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## IMPROVEMENT OF THE QUALIFICATION OF SERVICE STAFF IN CRISIS CONDITIONS OF BUSINESS TRANSFORMATION

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The theoretical and methodological aspects of staff qualification, which reveal the experience of domestic and foreign firms in improving the system of professional development, distribution of payroll depending on the success of work and its quality, are considered. The analysis and structuring of small and micro-enterprises of Zaporizhzhia region by types of economic activity in 2014–2018 based on statistical data on their number are conducted. The task of management of small and micro-companies of domestic business in accordance with the crisis conditions and realities of functioning of the sphere of services of Zaporizhzhya region is defined. The factors of expediency of professional development of staff in the crisis period as an element of development of employees of small and micro-companies of the sphere of services of Zaporizhzhia region are separated and grouped. Factors of expediency of professional development of staff of small and micro-companies at the present stage of business stabilization are presented schematically and in accordance with the architectural components of the logic of their construction effective measures for identifying the needs of the enterprise staff in their development are highlighted. The methods and measures for improving the qualification of the staff of the enterprises are summarized, the special emphasis in the selection of which should be made on the goals and objectives in accordance with the principles of unity and compliance with the goals and objectives of consumers in crisis conditions of functioning of the regional service sector. It is proposed to establish a regional center of advanced training on the basis of the National University «Zaporizhzhia Polytechnic» for providing integration, structuring and coordination of small and micro-firms activities in the sphere of services of the region. The results of the professional development of the staff of small and micro-enterprises of Zaporizhzhia region in the sphere of services are projected in accordance with the requirements of ensuring fast implementation of new scientific, technological, organizational, economic ideas into the practice of activity of firms of the sphere of services in the local market.

**Keywords:** staff, service industries, regional market, small business, management.

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### *Introduction and problem statement*

Usually the classification of economic entities is divided into: large, medium and small. The latter include micro-enterprises. Among the latter are micro-enterprises. Small and medium-sized companies play a special role in the economy of the country as a whole and its individual regions in particular. In the world economy, small and medium-sized businesses employ about half of the working population, which, according to the UN, accounts

for 30 to 60% of national product [7; 12]. Medium, small and micro-enterprises in developed countries affect the regional economy by: creating a large number of jobs by location; development and transformation of rural remote areas; use of local resources; fair distribution of income with less formal administration. The world experience of operation of such entities proves that small business is considered to be the most dynamic, because start-up entrepreneurs, based on their adaptability and



mobility, do not need to start large investments.

It is well known that small and micro-enterprises are usually quick to respond to changes in consumer demand and relatively easily cross the boundaries of business in accordance with current realities and requirements. At the same time, companies of this magnitude have high crisis risks, that is, during an economic downturn or crisis, small businesses are much more difficult to survive than large ones. Big companies quite often receive various preferences from the state during the crisis (tax cuts, obtaining a favorable loan and deferred payment, etc.). It is much more difficult for small and micro-businesses to acquire such preferences. The global crisis of today, which is linked to the world pandemic COVID-19, has not become an exception in the relations between the state and business. In such circumstances, crisis management becomes a priority strategy for small and micro-businesses, whose core value remains staff. To maintain their adaptability, firms need highly skilled staff. The relevance of the chosen direction of research is determined by the timeliness, necessity and expediency of organizing the process of training and professional development of staff of small and microenterprises of services in accordance with the crisis conditions of business transformation.

#### ***Analysis and research of publications***

Theoretical and methodological aspects of staff qualification include scientific development of domestic and foreign economists, namely: L. Balabanova, T. Bogdan, O. Grishnova, K. Kovtunenکو, L. Koleshnya, O. Levchenko, V. Samoilenko and others [1,2,5,7,8,10,11]. However, in the writings of these well-known scientists, the essence of training and advanced training is considered unilaterally, mostly from the point of view of the influence of psychological factors on the results of work, bypassing the socio-economic and business interests of small and microbusiness services. Considering the classical concept of advanced training, further development of its system at enterprises is considered by such foreign scientists as: M. Volgin, B. Henkin, Yu. Kokin, V. Roik, R. Yakovlev [14]. Thus, the writings of these researchers mainly consider the experience of domestic and foreign firms in improving the system of professional development, the distribution of payroll depending on the success of the work and its quality. That is, positions on this aspect of medium and large companies are mostly covered. In this sense, despite the existence of various theoretical, methodological and practical approaches to the process of professional development, the issue of organization and course of this process in small and micro-companies of services in crisis conditions of functioning of domestic business at the stage of its

transformation remains insufficiently solved.

#### ***The purpose of the article***

The purpose of the research is to theoretically substantiate scientific approaches and generalize methodological techniques for improving the qualification of company staff, as well as to providing practical recommendations for organizing the process of training and professional development of staff of small and micro-businesses service industries service industries in the Zaporizhzhia region.

#### ***Presenting main material***

The results of past global financial and economic crises have led to radical changes in the competitive environment of many regional services markets in different countries. First of all, the consumers of services and the conditions of competition have changed. In order to ensure survival and long-term success in doing business, small and micro-companies have been forced to move to strategies and tactics to adapt to the conditions of crisis changes in the business environment. The ability of a micro-scale enterprise to hold its own position in the local market or to develop a new anti-crisis plan for ensuring the economic security of business areas is a priority point in developing an adaptation strategy. The overwhelming majority of modern experts agree that the introduction of a business differentiation strategy will allow a small or micro-business firm to take full advantage of competitive advantage and to short the period of achieving stabilization of activity and return to pre-crisis economic indicators [2]. It is obvious that globalization and the high speed of change in the competitive conditions of the market provide the development of a competent strategy of adaptation of higher status in the business portfolio of firms, which should be a tool for ensuring a stable competitive advantage with the use of preventive management decisions. It is for this reason that small and micro-enterprises in the region's services sector need to adapt and respond to crisis changes, developing or generating ideas for the market in order to find new opportunities.

In view of the crisis and realities of today, the management of small and micro-companies of the domestic business, in general, and the Zaporizhzhia region, in particular, should understand how their enterprises can create and realize strategic competitive advantages in order to ensure sustainable results in order to obtain a stabilizing effect in the conditions of business transformation period of crisis, as well as in the post-crisis perspective of its development, which will allow businesses to adapt to the unforeseen circumstances of the environment and counteract the negative effects of market risks. According to the authors, the fundamental potential of solving this complex problem is the labor potential of any

enterprise.

According to the Central Directorate of Statistics in Zaporizhzhia, the number of small enterprises by type of economic activity was in % to the total indicator of the respective type of activity more than 95% in 2014–2018 (Tab. 1). In industry, the number of small businesses is the smallest (changes from 87% in 2014 to 88.2% in 2018). In terms of «financial and insurance activities», the number of small business representatives in the overall structure decreased from 88.9% in 2014 to 86.9% in 2018; there has also been a reduction in activities such as “health and social assistance activities” (from 95.3% in 2014 to 87.7% in 2018). That is, in these types, the scale of business has been optimized in the direction of enlargement of enterprises on the relevant grounds. At the same time, «education» showed an increase in the part of small businesses (from 95.7% in 2014 to 97.3% in 2018). According to the indicators of 2018 the largest share of small enterprises is observed in the following types of economic activities: temporary accommodation and catering (98.1%); professional, scientific and technical activities (98.1%); information and telecommunications (98.7%); real estate transactions (98.9%). In general, there are no significant deviations from the sustainable business structure in other types of economic activity.

The number of micro-enterprises of Zaporizhzhia region by type of economic activity in 2014–2018 was in % to the total indicator of the respective activity more than 83% (Tab. 2). Within

a certain period of time, the growth of the share (more than 1%) of micro-enterprises in the respective activity occurred in such areas as (2018 compared to 2014): industry (from 64.8% to 67.4% ); information and telecommunications (from 80.2% to 85.2%); real estate transactions (from 92.1% to 94%); arts, sports, entertainment and recreation (from 83.1% to 88.1%). That is, these economic activities over the five years have undergone a scaling up of a certain number of businesses to micro status. At the same time, the reduction of the share (by more than 1%) of micro-enterprises in the respective activity occurred in such areas as: construction (from 85.3% to 84%); financial and insurance activities (from 73.7% to 69%); health care and social assistance (from 71.2% to 62.7%). There were no significant deviations in other economic activities.

It is noted that for the period 2014–2018 the number of micro-enterprises in the structure of small enterprises in % to the total indicator of the respective activity (on average) increased from 86.9% in 2014 to 87.5% in 2018, which indicates the total tendency of changes of scale of business of the Zaporizhzhia region enterprises and their transition from small to micro-business (Tab. 3). Thus, the tendencies to acquire the status of «micro» (with a change in the proportion by more than 1%) had the following activities: industry; transportation, warehousing, postal and courier activities; information and telecommunications; real estate operations; activities in the field of administrative and support services; arts, sports, entertainment and recreation. In contrast,

Table 1

**Number of small enterprises by type of economic activity in 2014–2018  
(% of the total indicator of the respective type of activity)**

Types of economic activity	2014	2015	2016	2017	2018
Total (summary score)	95.7	95.8	95.6	95.9	95.9
agriculture, forestry and fisheries	95.5	95.5	95.5	96.0	96.4
industry	87.0	88.2	87.5	88.1	88.2
construction	97.8	97.8	98.1	97.6	97.7
wholesale and retail trade; repair of motor vehicles and motorcycles	97.7	97.8	97.4	97.7	97.7
transport, warehousing, postal and courier activities	93.1	92.8	91.8	92.3	93.4
temporary accommodation and catering	97.6	97.8	97.6	98.1	98.1
information and telecommunications	98.4	98.5	98.5	98.8	98.7
financial and insurance activities	88.9	90.3	91.3	90.7	86.9
real estate operations	98.8	98.9	98.9	99.0	98.9
professional, scientific and technical activities	97.7	97.9	98.3	97.9	98.2
activities in the field of administrative and support services	95.5	95.0	94.1	96.3	95.5
education	95.7	97.1	96.7	95.4	97.3
health care and social assistance	95.3	92.9	92.7	93.2	87.7
arts, sports, entertainment and recreation	95.4	94.2	95.1	96.9	96.7
provision of other services	98.7	98.7	98.6	98.6	98.6

Note. The data are presented without taking into account the results of the activities of banks and budgetary institutions and taking into account the change of the main economic activity by the enterprises.

Based on data [6]

Table 2

**Number of micro-enterprises by type of economic activity in 2014–2018 (% of the total indicator of the respective type of activity)**

Types of economic activity	2014	2015	2016	2017	2018
Total (summary score)	83.2	84.1	83.0	83.7	83.8
agriculture, forestry and fisheries	84.8	85.1	84.6	85.5	85.5
industry	64.8	67.3	64.9	65.7	67.4
construction	85.3	85.7	84.2	84.1	84.0
wholesale and retail trade; repair of motor vehicles and motorcycles	88.1	88.8	88.4	88.7	88.4
transport, warehousing, postal and courier activities	75.1	74.9	73.8	75.3	76.5
temporary accommodation and catering	79.5	80.7	75.5	79.2	79.7
information and telecommunications	80.2	85.5	84.2	84.7	85.2
financial and insurance activities	73.7	74.2	76.1	72.1	69.0
real estate operations	92.1	92.7	92.5	93.4	94.0
professional, scientific and technical activities	90.3	91.5	90.2	90.1	90.5
activities in the field of administrative and support services	81.5	81.4	80.0	82.7	82.8
education	84.1	83.8	83.6	84.6	83.8
health care and social assistance	71.2	70.1	67.4	67.5	62.7
arts, sports, entertainment and recreation	83.1	84.1	82.0	87.5	88.5
provision of other services	85.8	85.9	83.2	85.7	88.4

Based on data [6]

Table 3

**The number of micro-enterprises in the structure of small enterprises in% to the total indicator of the respective activity in 2014–2018**

Types of economic activity	2014	2015	2016	2017	2018
Total (summary score)	86.9	87.8	86.8	87.3	87.5
agriculture, forestry and fisheries	88.8	89.2	88.5	89.0	88.8
industry	74.5	76.3	74.1	74.5	76.4
construction	87.2	87.6	85.8	86.2	86.0
wholesale and retail trade; repair of motor vehicles and motorcycles	90.1	90.8	90.7	90.9	90.5
transport, warehousing, postal and courier activities	80.7	80.7	80.4	81.6	81.9
temporary accommodation and catering	81.4	82.5	77.4	80.7	81.3
information and telecommunications	81.4	86.8	85.5	85.8	86.4
financial and insurance activities	82.9	82.1	83.3	79.5	79.5
real estate operations	93.3	93.7	93.6	94.3	94.9
professional, scientific and technical activities	92.4	93.5	91.8	92.0	92.2
activities in the field of administrative and support services	85.4	85.7	85.0	85.8	86.8
education	87.9	86.4	86.4	88.7	86.1
health care and social assistance	74.6	75.5	72.6	72.4	71.5
arts, sports, entertainment and recreation	87.1	89.2	86.2	90.3	91.5
provision of other services	86.9	87.0	84.4	86.9	89.6

Based on data [6]

the following small activities had a tendency to become a small business (with a share change of more than 1%): construction; financial and insurance activities; health care and social assistance.

Based on the generalization of the results of the data analysis (Tab. 1, Tab. 2, Tab. 3), it should be noted that the types of economic activities that are attributed to the service sector have a general decomposition trend in the size of the business (excluding such types as: financial and insurance activities; education; health care and social assistance). According to the authors, the tendency

to enlarge the business of certain types of activity is a manifestation of influence on the part of state and administrative-territorial bodies of local government.

It should be noted that the staff, mostly of micro-enterprises (staff of enterprises of small businesses is no exception), in the context of reducing the size (scale) of a business, it is advisable to categorize administrative and managerial. Staff in this category should be understood as a set of employees of the organization, which are combined into specialized services, units, individual business units and are engaged mainly in different types of

mental activity. Unlike technical, management staff does not directly affect the subject of work, that is, with their own hands (with the use of means of work) does not produce tangible assets, and creates the necessary socio-economic and organizational-technical preconditions and conditions for the effective work of team members engaged in the implementation of technological company operations.

In addition to the current qualification requirements of the micro-organization for staff, its employees also have certain requirements for the enterprise in which they work. Thus, one of the important aspects of the expectations of the individual to the company reflects the desire of the individual to improve his skills and the availability of the company for this [14]. From the standpoint of solidarity of interests of the company and the person, professional development and acquisition of new knowledge and skills allows to increase personal competitiveness in the labor market of each employee and to get additional options for professional growth inside the enterprise and outside, which is especially important in the global conditions of fast aging of knowledge.

By this logic, the change in the personal characteristics of employees leads to changes in their requirements for the micro-enterprise, which, in turn, is one of the reasons for the change in the vector and level of development of the enterprise itself. Services businesses, as a whole, also benefit from the process of in-service training due to the fact that the local job market receives more skilled job seekers and functional responsibilities, as well as higher productivity of public regional labor at no additional cost. The expediency of professional development as an element of development of staff of small and micro-companies in the crisis period is conditioned by the factors, which are shown in fig. 1.

Definitely, qualified managers and professionals, who are particularly valuable to a small or micro-business firm in a crisis environment, are equally attractive to competitors too. Accordingly, in practice, there is a widespread debate that training is only a way to train qualified personnel for other companies. Such a statement, however, does not apply to those enterprises in which a clear career structure is created, which allows the staff to climb up the business ladder and fully realize the potential [5;13]. The high-probability management of a micro-enterprises will contribute to staff turnover if it ignores the training needs of staff, which will result in employees feeling overwhelmed and underestimating the results of their activities within a particular company. It should be added that the lack of attention of the management of the company to the process of staff qualification leads to a decrease in

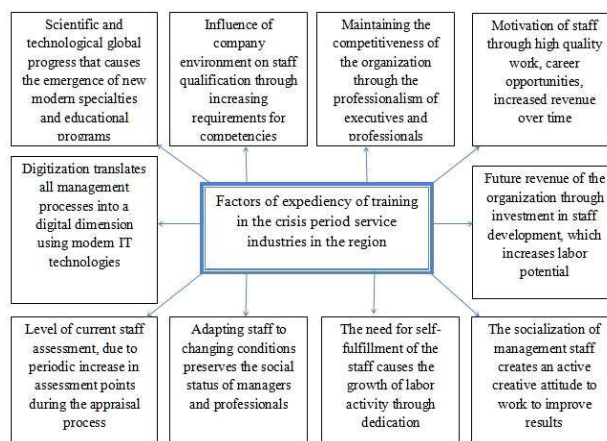


Fig. 1. Factors of expediency of professional development of staff in a crisis period

qualification, which results in the productivity indicators of each employee of the company do not meet the market efficiency criteria from the realization of labor potential. Thus, according to the American expert in the field of staff management Peter F. Drucker, at the fastest pace they will stabilize their activity in the conditions of crisis and quickly receive a new vector of business development not by a company using high technologies, but by those companies that have introduced innovative entrepreneurial management. Thus, such a model of building a business requires, first of all, the involvement of innovative and active employees who have the ability and skills to non-standard thinking.

From the point of view of expediency of initiation of process of improvement of qualification of the staff of small and micro-enterprises of service sphere it is necessary to have three conditions: 1) the firm's need for advanced training today and for the future; 2) the potential of professional development of employees (presence of motives, qualities, knowledge, attitudes, abilities, skills); 3) the need for training of employees (the importance of this condition is explained by the dependence of the success of the personnel training on the motivation of the staff to this process). A key point in managing the training of managers and professionals is to determine the needs of the company. In essence, it is about identifying the discrepancy between the professional knowledge and skills (competencies) that the management staff of the organization must possess to achieve its goals (today and in the future), and those knowledge and skills that it already possesses. Identifying the training needs of an individual employee of a small or micro-enterprise requires the combined efforts of the employee, his/her immediate manager and the company as a whole. In such an interaction of interests, each party brings its own vision of this issue and must take into account the factors, which

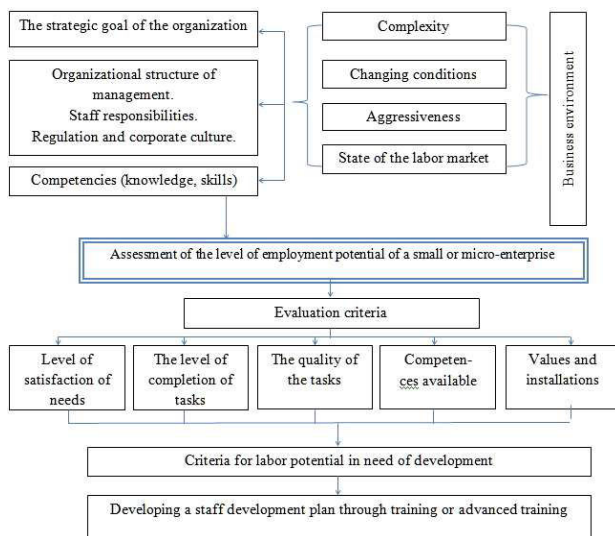


Fig. 2. Factors of expediency of advanced training of staff at the present stage

are influenced by the needs of enterprises of small or micro-business in the development of staff (Fig. 2). According to the architectural components of the scheme in Fig. 2 highlighted the following measures to identify the needs of the company staff in their development: 1) implementation of a professional orientation program; 2) organization of staff advisory assistance; 3) interviewing staff when hiring; 4) conducting a questionnaire survey of employees on a regular basis; 5) interview with employees after the end of the adaptation period; 6) organization of special meetings initiated by employees or management of a small or micro-enterprises; 7) conducting business evaluation, staff certification; 8) review of responsibilities, etc.

One of the main approaches for identifying and recording the needs for professional development of staff is certification and preparation of an individual development plan. Consolidated development plans should become a professional development program for employees of the enterprise, which aims to determine the goals of professional development, means of achieving them and the budget. The needs that are associated with the performance of duties of employees of small and micro-enterprises are determined on the basis of individual applications, the wishes of executives and specialists, analysis of the results of the enterprise, testing staff, compliance with the strategy of development of a particular company [3].

To achieve this goal measures for business evaluation of staff are suitable, since they provide an opportunity for a holistic review of the work of the contractor, as well as the employee (strengths and weaknesses) and its relevance to the work performed. Collaboration, observation and discussion provide an insight into the strengths and weaknesses of small

and micro-service staff in the region. With the help of certain methods, micro-company management has a good opportunity to learn about the degree of satisfaction of subordinates from work, their long-term career plans, their mission statement, strategic goals and priorities. The specific training needs of small and micro-business companies directly influence the methods that can be applied in the process. These methods are specified and presented in Fig. 3. At the same time, measures for professional development may be: individual or part of group work; part of daily work or work outside the workplace; focused on the formation, development and use of very specific skills or more general and versatile skills that can be used in a variety of practical situations that are different from the initial model of the course situation. In this case, the choice of training methods and measures will depend on: the goals of the enterprise's in-service training process; direct and indirect cost of training; urgency (time spent on the process); composition of participants (their qualifications, motivation, preliminary training); teachers' qualifications and competences. Particular emphasis in the training system should be placed on the goals and objectives, which ideally should be one and meet the purpose and objectives of consumers in the crisis environment of the regional service sector. For small and micro-business owners, entrepreneurs and management organizations, the following goals will be: improving the efficiency of management and profits, increasing the market share and assets of the company; labor productivity; gaining overall competitive advantage.

In accordance with the crisis conditions of business transformation in the organization of the process of training and professional development of staff of small and micro-enterprises services, there are special requirements to the employees in terms of professional knowledge and skills, human qualities. Employees of companies in the process of work are constantly in a state of training in connection with the adoption of new regulations and internal regulations relating to customer service, business digitalization, the emergence of new customer service technologies, consulting services to market participants, etc. In addition, every new situation with counterparties in business often creates problems that require a competent and immediate solution, which forces employees of small and micro-enterprises to gain additional knowledge (in the field of marketing services, consumer relations, psychology, sociology, law, etc.).

The results of the study of the activities of small and micro-companies in the Zaporizhzhia region services proved that there is a transformation of the employee model, and the most dynamic changes relate to the professional component of this model:



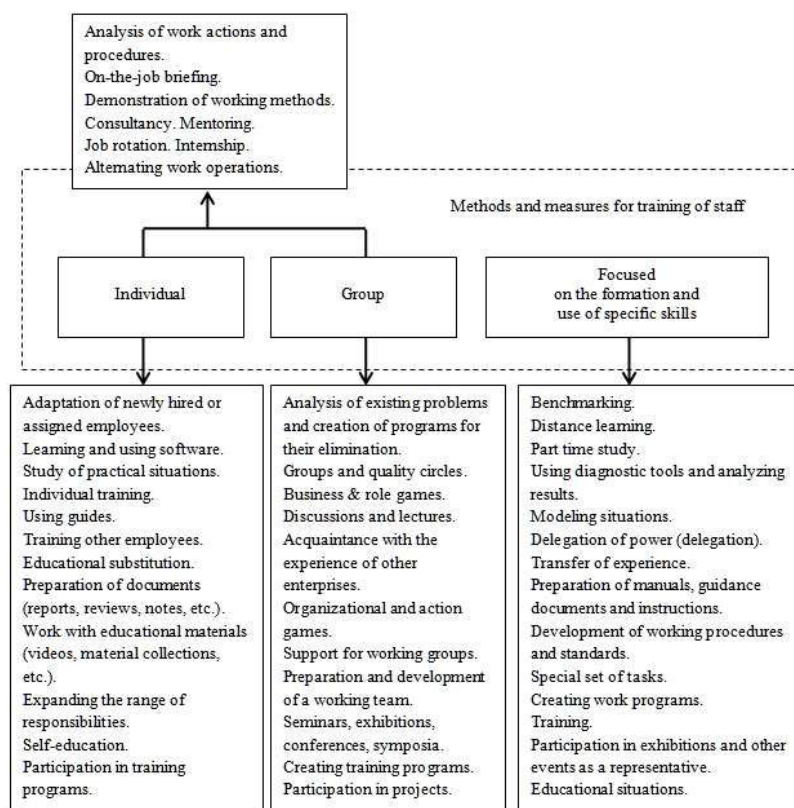


Fig. 3. Methods and measures to improve the staff's skills of enterprises

the level of knowledge, skills, experience and accumulated experience in work. In the conditions of significant staff release during the crisis, their qualification level should constantly increase and become a “weapon” of a competitive organization [1;4]. The most competitive is a professionally mobile worker. Expanding on the labor market a region of a workforce capable of creative work in various professional spheres is possible only if higher and better educational and vocational training is achieved by able-bodied populations of all ages. The introduction of such a criterion should be considered, along with the reduction of part of unskilled labor, one of the main conditions for enterprises to leave the crisis. Development of a scientific base of training and creative work in the future will become the main content of the activity of employees of companies.

According to many scholars, vocational training and retraining programs are the main external direction, from the point of view of small and micro-enterprise staff, the active position of the job seeker in the labor market, since employment prospects, especially in the conditions of transformation of the Zaporizhzhia region’s business sphere related to labour resources: quality education and high qualifications securely protect employees from unemployment. Higher education institutions have a significant influence on the process of formation of high quality labor resources in the regional labor

market. However, there are opportunities that can lead to increased activity of job seekers in the labor market, turning them into leading actors in this market. We are talking about the creation of a new organizational structure on the basis of a specific institution of higher education of the Zaporizhzhia region, namely: a regional center of professional development (RC), which will ensure the integration, structuring and coordination of the activities of small and micro-firms in the field of professional development of employees, activates their scientific and practical connection with all subjects, and will provide fast stabilization of activity of the enterprises of the region. National University “Zaporizhzhia Polytechnic” should be considered as the leading institution of higher education in the Zaporizhzhia region for the creation of a regional center of advanced training. The educational programs of the first and the second level of higher education were developed and offered by the Institute of Management and Law of NU «Zaporizhzhia Polytechnic» for training of the staff of small and micro-enterprises of the Zaporizhzhia region in the field of service industries (Tab. 4).

Cooperation of higher education institutions and small and micro-enterprises will solve the problem of training staff in the region’s services. In a tactical perspective, this cooperation includes: opening scientific centers in the field of modern

technologies, organization and implementation of targeted scientific programs, joint development of scientific courses, creation of a system of continuous learning and retraining in the workplace. Establishing close links between institution of higher education and small and micro-business is a basic element to the elimination of the crisis of all training and retraining systems in the Zaporizhzhia region and the country in general. Cooperation in the field of development of new technologies, creation of joint economic entities, provision of scientific «workshops» with modern equipment and software, organization of the practice of applicants in the leading companies, development of a constantly operating system of training and improvement of qualification of staff

allows to ensure quality of labor resources and to simplify the problem of competitiveness of staff in a crisis.

Modern business processes place high demands on updating the specific knowledge and skills of not only ordinary employees, but also other categories of staff. The strategic task of improving the skills of small and micro-enterprises is to ensure the rapid implementation of new scientific, technological, organizational, economic ideas in the practice of services firms in the local market. One of the ways to improve the qualification system of this category of employees is to move from the established practice of periodic (often episodic) training to continuous updating of knowledge. That is why the improvement

Table 4

**Educational programs of the first and second level of higher education offered by the Institute of Management and Law of NU «Zaporizhzhia Polytechnic» to improve the qualification of staff of small and micro-enterprises of the Zaporizhzhia region in the field of service industries**

Types of economic activity	First level of higher education	Second level of higher education
Total educational programs	17	17
Agriculture, forestry and fisheries	Digital Economy and E-Business	Digital Economy and E-Business
Industry	Personnel management and labor economics Digital Economy and E-Business	Personnel management and labor economics Digital Economy and E-Business
Construction	Personnel management and labor economics	Personnel management and labor economics
Wholesale and retail trade; repair of motor vehicles and motorcycles	Economics and organization of e-commerce and exchange activities Customs business	Economics and organization of e-commerce and exchange activities Customs business
Transport, warehousing, postal and courier activities	Personnel management and labor economics Digital Economy and E-Business	Personnel management and labor economics Digital Economy and E-Business
Temporary accommodation and catering	Hotel and restaurant business Tourism Studies	Hotel and restaurant business Tourism Studies
Information and telecommunications	Digital Economy and E-Business Journalism Politology	Digital Economy and E-Business Journalism Politology
Financial and insurance activities	Digital Economy and E-Business Customs business	Digital Economy and E-Business Customs business
Real estate operations	Digital Economy and E-Business	Digital Economy and E-Business
Professional, scientific and technical activities	Digital Economy and E-Business	Digital Economy and E-Business
Activities in the field of administrative and support services	Science of law Law enforcement activities Politology Social work Psychology	Science of law Law enforcement activities Politology Social work Psychology
Education	Special education Social institution management	Special education Social institution management
Health care and social assistance	Physical therapy, ergotherapy Correctional education	Physical therapy, ergotherapy Correctional education
Arts, sports, entertainment and recreation	Physical Education Hotel and Restaurant business Tourism Studies	Physical Education Hotel and Restaurant business Tourism Studies
Provision of other services	Digital Economy and E-Business	Digital Economy and E-Business



of staff qualification should become an integral part of the system of continuous education, including with the involvement of the subjects of the institution of higher education system in the region.

### Conclusions

The results of the professional development of the staff of small and micro-enterprises of the Zaporizhzhia region in the sphere of services should be aimed at gaining practical skills in improving and establishing long-term relationships with consumers, both during the crisis and in the post-crisis period, namely:

- ensuring the level of consumer expectations of the quality of service through various forms, using transparency in the use of services, provision of consulting services;

- establishing contacts with clients: regular communication on social networks, by email, telephone, effective communication with clients through other forms, conducting meetings with clients, establishing effective feedback;

- formation of business relations with the real and potential contingent of clients: conducting seminars, creating groups in social networks, organizing consumer visits to the production facilities of the enterprise, demonstrating the final product;

- development of personalized relationships through special invitations, birthday gifts, greeting cards, distribution of information about new services, etc.

In general, the adaptation measures of the development of strong long-term relations with the consumers of services of small and micro-enterprises will allow to receive tangible benefits to both parties and should be supported by the regional authorities, which should prioritize the improvement of skills of the Zaporizhzhia region's labor potential on the basis of permanent, continuous and structured professional development of small and micro-enterprises staff. The solution to this problem should be the direction of further scientific research and the scope of efforts of scientists.

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#### **ПІДВИЩЕННЯ КВАЛІФІКАЦІЇ ПЕРСОНАЛУ МАЛИХ І МІКРОПІДПРИЄМСТВ СФЕРИ ПОСЛУГ РЕГІОНУ В КРИЗОВИХ УМОВАХ ТРАНСФОРМАЦІЇ БІЗНЕСУ**

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*Розглянуто теоретичні та методичні аспекти підвищення кваліфікації персоналу, які розкривають досвід вітчизняних й закордонних фірм з удосконалення системи підвищення кваліфікації, розподілу фонду оплати праці залежно від успішності й якості праці. Виконано аналіз і структурування малих і мікропідприємств Запорізької області за видами економічної діяльності у 2014-2018 рр. на основі статистичних даних про їх кількість, що дозволило зрозуміти загальну декомпозиційну тенденцію масштабів регіонального бізнесу. Визначено завдання менеджменту малих і мікрокомпаній бізнесу у відповідності до кризових умов і реалій функціонування сфери послуг Запорізького регіону, яке полягає в осмисленні дієвих методів підприємств щодо створення та реалізації стратегічних конкурентних переваг з метою забезпечення сталих результатів для отримання стабілізаційного ефекту в умовах трансформації бізнесу на період кризи, а також у післякризовій перспективі його розвитку. Виокремлено і згруповано чинники доцільності підвищення кваліфікації персоналу в кризовий період як елементу розвитку співробітників малих і мікрокомпаній сфери послуг Запорізької області. Схематично надано фактори доцільності підвищення кваліфікації персоналу малих та мікрокомпаній на сучасному етапі стабілізації бізнесу та у відповідності до архітектурних компонентів логіки їх побудови виділено ефективні заходи для виявлення потреб кадрів компанії в розвитку. Узагальнено методи і заходи з підвищення кваліфікації персоналу підприємств, особливий акцент при виборі яких слід зробити на цілях і завданнях у відповідності до принципів єдності та відповідності задоволенню цілей і задач споживачів. Запропоновано створення на базі Національного університету «Запорізька політехніка» регіонального центру підвищення кваліфікації щодо забезпечення інтеграції, структуризації і координації діяльності малих і мікрофірм сфери послуг регіону. Спрогнозовано результати підвищення кваліфікації персоналу малих та мікропідприємств Запорізького регіону у сфері послуг у відповідності до вимог забезпечення швидкої реалізації нових наукових, технологічних, організаційних, економічних ідей в практику діяльності фірм.*

**Ключові слова:** кваліфікація, персонал, криза, освітня програма, мікропідприємство.

#### **ПОВЫШЕНИЕ КВАЛИФИКАЦИИ ПЕРСОНАЛА МАЛЫХ И МИКРОПРЕДПРИЯТИЙ СФЕРЫ УСЛУГ РЕГИОНА В КРИЗИСНЫХ УСЛОВИЯХ ТРАНСФОРМАЦИИ БИЗНЕСА**

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*Рассмотрены теоретические и методические аспекты повышения квалификации персонала, раскрывающие опыт отечественных и зарубежных фирм по совершенствованию системы повышения квалификации, распределения фонда оплаты труда в зависимости от его успешности и качества. Проведен анализ и структурирование малых и микропредприятий Запорозьской области по видам экономической деятельности в 2014-2018 годах на основе статистических данных об их количестве, что позволило понять общую декомпозиционную тенденцию масштабов регионального бизнеса. Определены задачи менеджмента малых и микрокомпаний отечественного бизнеса в соответствии с кризисными условиями и реалиями функционирования сферы услуг Запорозьского региона, которые заключаются в осмыслении методов компаний по созданию и реализации стратегических конкурентных преимуществ с целью обеспечения устойчивых результатов для получения стабильного эффекта в условиях трансформации бизнеса. Выделены и сгруппированы факторы целесообразности повышения квалификации персонала в кризисный период как элемента развития кадров малых и микрокомпаний сферы услуг Запорозьской области. Схематически представлены факторы целесообразности повышения квалификации персонала малых и микрокомпаний на этапе стабилизации бизнеса и в соответствии с архитектурными компонентами логики их построения выделены эффективные меры для выявления потребностей персонала фирмы в развитии. Обобщены методы и мероприятия по повышению квалификации персонала фирм, акцент при выборе которых следует сделать на целях и задачах в соответствии с принципами единства и соответствия удовлетворению целей потребителей. Предложено создание на базе Национального университета «Запорозьская политехника» регионального центра повышения квалификации по обеспечению интеграции, структуризации и координации деятельности малых и микрофирм региона. Спрогнозированы результаты повышения квалификации персонала предприятий Запорозьского региона в сфере услуг в соответствии с требованиями обеспечения быстрой реализации новых научных, технологических, организационных, экономических идей в практике деятельности фирм сферы услуг на локальном рынке.*

**Ключевые слова:** квалификация, персонал, кризис, образовательная программа, микропредприятие.

IMPROVEMENT OF THE QUALIFICATION OF SMALL AND MICRO-ENTERPRISE STAFF IN THE CRISIS CONDITIONS OF BUSINESS TRANSFORMATION

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*The theoretical and methodological aspects of staff qualification, which reveal the experience of domestic and foreign firms in improving the system of professional development, distribution of payroll depending on the success of work and its quality, are considered. The analysis and structuring of small and micro-enterprises of Zaporizhzhia region by types of economic activity in 2014–2018 based on statistical data on their number are conducted. The task of management of small and micro-companies of domestic business in accordance with the crisis conditions and realities of functioning of the sphere of services of Zaporizhzhya region is defined. The factors of expediency of professional development of staff in the crisis period as an element of development of employees of small and micro-companies of the sphere of services of Zaporizhzhia region are separated and grouped. Factors of expediency of professional development of staff of small and micro-companies at the present stage of business stabilization are presented schematically and in accordance with the architectural components of the logic of their construction effective measures for identifying the needs of the enterprise staff in their development are highlighted. The methods and measures for improving the qualification of the staff of the enterprises are summarized, the special emphasis in the selection of which should be made on the goals and objectives in accordance with the principles of unity and compliance with the goals and objectives of consumers in crisis conditions of functioning of the regional service sector. It is proposed to establish a regional center of advanced training on the basis of the National University «Zaporizhzhia Polytechnic» for providing integration, structuring and coordination of small and micro-firms activities in the sphere of services of the region. The results of the professional development of the staff of small and micro-enterprises of Zaporizhzhia region in the sphere of services are projected in accordance with the requirements of ensuring fast implementation of new scientific, technological, organizational, economic ideas into the practice of activity of firms of the sphere of services in the local market.*

**Keywords:** staff, service industries, regional market, small business, management.

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