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ANALYSIS OF INNOVATIVE FORMS OF WORK ORGANIZATION AND THEIR IMPACT ON PERSONNEL PERFORMANCE

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The article analyzes innovative forms of work organization and their impact on staff performance. Modern approaches are considered, including flexible schedules, remote work, project and cross-functional teams, the use of digital technologies, motivational systems and gamification. It was found that the implementation of these forms contributes to increasing motivation, productivity, creativity and employee satisfaction, as well as optimizing work processes. The results obtained emphasize the importance of innovative methods of work organization for achieving competitiveness and sustainable development of enterprises in today's difficult economic conditions. The modern labor market is characterized by increased competition, the need for flexibility and adaptability, which requires rethinking traditional approaches to personnel management. The introduction of innovative models of labor organization is becoming a key factor in increasing productivity, motivating employees, and achieving strategic goals of companies. One of these innovative forms is the introduction of flexible work schedules, including remote work, part-time work, and flexible working hours. Digitalization and the introduction of artificial intelligence open up new opportunities for optimizing work processes, analyzing data, and making management decisions, which requires management to constantly improve staff competencies and create a culture of continuous learning. The study of innovative forms of work organization is not just an academic interest, but an urgent need for the real sector of the economy. Understanding and effectively implementing these forms will allow enterprises to adapt to the changing environment, increase their competitiveness and ensure long-term development, meeting the requirements of the fourth industrial revolution.

Keywords: innovations, work organization, personnel, cross-functional teams, digital technologies, gamification, personnel motivation system, labor productivity.

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Introduction and formulation of the problem

The relevance of research into innovative forms of labor organization is due to dynamic changes in the economy, technological progress, and increasing requirements for the efficiency of enterprises. The modern labor market is characterized by increased competition, the need for flexibility and adaptability, which requires rethinking traditional approaches to personnel management. The introduction of innovative

models of labor organization is becoming a key factor in increasing productivity, motivating employees, and achieving strategic goals of companies.

One of these innovative forms is the introduction of flexible work schedules, including remote work, part-time work, and flexible working hours. Another important direction is the development of project-based work organization and the implementation of Agile methodologies. Teams working according to these

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principles demonstrate a higher ability to quickly respond to changes, improved communication, and greater involvement in the process. Particular attention should be paid to the role of technology in the transformation of work organization. Digitalization, automation, and the introduction of artificial intelligence open up new opportunities for optimizing work processes, analyzing data, and making management decisions, which requires management to constantly improve staff competencies and create a culture of continuous learning. Therefore, the effective implementation of innovative forms of work organization requires a comprehensive approach that takes into account the specifics of the industry, technological capabilities, psychological aspects of staff motivation, and the company's strategic goals. Therefore, the study of innovative forms of work organization is not just an academic interest, but an urgent need for the real sector of the economy. Understanding and effectively implementing these forms will allow enterprises to adapt to the changing environment, increase their competitiveness and ensure long-term development, meeting the requirements of the fourth industrial revolution. The issue of analyzing innovative forms of labor organization and their impact on the performance of company personnel in the conditions of modern transformational economic transformations has been considered in scientific studies by both domestic and foreign scientists, in particular: Charkina T. Yu. [1, 2], Zadoya V. O. [3], Koroleva D. S. [3], Antonyuk L. L. [4], Kandyba S. A. [5], Sharayenko O. A. [5], Kovalenko O. O. [6], Mormul M. S. [9], Shchytyov D. M. [10], Romanchuk L.A. [10], Chupilko T.A. [10], Kolot A. [11], Lopushniak H. [12], Poplavska O. [13] and many others.

However, a single methodology for conducting an appropriate analysis of innovative forms of work organization and their impact on the performance of company personnel has not yet been identified.

Purpose of the article

The purpose of the article is to analyze innovative forms of labor organization and their impact on the performance of company personnel and the formation of innovative solutions in the context of modern transformational economic transformations.

Presentation of the main material

Digitalization and automation of production processes are changing the structure of jobs, creating both new opportunities and challenges for enterprises. According to studies [4-9], by 2030, automation can partially or completely replace up to 30% of working time, which will require employees to develop new skills, such as critical thinking, creativity and emotional intelligence. This, in turn, stimulates the introduction

of flexible work schedules, remote work and project-oriented teams. Innovative forms of work organization, such as, for example, “Agile”, “Lean Management” and “HR analytics”, allow optimizing the use of resources, reducing the time to market and improving the quality of services.

The results of the analysis of innovative forms of labor organization and their impact on personnel performance are presented in Table 1.

Let's analyze in more detail the impact of innovative forms of work organization on the performance of the company's personnel:

a) flexible work schedule – the introduction of a flexible regime allows employees to independently distribute working hours, which helps to better combine work and personal life. This reduces stress levels, improves psychological well-being and increases overall productivity;

b) remote (tele) work – reduces the need for the employee's physical presence at the workplace, reduces travel time and increases job satisfaction. It helps to attract specialists from remote regions and creates conditions for greater employee autonomy;

c) work in project teams – involves the formation of teams to implement specific projects, which helps to more clearly define goals, increases responsibility and stimulates creativity. This approach allows you to respond faster to market changes and improve the quality of the final product;

d) application of digital tools and automation – use of CRM, ERP systems and other digital solutions, which increases the efficiency of work processes, reduces the number of routine tasks, speeds up information processing and decision-making, which generally has a positive effect on production efficiency;

e) cross-functional teams involve the unification of employees from different departments, which promotes a comprehensive synergistic approach to solving problems, broadens the horizons of employees and ensures effective knowledge exchange, which increases the innovative potential of the company;

f) piecework and motivational systems – remuneration tied to specific results, stimulates employees to improve the efficiency of their work and participate more actively in achieving the company's goals;

g) gamification of work processes – introduction of game elements (points, ratings, awards), which makes work more interesting and motivating, reduces the level of employee burnout;

h) training and continuous learning – constant professional development, which ensures the adaptation of employees to new professional challenges, increases the level of competence and the quality of task performance, which in turn increases work efficiency.

Table 1

Analysis of innovative forms of work organization and their impact on the performance of company personnel

Innovative form of labor organization	Characteristic	Impact on staff performance
Flexible work schedule (Flex-Time)	Ability to self-organize working hours, choose the start and end of the working day	Increased motivation, reduced stress, better work-life balance leading to increased productivity
Remote work	Performing job duties outside the office using digital technologies	Reducing time spent traveling to the office (home), increasing employee satisfaction, and the ability to attract highly qualified specialists from different regions
Working in project teams	Temporary groups created to achieve specific goals or implement projects	Increased creativity, faster adaptation to changes, improved coordination and responsibility, which positively affects the quality of the result
Application of digital tools and automation	Using specialized software, CRM, ERP, chatbots to support processes	Reducing routine work, increasing decision-making speed, improving communication, leading to increased work efficiency
Cross-functional teams	Uniting employees from different departments to solve complex tasks	Expanding competencies, more effective interaction, better knowledge sharing and innovation, which drives performance
Motivational remuneration systems	Rewards that depend on specific achievements or metrics	Encouraging productive work, increasing interest in achieving results, developing initiative
Gamification of work processes	Using game elements to increase engagement	Increasing motivation, creating a positive working atmosphere, developing team spirit
Training and continuous learning	Continuous professional development and development of staff skills	Increasing professional level, adaptability to new conditions, improving the quality of task performance

Source: developed by the authors

The implementation of the above innovative forms of work organization allows not only to improve staff motivation and satisfaction, but also to significantly increase productivity and quality of work performed, which is critically important for modern companies in a competitive environment. In the context of the negative impact of the aspects of a full-scale military invasion of Ukraine, phenomenal migration shifts have profound socio-economic consequences, threatening labor shortages, changing demographic structures, and placing significant pressure on social security systems. The issue of the integration of forcibly displaced persons within the country deserves special attention. Foreign migration flows, formed mainly by women and children, create challenges for recipient countries related to adaptation, integration into the labor market, and access to education and healthcare. At the same time, this requires the development of effective support programs and coordination at the international level.

Thus, the large-scale migration crisis caused by a full-scale invasion represents a complex multifaceted challenge, encompassing social, economic, legal and

humanitarian aspects. Effective management of these processes requires coordinated action at the national and international levels. In these circumstances, innovative solutions to stimulate the labor market in the post-war period must take into account the unique challenges associated with economic recovery, the reintegration of displaced persons and veterans into society, as well as the modernization of infrastructure and production (Fig.).

The humanitarian dimension of the migration crisis is no less important. Psychological trauma, loss of housing, destruction of social ties and uncertainty about the future require comprehensive psychosocial services, both for those abroad and for those forcibly displaced. At the same time, potential re-emigration and Ukraine's post-war reconstruction processes will largely depend on the state's ability to provide security, stability and economic opportunities for returning citizens, which will require long-term planning, reforms and international support to create favorable conditions for rebuilding destroyed infrastructure and stimulating economic growth.

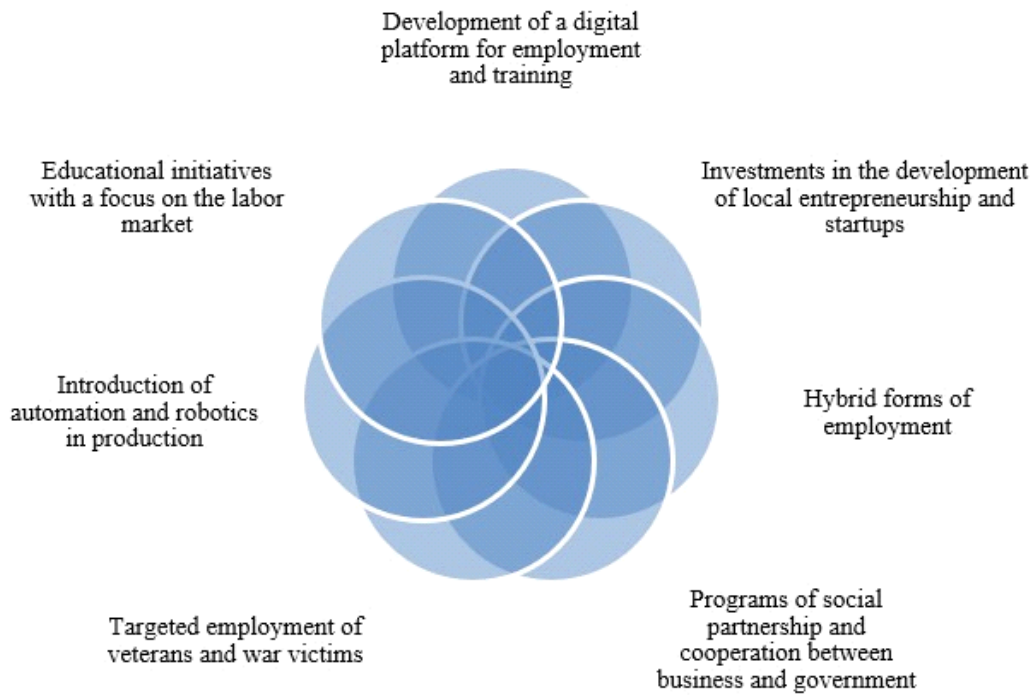


Fig. Innovative solutions for stimulating the labor market in the post-war period in Ukraine

Source: developed by the authors

Let us consider in more detail the above-mentioned innovative solutions in the context of stimulating the Ukrainian labor market in the post-war period:

– development of a digital platform for employment and training – creation and implementation of integrated online platforms that combine job offers, distance learning and retraining with elements of artificial intelligence for personalized selection of vacancies and training programs, which allows you to quickly adapt to changes in the labor market and effectively integrate different categories of the population, in particular, internally displaced persons;

– investment in the development of local entrepreneurship and startups – introduction of grant programs, preferential loans and consulting support for small and medium-sized enterprises, as well as startups that are capable of creating new jobs. Particular attention should be paid to innovative and technological areas that can stimulate highly productive and modern production;

– hybrid forms of employment – introduction of flexible work models, including remote work, part-time employment and project work, which correspond to new socio-economic realities. This allows to expand

opportunities for workers with different life circumstances and contributes to reducing unemployment;

– programs of social partnership and cooperation of business with the authorities – formation of platforms for interaction between state bodies, business and educational institutions with the aim of joint development of human resources potential, coordination of labor market needs and formation of effective support and training programs;

– targeted employment of veterans and war victims, which involves the development of specialized support programs, including psychological assistance, retraining and financial incentives for employers who attract veterans and victims. This will not only promote social integration, but also increase the overall level of employment;

– introduction of automation and robotization in production – integration of modern technologies to increase labor productivity while simultaneously supporting the retraining of workers in order to prevent structural unemployment, create new jobs in high-tech areas;

– educational initiatives with a focus on the labor market – modernization of vocational and higher education with a priority on the needs of infrastructure

restoration, the IT sector, the green economy and other strategic areas. The inclusion of practical programs and internships will contribute to better adaptation of graduates to the requirements of the modern labor market;

– tax and financial incentives for employers – introduction of benefits, subsidies and other financial instruments that encourage the creation of new jobs, staff retention and the development of corporate training and motivation programs.

Table 2

Innovative forms of labor organization used on platforms in developed countries of the world

Innovative form of labor organization	Description	Examples from developed countries of the world
Flexible work schedule	Employees independently choose the start and end times of their working day	Germany (Siemens), USA (Microsoft)
Remote work	Performing tasks outside the office using digital technologies	Netherlands (Philips), United Kingdom (BT Group)
Working in project teams	Temporary groups to perform specific tasks or projects	Israel (Intel), USA (Google)
Automation and digitalization of processes	Using IT solutions to optimize and automate work processes	Japan (Toyota), South Korea (Samsung)
Cross-functional teams	Teams of specialists from different fields for comprehensive problem solving	Sweden (IKEA), USA (Apple)
Gamification of work processes	Using game elements to increase employee motivation and engagement	Germany (SAP), France (Dassault Systems)
Coaching and mentoring	Individual support and development of employee competencies	Great Britain (Unilever), USA (IBM)
Open spaces and collaboration spaces	Organizing office space to promote creativity and teamwork	Denmark (Maersk), Netherlands (Booking.com)
Agile methodologies	Flexible project management methodologies that facilitate rapid adaptation to change	USA (Spotify), Germany (Bosch)
Social packages and welfare programs	A set of measures to support the health, work-life balance of employees	Norway (Telenor), Sweden (Volvo)

Source: developed by the authors

Innovative solutions to stimulate the labor market in the post-war period should be based on a comprehensive approach that combines digitalization, social support, modernization of education and production, as well as an active partnership between the state and business. Such a strategy allows for a faster recovery of the economy, increased employment of the population, and sustainable development in the new socio-economic conditions.

Conclusions

Thus, the digitalization of the labor market in the post-war period requires the introduction of modern digital platforms for job search, vocational training and retraining. These tools, as the experience of countries that have successfully undergone post-conflict recovery shows, contribute to the prompt matching of labor supply with the needs of employers, minimizing structural unemployment. An important component is also the development of digital skills among the entire population, which can be achieved through the implementation of appropriate educational programs and initiatives for advanced training, because, according to the World Bank, digital competencies are a key factor in competitiveness in the modern labor market.

At the same time, social support should be directed to those who need it most. This includes expanding social insurance programs, providing targeted assistance to cover the costs of moving to regions with higher demand for labor, as well as psychological support and accompaniment for veterans and people affected by the conflict.

Today, the modernization of education and production is the foundation for creating new jobs and increasing productivity. Updating educational programs, in particular, in the areas of STEM (science, technology, engineering, mathematics) and vocational education, should meet the current and future needs of the economy, based on labor market forecasts. At the same time, stimulating investments in the modernization of production facilities, the introduction of innovative technologies and the development of high-tech industries will stimulate the creation of quality jobs and increase the competitiveness of the national economy.

The proposed innovative solutions for stimulating the labor market in the post-war period in Ukraine will make it possible to rethink a new format of employment to increase the efficiency of personnel management.

The decisive factor for success is an active partnership between the state and business. The state should create a favorable investment environment, simplify regulatory procedures and provide tax incentives for the creation of new jobs. Business, for its part, should be involved in the formation of educational programs, invest in personnel training and take responsibility for the employment of the most vulnerable segments of the population. Effective public-private partnerships, as evidenced by examples of economic revival in Asia, accelerate recovery processes and ensure sustainable growth.

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АНАЛІЗ ІННОВАЦІЙНИХ ФОРМ ОРГАНІЗАЦІЇ ПРАЦІ ТА ЇХ ВПЛИВУ НА РЕЗУЛЬТАТИВНІСТЬ РОБОТИ ПЕРСОНАЛУ**Чаркіна Т. Ю., Сарахман Л. Г.**

У статті здійснено дослідження інноваційних форм організації праці та їх впливу на результативність роботи персоналу. Розглянуто сучасні підходи, зокрема гнучкий графік, дистанційну роботу, проєктні та крос-функціональні команди, застосування цифрових технологій, мотиваційні системи та гейміфікацію. Встановлено, що впровадження цих форм сприяє підвищенню мотивації, продуктивності, креативності та задоволеності працівників, а також оптимізації робочих процесів. Запропоновано інноваційні рішення щодо стимулювання ринку праці в повоєнний період на території України. Отримані результати підкреслюють важливість інноваційних методів організації праці для досягнення конкурентоспроможності та сталого розвитку підприємств у сучасних складних економічних умовах. Сучасний ринок праці характеризується підвищеною конкуренцією, потребою в гнучкості та адаптивності, що вимагає переосмислення традиційних підходів до управління персоналом. Впровадження інноваційних моделей організації праці стає ключовим фактором підвищення продуктивності праці, мотивації працівників та досягнення стратегічних цілей компаній. Цифровізація та впровадження штучного інтелекту відкривають нові можливості для оптимізації робочих процесів, аналізу даних та прийняття управлінських рішень, що вимагає від керівництва постійного підвищення компетенцій персоналу та створення культури безперервного навчання. Вивчення інноваційних форм організації праці є не просто академічним інтересом, а насильною потребою для реального сектору економіки. Розуміння та ефективне впровадження цих форм дозволить підприємствам адаптуватися до змінного середовища, підвищити свою конкурентоспроможність та забезпечити довгостроковий розвиток, відповідаючи вимогам четвертої промислової революції.

Ключові слова: інноваційні рішення, форми організації праці, персонал, крос-функціональні команди, цифрові технології, гейміфікація, мотиваційна система персоналу, продуктивність праці.

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