff development. Companies are most interested in employees with special

qualifications. At the same time, skills development makes employees more mobile in the labor market.

The stability of the personnel of enterprises is one of the key factors in improving the quality of human resources. What matters is the «process of rapid adaptation of employees to changes that are aimed at improving the efficiency of the enterprise and achieving new competitive advantages in the market» (Nekoranec et al., 2014).

The adaptation of employees is a process of development and practical use by employees of the essence of the work content and conditions, socio-psychological environment, opportunities to improve their professional and personal skills and qualities (Lyubomudrova et al., 2009). Employees' adaptation is also considered as a complex psychological process that has certain features: entering into new professional relationships in a new environment (Frolenoka et al., 2017). The modeling of individual processes related to the personnel management and further prediction of their behavior in certain transformational changes in the enterprise is considered (Bechet et al., 2002). It is offered to make forecasts of level of the human resources use in the course of active technologies development and change of the economic activity mechanism of the enterprise.

The issue of the intellectualization of the enterprise personnel a number of authors (Buleev et al., 2013, Bryukhovetska et al., 2019) see that due to the spread and saturation of production with new technologies, the introduction of information and communication technologies in enterprises and industry deepens. Intellectualization of the production environment is considered by some scientists as a solution to the problem of interaction and knowledge exchange (Missikoff, 2015). For employees to meet their own needs (moral and material benefits) from the implementation of intellectualization in favor of the enterprise is possible only in the presence of established motives for the

development of innovation potential (Abramova et al., 2018; Bortnikas, 2017).

The enterprise intellectualization is based on the desire to achieve goals that require the interaction of the manager (owner) and staff, is achieved through the effective staff motivation. That is, the process of staff motivation in terms of the enterprise intellectualization of is based on ensuring its innovation (Sahoo et al., 2017, Kaldybayeva et al., 2018).

The activity of a modern industrial enterprise requires the development of new approaches and forms of stimulating its intellectualization in the context of digitalization. The peculiarity of modern labor is the strengthening of the role of individual qualities of employees, their competencies at a new level of division of labor, cooperation, digitalization.

Perception of work is significant in combination with a sense of self-efficiency, self-determination outline the prospects for increasing the level of intellectualization and digitalization of the enterprise. This deepens the adaptation of employees to the conditions of the enterprise intellectualization and digitalization, increases the motivational potential in the relationship "work-performance". Collectively, there is a need for a systematic study of employee adaptation to increase the enterprise intellectualization, improving methodological approaches to evaluation of the level of employee adaptation, providing a system of employee motivation to increase the intellectualization of the enterprise in digitalization, which is relevant for enterprises and industry as a whole.

The goal research is a discusses the relevant theoretical issues connected with the development of methodological approach to the assessment of employees' adaptation to increasing the intellectualization of enterprises in the conditions of digitalization of the economy; the methodological approach is applied to the case of Ukrainian companies and the conclusions are presented.

Methodology

The methodical approach to evaluation of employees adaptation to increase the enterprise intellectualization includes blocks of goal setting; analytical and evaluation; results (Fig. 1); it is based on the use of scoring and expert methods of evaluation, questionnaires, which allows you to quantify the level of adaptability of employees to increase the of the enterprise intellectualization , to form an information base for management decisions to accelerate the development and digitalization of enterprises. This approach ncludes the following stages:

Stage 1. Formation of evaluation of the employees' adaptation to increase the enterprise intellectualization.

The essence of the stage is to reveal the employee potential in specific organizational conditions. The direct connection of the level of adaptation with the development of the enterprise general potential and the formation of its personnel and intellectual security in the tactical and strategic perspective due to timely satisfaction of quantitative and qualitative needs of the enterprise in employees

(Didenko, 2015) and internal component of its image by creating a positive management image as well as the internal component of its image by creating a positive image of management and business model (Didenko, 2016).

Stage 2. Selection of criteria for the evaluation of the employees' adaptation to increase the enterprise intellectualization.

According to Adamenko, 2006 in the process of adaptation it is advisable to identify four main groups of factors (aspects):

- psycho-and-physiological (mode and rhythm of the work process, working conditions, workplace, physical and psychological stress);
- social (corporate values and traditions, organizational culture of the company, relationships in the team, the order of internal organizational communication, accepted norms and standards of behavior, social roles, ways of interaction);
- professional (professional knowledge, skills and abilities, methods of professional development, performance evaluation criteria, the order of performance of functional duties);

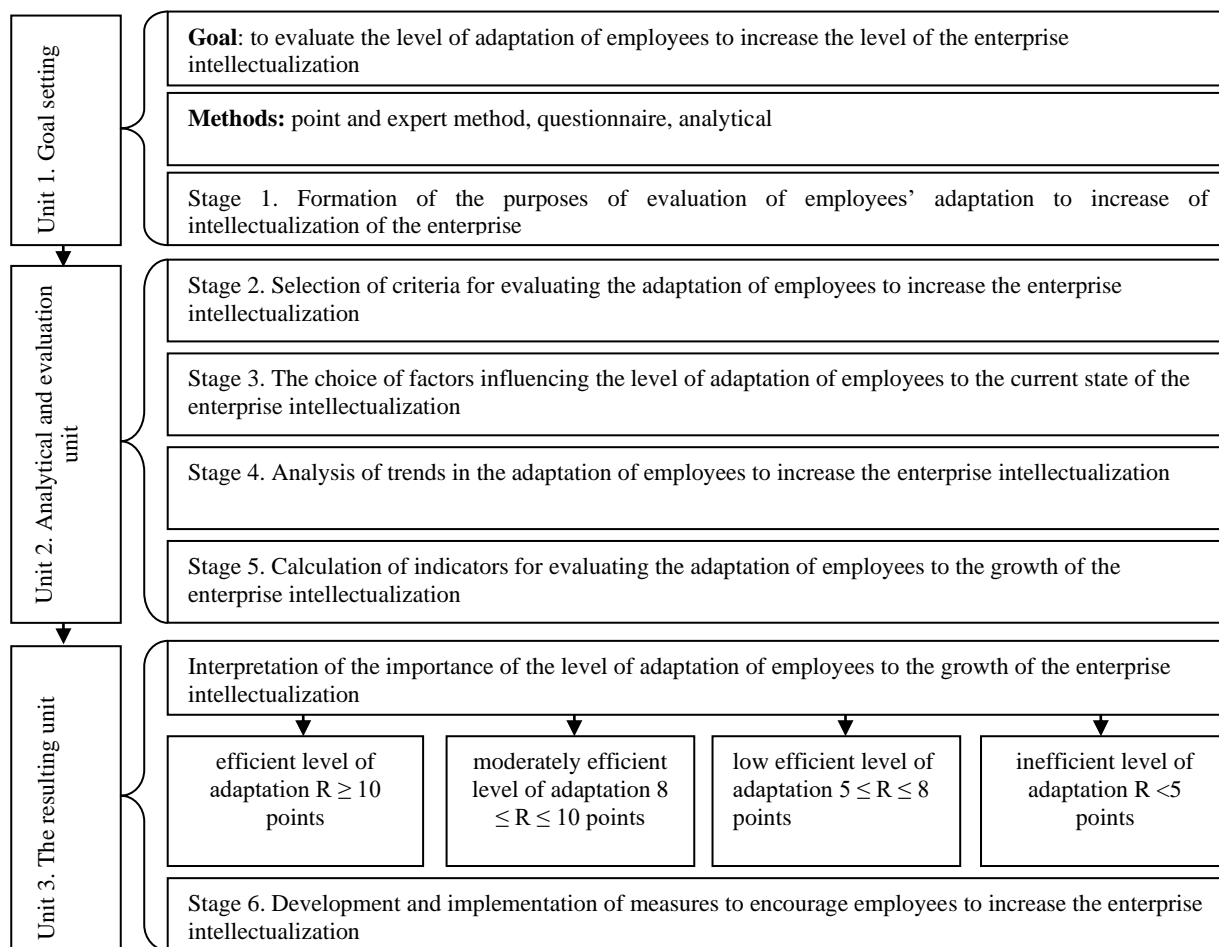


Figure 1. Methodical approach to evaluation of the employees' adaptation to increase the enterprises intellectualization in the context of the economy digitalization

**Source: described by the authors.*

- organizational (status and significance of the position in the hierarchical structure of the company, the role of the structural unit in the overall functional system, corporate governance mechanisms in the enterprise, the company's position in the market).

Tyulkina, 2015 offers the following groups of indicators to evaluate the adaptation of employees: internal (profitability, productivity, staff stability, the dynamics of relative financial losses due to staff) and external (professionally significant properties,

professional knowledge, skills and abilities, professional motivation, professional self-esteem and the level of claims, opportunities for self-regulation and stress-resistant features of professional interaction, general physical fitness).

In order to evaluate the adaptation of employees (Grebnyuk, 2018; Ipatov, 2018) use the following group of indicators: gender and age structure; level of qualification; level of motivation; level of productivity; the level of corporate commitment (Table 1).

Table 1. Indicators for evaluation of the employee’s adaptation to increase the enterprises intellectualization

Group of indicators	Indicators
1. Gender and age structure of employees	the share of women in the total number of staff
	the share of women in the decision-making bodies of the enterprise
	the share of persons under the age of 40 in the total number of staff
	the share of persons under the age of 40 in the decision-making bodies of the enterprise
2. The level of staff qualification	the share of staff training costs in the total staff costs in the enterprise
	the share of staff who have improved their skills during the last year in the total number of staff
	the share of advanced training staff in the last three years in the total number of staff
	a formalized system of personnel certification
	level of computer technologies knowledge
	level of knowledge of world advanced technologies, standards and certification systems
3. The level of staff motivation	number of technological innovations for a certain period of time (per employee)
	the share of bonuses in the structure of personnel costs of the enterprise
	the ratio of the enterprise average salary to the average salary in the region, country, industry
	the share of costs to improve working conditions of employees in the total costs of the enterprise
4. The level of staff productivity	availability of a formalized system of personnel stimulation and motivation
	profit per employee of the enterprise
5. The level of corporate commitment of staff	profit to the cost of maintaining employees of the enterprise (per employee)
	the level of turnover of employees
	the share of management staff of the enterprise, transferred to management positions due to internal rotation of employees

**Source: described by the authors.*

Further scoring of the adaptation of employees to increase the enterprises intellectualization is carried out according to the indicators suggested by Grebenyuk, 2018; Ipatov, 2018.

Stage 3. The choice of factors influencing the level of employees adaptation to increase the enterprises intellectualization.

Some authors (Slebcova, 2014; Tjul’kina, 2010; Adamenko, 2015) offer a classification of the factors that affect the staff adaptation in the organization, according to the following characteristics: the ability to manage factors; the strength of the impact on the adaptation process; measure of objectivity; source of origin; frequency of manifestation and others.

Milekhina and Adova, 2013 divide the factors of successful staff adaptation into three groups: social, personal and individual-and-psychological, which emphasize the qualities and condition of the employee, but do not characterize the level of the personnel

work, motivation and relationships in the team .

The analysis shows that the employees adaptation as a phenomenon is affected by the following factors:

- professional - profession, the complexity of leading technology, the content of work, opportunities for professional growth, work experience, the availability of job descriptions;

- organizational - organizational structure of the enterprise, corporate structure, leadership style, organization of work, availability of work standards, availability of training programs, adaptation, staff evaluation, availability of communication channels, implementation of legal aspects of labor regulation;

- psycho-and -physiological - working conditions, technical safety, labor protection;

- socio-and-psychological - psychological climate in the unit and enterprise, a system of motivation, personal factors (socio-

demographic - age, gender; personality characteristics - motives, interests, goals, value orientation, business qualities; personal and business factors of managers - openness and friendliness towards employees, understanding of the need for the adaptation process);

- economic - the level of wages, the term of payments, the availability of a bonus system.

Stage 4. Analysis of trends in the of employees adaptation to increase the enterprise intellectualization.

The analysis of tendencies of employees adaptation to increase the enterprise intellectualization is carried out on the basis of use of PECT and SWOT-analysis. Based on the results of expert evaluations, specific areas of employees motivation to increase intellectualization are developed.

Stage 5. Calculation of indicators for evaluation the employees adaptation to increase the enterprise intellectualization.

It is recommended to conduct an individual score evaluation of the employees adaptation to increase the enterprise intellectualization on the basis of the criteria in Table 1.

The degree of compliance of the target scores K_{ij} is set on a scale. At the same time, the assigned score is argued by the corresponding values of indicators that characterize the level of the employees' adaptation to increase the enterprise intellectualization. The maximum positive score is 10 points, the minimum - 5 points, no value of the indicator - 0 points.

If the component of the evaluation is characterized by several performance indicators, the arithmetic mean values of the

level of achievement of all relevant indicators are used in the calculation of P_i .

Based on the estimates of K_{ij} and their weights, points are calculated according to the criterion K_i :

$$K_i = \sum K_{ij} * Z_{ij} \quad (1)$$

where Z_{ij} is the weighting factor of the sub-criterion, which is used to evaluate the employees adaptation of to increase the enterprise intellectualization.

Substantiation of the weight of the coefficients is used to evaluate the employees adaptation to increase the enterprise intellectualization. An expert method is used to estimate the weighting factor, and respondents are sampled. These are leading specialists of enterprises and specialists involved in the evaluation of intellectualization.

The offered point evaluation of employees' adaptation to increase of the enterprise intellectualization R is formed with use of weight coefficients X_i of criteria K_i :

$$R = K_1 * X_1 + K_2 * X_2 + K_3 * X_3 + K_4 * X_4 + K_5 * X_5 \quad (2)$$

According to Sturgess (Kovaljov, 2000), the value of the coefficient is divided into appropriate groups.

- efficient level of adaptation - at $R \geq 10$ points;

- moderately efficient level of adaptation - at $8 \leq R \leq 10$ points;

- low level of adaptation - at $5 \leq R \leq 8$ points;

- inefficient level of adaptation - at $R < 5$ points.

Interpretation of the results of the evaluation of employees' adaptation to increase the enterprise intellectualization is given in Table 2.

Table 2. Interpretation of the results of the evaluation of employees' adaptation to increase the enterprise intellectualization of the

The value of the score	Interpretation of the obtained results
≥ 10	The system of employees' adaptation is efficient. The company finances the process of employees' adaptation of. A list of adaptation measures has been developed. Workers are satisfied with the adaptation process, which provides a high level of productivity.
$8 \leq R \leq 10$	The existing adaptation system at the enterprise is quite efficient. Normative and methodological support of the process has been developed - provisions on adaptation, adaptation program. Most workers are satisfied with the organization of adaptation.
$5 \leq R \leq 8$	The company has some formal elements of regulatory and methodological support of the adaptation process. The list of adaptive measures carried out at the enterprise is insignificant. There are problems in ensuring productivity growth.
< 5	The company does not have a system of employees' adaptation. An adaptation program has not been developed. Employees are dissatisfied with the process of adaptation to increase the intellectualization of the enterprise, which leads to low productivity

**Source: described by the authors.*

Systematic use of these indicators allows to move to a point evaluation of the level of the staff adaptation to intellectualization, in which the diverse activities of employees are quantified and allows to determine the potential limits of intellectualization of the enterprise personnel.

The efficiency of the above methodological approach determines its purposefulness, targeting and universality of application. Highlighting key criteria allows you to focus on the right procedures and information, which saves a lot of labor and time.

Stage 6. Development and implementation of measures to encourage employees to increase of the enterprise intellectualization.

The system of enterprise incentives is aimed at increasing employees' satisfaction with the processes of increasing the level of intellectualization. The result of increasing the level of the enterprise intellectualization is the creation of internal motivations of a person to his intellectual work at the enterprise, at their workplaces.

The system of stimulating the intellectualization of the enterprise affects the system of an employee's motivation.

This necessitates the creation of feedback, namely - the motives of employees should contribute to the creation of optimal incentives.

It is established that the improvement of the system of stimulating of the enterprise intellectualization is achieved by two interrelated processes: first, the selection of staff with motives aimed at increasing the labor intellectualization; secondly, and the use of appropriate incentives that can provide the maximum result from the enterprise intellectualization.

The attitude of employees to increase the enterprise intellectualization is no less important factor than the growth of sales profitability and other «material» performance indicators.

Factors of this «emotional» nature should be analyzed to overcome the opportunism of the staff. Transformation of qualitative information of employees to increase the enterprise intellectualization into quantitative information is possible on the basis of the matrix (Table 3), which establishes a link between the most common aspirations of employees about their emotional response to increasing the enterprise intellectualization and score.

Table 3. Matrix (Attitudes of employees to increase the enterprise intellectualization)

Scores	Employees' response to change	Character (resistance / support for change)
5	Absolute support for change, trust and willingness to increase intellectualization	positively support the directions
4	Realization of creative potential of employees	
3	Areas of increasing the intellectualization of the enterprise are understood by employees	
2	Feeling involved in the changes that are taking place	
1	Expectations to improve the position of the enterprise and career development	passive attitude to changes (neutral)
0	Neutral attitude of employees to the planned changes	
-1	Doubts that are caused by the possibility of creating negative changes	
-2	Self-doubt due to lack of professional knowledge and skills	strong withstanding to changes (negative)
-3	The growth of conflicts in the team due to disagreement of employees with the uncertain decision of management	
-4	Irritation due to the belief of employees that the changes will negatively affect their position in the company	
-5	Complete rejection of changes, intentional inhibition of work	

**Source: described by the authors.*

Motivation of employees to increase the enterprise intellectualization in terms of digitalization is considered according to the Matrix, which is shown in Figure 2.

The level of adaptation of employees to increase the enterprise intellectualization is	inefficient	employees with low motivation and a positive attitude to change	employees with low motivation and a neutral attitude to change	employees with low motivation and a negative attitude to change
	low efficient	employees with reduced motivation and a positive attitude to change	employees with reduced motivation and a neutral attitude to change	employees with reduced motivation and a negative attitude to change
	moderately efficient	employees with moderate motivation and a positive attitude to change	employees with moderate motivation and a neutral attitude to change	employees with moderate motivation and a negative attitude to change
	efficient	employees with high motivation and a positive attitude to change	employees with high motivation and a neutral attitude to change	employees with high motivation and a negative attitude to change
		positive	neutral	negative

The employees' attitude to increase of the enterprise intellectualization

Figure 2. Matrix of employees motivation to increase of the enterprise intellectualization in terms of digitalization

**Source: described by the authors.*

The matrix allows you to develop an individual approach to the development of each employee, to determine the overall goals of management and thereby increase management efficiency, because the high

level of motivation is primarily influenced by the immediate supervisor of the employee. The decline in motivation can be considered prolonged, if over a quarter, there is a decrease in indicators of motivation and non-compliance.

The orientation of the company's management on the individual abilities and goals of an employee allows to influence them with the help of material and social motives.

Thus, in the formation of motivation and incentives for the staff as components of effective management and increase of the enterprise intellectualization, it is necessary to take into account a number of requirements, among which the main are the following: the complexity of motives and incentives; awareness of the current incentive system; fairness of compensation and incentive payments; differentiation and guarantee of incentive payments; publicity; flexibility, efficiency and frequency of use; involvement of employees in the development of methods of labor incentives; equality of opportunity; gradual changes, sensitivity of application.

Research data

The above methodological approaches are developed in evaluation the efficiency of the system of stimulating intellectualization on the example of a machine-building enterprise.

According to the nature of the impact on the level of intellectualization of machine-building enterprises, the environmental factors can be divided into those that reduce or increase the intellectualization of enterprises.

These groups of factors have different impacts on the level of intellectualization of machine-building enterprises. There is a need to adapt to the factors that hinder the efficiency of the system of enterprises intellectualization in the context of digitalization.

The evaluation of the employees' adaptation to increase the enterprise intellectualization was carried out on the example of PJSC «NKMZ» (Table 4).

Table 4. The results of the evaluation of the employees' adaptation to increase the intellectualization of the enterprise PJSC (NKMZ)

Indicator	2021 p	Vagova otsinka exponent	Ball	Rozrahu nok
1 Gender and age structure of employees – 0,15				
1.1 the share of women in the total number of staff	35	0,2	10	2
1.2. he share of women in the decision-making bodies of the enterprise	11	0,2	5	1
1.3. the share of persons under the age of 40 in the total number of staff	38	0,3	10	3
1.4. the share of persons under the age of 40 in the decision-making bodies of the enterprise	52	0,3	10	3
Total	-	-	-	1,35
2 The level of staff qualification – 0,25				
2.1 the share of staff training costs in the total staff costs in the enterprise	11	0,25	10	2,5
2.2 the share of staff who have improved their skills during the last year in the total number of staff	35	0,15	10	1,5
2.3 the share of advanced training staff in the last three years in the total number of staff	47	0,10	10	1
2.4 a formalized system of personnel certification	available	0,15	10	1,5
2.5 level of computer technologies knowledge	high	0,15	10	1,5
2.6 level of knowledge of world advanced technologies, standards and certification systems	average	0,1	5	0,5

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2.7 number of technological innovations for a certain period of time (per employee)	5	0,1	10	1
Total	-	-	-	2,38
3 The level of staff motivation – 0,25				
the share of bonuses in the structure of personnel costs of the enterprise	15	0,25	10	2,5
the ratio of the enterprise average salary to the average salary in the region, country, industry	47	0,15	5	0,75
the share of costs to improve working conditions of employees in the total costs of the enterprise	11	0,35	10	3,5
availability of a formalized system of personnel stimulation and motivation	available	0,25	10	2,5
Total	-	-	-	2,31
4 The level of staff productivity - 0,15				
4.1 profit per employee of the enterprise	79,19	0,6	10	6
4.2 profit to the cost of maintaining employees of the enterprise (per employee)	12	0,4	10	4
Total	-	-	-	1,5
5 The level of corporate commitment of staff – 0,2				
5.1 the level of turnover of employees	1,5	0,6	5	3
5.2 the share of management staff of the enterprise, transferred to management positions due to internal rotation of employees	1	0,4	5	2
Total	-	-	-	1,0
Rating	1,35 + 2,38 + 2,31 + 1,5 + 1,0 = 8,54			

**Source: described by the authors.*

The obtained values indicate that the level of employees' adaptation to increase the intellectualization of the enterprise is moderately efficient. Evaluation of increasing the level of efficiency of intellectualization in enterprises in accordance with the developed methods (Table 4) confirms the reliability of both the method and calculations.

Conclusions

The scope of staff management today is under the influence of significant technological changes and opportunities caused by the processes of digitalization of the economy and society. Advanced technologies cover not only the process of organizing and conducting business, but also all the functional components of entrepreneurial activity. It is proved that the use of the suggested logical-and-conceptual model will allow to comprehensively evaluate the level of adaptation of employees to increase the enterprise intellectualization in terms of digitalization and evaluate the efficiency of incentives to increase the

enterprise intellectualization, which allows to make informed management decisions.

The developed methodological approach allows to determine the level of adaptation of employees to increase the enterprises intellectualization, which allows to determine the relationship between the intellectual capital of enterprises and the level of intellectualization, which allows them to choose the optimal system of employee incentives.

The use of the offered coefficients of the system of incentives for employees to increase the enterprise intellectualization confirms the feasibility of moving to a point evaluation of efficiency, in which the diverse activities of employees are quantified and allows to determine the potential limits of intellectualization of the employees. The suggested model allows to calculate the efficiency of the system of incentives for employees to increase the enterprise intellectualization. The starting point of the analysis is the characteristics of the required level of the staff development, taking into account the factors influencing this level. The

probability of scientifically substantiated search of ways and forms of management of adaptation process of the employees, increase

of level of their intellectualization in the conditions of digitalization is reached.

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