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IMPROVING THE COMPETENCES OF PERSONNEL IN THE PROCESS OF FORMING SOCIAL-LABOR RELATIONS

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Abstract. The article examines the existing approaches to understanding the theory of professional competences of personnel as an economic category and a leading component of the entire system of socio-labor relations. The concept of «competence» and factors that influence the development of competences promoting professional growth of personnel of the bank have been defined. The proposals as to ensuring perfection of the professional competences of bank personnel in the process of forming social and labor relations for the normal functioning of subjects of economic activity in today's competitive environment have been given. This requires continuous improvement of the complex of knowledge, skills and personal qualities of its personnel in the field of financial services.

Keywords: competences, personnel, professional competence, personal professional competences, professional competences of the firm, professional skills, motivation.

УДОСКОНАЛЕННЯ КОМПЕТЕНТНОСТЕЙ ПЕРСОНАЛУ В ПРОЦЕСІ ФОРМУВАННЯ СОЦІАЛЬНО-ТРУДОВИХ ВІДНОСИН

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Анотація. Розглянуто наявні підходи щодо розуміння теорії компетентностей персоналу як економічної категорії та провідної складової всієї системи соціально-трудоових відносин. Визначено поняття «компетенції» та фактори, що впливають на розвиток компетенцій, які сприяють високопрофесійному зростанню персоналу банку. Внесено пропозиції щодо забезпечення удосконалення компетентностей персоналу банку в процесі формування соціально-трудоових відносин для повноцінного функціонування суб'єктів господарської діяльності в умовах сучасного конкурентного середовища. Це вимагає постійного вдосконалення комплексу знань, умінь та особистих якостей його персоналу у сфері фінансового обслуговування.

Ключові слова: компетенції, персонал, професійна компетентність, особистісні компетентності, компетентність фірми, професійні навички, мотивація.

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УСОВЕРШЕНСТВОВАНИЕ КОМПЕТЕНЦИЙ ПЕРСОНАЛА В ПРОЦЕССЕ ФОРМИРОВАНИЯ СОЦИАЛЬНО-ТРУДОВЫХ ОТНОШЕНИЙ

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Аннотация. Рассмотрены существующие подходы к пониманию теории компетентностей персонала как экономической категории и ведущей составляющей всей системы социально-трудовых отношений. Определено понятие «компетенции» и факторы, влияющие на развитие компетенций, способствующих высокопрофессиональному росту персонала банка. Внесены предложения по обеспечению совершенствования компетентностей персонала банка в процессе формирования социально-трудовых отношений для полноценного функционирования субъектов хозяйственной деятельности в условиях современной конкурентной среды. Это требует постоянного совершенствования комплекса знаний, умений и личных качеств его персонала в сфере финансового обслуживания.

Keywords: компетенции, персонал, профессиональная компетентность, личностные компетентности, компетентность фирмы, профессиональные навыки, мотивация.

The problem statement and its connection with important scientific and practical tasks. The social and labor relations play a major role in solving scientific, technical, organizational and economic tasks of management. Effective performance of any economic agent depends not only on the high level of competitiveness, sufficient economic potential, but also on professional qualifications of the personnel.

The current reforms undertaken in the banking sector of Ukraine radically change the system of relations between employers and employees in the market economy in all sectors of the economy including the banking system. Under these conditions, there is a problem of scientific substantiation of effective development of the personnel in the banks.

The formation of social and labour relations of the personnel of the organization may be possible through the implementation of measures promoting the development of the personnel, particularly the improvement of professional qualifications of enterprise employees.

In this context, the problem of the development of new systems of recruitment and promotion of personnel, scientific substantiation of personnel planning, their objective training, retraining and continuous formation of personnel professional qualifications is acquiring great importance.

Analysis of recent research and publications. Modern scientists are increasingly turning to the study and analysis of professional qualifications in personnel management. The foundations of the theory of professional qualifications were laid in the works of the foreign scientists: I. Ansoff, M. Bomenzat, S. Vorobey, V. Vroom, T. Decker, G. Dess, K. Divri, G. Kannaka, V. Makelvil, D. McClelland, Y. Perce, K. Prahalad, J. S. Piken, J. Raven, G. Tetenbaum, A. Torre, Friedrich von Hayek, G. Hemel, O. Vankova, S. Shekshnia. The competences of the personnel are also the subject of scientific studies of native scientists in the sphere of banking management: P. Goh, O. Grishnova, A. Kibanova, O. Lavrushina, Y. Linchevski, G. Nazarova, A. Nalyvayko, V. Maslova, A. Mendrul, M. Ozerova, N. Sushko and others.

However, the current problems of improving professional qualifications of the personnel in the process of social and labor relations have not been disclosed yet and they require further study. However, we can confidently emphasize that the problem of development of professional qualifications of the bank personnel and their regulation in Ukraine haven't been studied properly and therefore remains topical.

The aim of the paper is the development of theoretical approaches to understanding of the theory of professional qualifications of the personnel as the economic category and development of proposals as to the improvement of the professional qualifications of the personnel of the bank in the process of formation of social and labor relations.

To achieve this goal the work sets the following tasks: 1) to analyze the existing approaches to understanding the theory of professional qualifications of the personnel as the economic category; 2) to clarify the concept of «competence» and highlight the factors influencing the development of competencies that facilitate the highly professional growth of the bank workers; 3) to identify the main characteristics of the personnel competences; 4) to make proposals to ensure the improvement of the professional qualifications of the bank workers in the process of formation of social and labor relations.

The statement of the research data. Since the moment of emergence of management and to the present time the conceptual approaches to the management and development of employees have been significantly changing. «The leading banking institutions of the developed countries of the world came to the conclusion that the most important resource of production is the human one. Unlike other resources, the value of which is completely or



partially used in the production process, the value of human resources is not decreasing and even increasing due to the growth of its professional qualifications, qualifications and the gain of practical experience» [1, p. 38–39].

In the current economic conditions, to assess the ability of the personnel to perform work of any complexity, that is to put into practice the available knowledge, habits and skills, some scientists use the term «competences», «the content of which the modern scholars often define as the characteristics of the personnel required for successful work: a combination of knowledge, skills, abilities, applied efforts and stereotypes of behavior» [1, p. 83; 2, p. 145]. The development of competencies is considered «from positions of comparison of the requirements of the company (the required quantity and quality of the personnel in accordance with the chosen development strategy) with the available resources (employees with the achieved level of competence) and the choice of forms of influence to bring them into conformity. In the most general terms, the competence is the knowledge and experience in that or other area» [2, p. 151; 3, p. 31–32].

In 1982, the American scientist V. Makelvil proved that «a set of competencies of all company's employees is the basis of successful work of the organisation» [4, p. 33]. Then the theoretical research of the scientist D. McClelland proved the «necessity of an effective building of competence of each employee for the successful work of the organisation. The personnel management of the company is regarded as the management of professional qualifications of all employees through the acquisition, stimulation and development of their competences» [5, p. 110].

In 1995 T. Decker offered to understand the competence as the aggregate of the following factors:

- 1) «the knowledge is the result of education obtained by the individual, in this case we keep in mind the professional and cultural knowledge of the person;
- 2) we understand skills as the experience that the person acquires while applying knowledge in practice;
- 3) ways of communication - essentially a new factor, without which there is no complete description of the competence of the person. It is about the ability to behave professionally performing a particular function» [6, p. 318].

At the same time it is proposed to consider the definition of T. Decker according to which «ways of communication - is the ability to communicate with people and work in a group» as an inadequate one: in the context of globalization, the expansion of international ties it is worth speaking about the ability to work in a group and with the people of other culture [6, p. 320].

By the definition of the scientist J. Raven «the professional qualifications are specific abilities necessary for effective implementation of a specific action in a particular subject area and that includes highly specialized knowledge, a special kind of subject skills, ways of thinking and understanding of the responsibility for one's own actions» [7, p. 21].

Currently the professional qualifications are usually regarded as a «scope of necessary for work competencies possessed by the specialist or the conformity of the specialist to the requirements of his position or an ability of the specialist to effectively carry out his/her professional activities» [8, p. 114].

Since the professional qualifications of the worker lie in his/her possession of a number of competencies, there is a necessity to define the concept of «competence».

The characteristic of O. Grishnova should be taken as a basis for definition of «competence», which states that «employee's competence (professionalism) is his/her level of general and vocational training as well as the breadth of professional outlook allowing him/her to respond adequately to the demands of specific work place or the work performed which are constantly changing» [2, p. 152].

According to A. Stohantseva «the competence is the set of individual characteristics of the specialist necessary and sufficient for the effective and guaranteed exercise of his professional activity in given conditions and with a given level of quality» [9, p. 1].

This definition is found in the Dictionary of Economics and Finance: «The competence is the unity of knowledge, professional experience, abilities to act and skills of behavior of an individual which are determined by the purpose, given situation and position» [10, p. 154].

A. Kibanov defines competence as «the characteristic of the position, which is a set of powers (rights and obligations), which a certain government body and officials have or should have in accordance with laws, regulatory acts, statutes and regulations» [11, p. 52].

At the same time, expanding the above mentioned concepts we may define the concept «competence» as a set of individual characteristics, knowledge and skills of employees, determining the quality of work and is conditioned by the behavior in business circumstances. The presence of more competences determines the level of professional qualifications of the worker.

By the general classification of Y. Linchevski «the key professional qualifications include: the qualification of employees; orientation of activities; motivation; erudition; affiliation (sense of belonging to the values of the group and confidence that you are accepted by the group) and the feeling of self-respect; intuition; the style of activities and leadership; the conformity of the subject to the system, which is managed (acceptance or non-acceptance of the subject by the system which is managed)» [12, p. 215].



S. Vorobey calls such key professional qualifications as «professionalism, quality of work, independence, focus on the consumer, corporatism, intensity and focus on development» [13, p. 47]. These classifications match and complement each other. According to the author, the most successful is the classification of the key professional qualifications made by G. Kovalchuk [14]. However, it is clear that the problem of creating the generally accepted model of professional qualifications, their varieties for various categories of workers and classification of key professional qualifications is still waiting for its further study and solution.

V. Nykyforenko drew attention to such a phenomenon as «the professional qualifications of the company, representing the rational combination of knowledge and abilities, considered within a small period of time, owned by workers of the organization» [15, p. 122]. In this case, personnel management can be represented as the management of professional qualifications of the organization with realization of the practice of its acquisition, stimulation and development in the present and future.

These three main tasks of effective social control as the acquisition, stimulation and development of professional qualifications are necessary to be solved for the successful management of the improvement of professional qualifications of the personnel in the process of formation of social and labor relations.

The improvement of personnel professional qualifications integrates the technologies of management by objectives, determination of production requirements and provides for the adjustment of the personnel in line with these requirements. That is the competency approach involves assessment of the personnel through the comparison of performance, quality and complexity of the work done with standard features for this position.

We know that «the success of personnel management is stipulated by two main factors: the ability of the organization to clearly define what (what behavior of the employees) is required to achieve its goals and the ability «to guess» what motives («signals») encourage the employees to the desired behavior. Both tasks are equally important and complicated, especially in the conditions of constant change of the banking system» [12, p. 217].

O. Grishnova believes that «under development of professional qualifications of the personnel in the system of social and labor relations of the modern bank we understand the process of achievement of such indicators of the level of worker's qualifications that meet the bank development strategy» [3, p. 33–34].

The competitive potential of the commercial bank is formed mainly by involvement of qualified personnel in the bank management system ready to use these technologies to solve urgent social tasks.

The Improvement of professional qualifications of the personnel in modern banks is stipulated by the system of legal, organizational, economic, technical, informational and psychological requirements (tbl. 1).

Table 1

Competencies of the workers of a modern bank [16, p. 17]

Knowledge of	Ability to	Possession of
<ul style="list-style-type: none"> – principles of the banking system functioning; – fundamental basics of work with the personnel; – functional management structure; – basics of management; – experience of management of banking institutions 	<ul style="list-style-type: none"> – rationalize his own organization; – coordinate and supervise the work of executors; – to work in a team; – implement leading experience of management of banking institutions; – to do continuous self-improvement 	<ul style="list-style-type: none"> – significant personal values; – predisposition and skills for independent problem solving; – ingenuity and the desire for innovative solutions; – ability for administrative work; – ability to train and develop subordinates

As the practice of foreign and domestic banking system operation shows, only those banks operate in a competitive environment efficiently that establish their own programs of personnel professional qualifications development. The results of the study by McKinsey Global Institute helps to make a conclusion that in Ukraine such programs are successfully implemented in the majority of modern commercial banks, such as PJSC Platinum Bank, PJSC Alfa-Bank, PJSC UkrSibbank, PJSC FUIB, PJSC Idea Bank, PJSC VTB Bank, PJSC Universal Bank and others [17, p. 141–145].

For example, «PJSC Platinum Bank provides optimally comfortable working conditions, develops skills of employees, helps in unexpected situations, takes part in the program of hiring people with disabilities. The bank develops the skills and knowledge of employees, pays attention to their development. After all, the success of employees – Is the success of the bank» [18, p. 28].

In 2015, the bank organized a day of platinum team. This day the large-scale training was organized aimed at team building. The training was conducted for 50 employees with the participation of top managers of the bank. In 2014–2015 there were conducted two trainings for the heads of the main office (tbl. 2).

The bank operates mainly in the retail business because a significant number of training courses was organized for the sales department (tbl. 3). They had such trainings as «The 1st Congress of Hunters for Business Sharks».

Table 2

Trainings for the heads of PJSC Platinum Bank, 2014-2015 [18, p. 29]

Name of training	Number of trainings		Number of trained people	
	2014	2015	2014	2015
Development of value-oriented management in PJSC Platinum Bank	10	14	122	131
Platinum Manager. Module 1	13	16	166	175

Table 3

Trainings for the workers of Sales Department of PJSC Platinum Bank, 2014 - 2015 [18, p. 29]

Position	Trainings / Coaching, hours		Distance learning, hours	
	2014	2015	2014	2015
Expert	32	8	184	144
Senior Expert	32	16	164	144
Branch Manager	44	16	248	208
Manager	44	8	184	144
Operator Collection	78	8	48	48

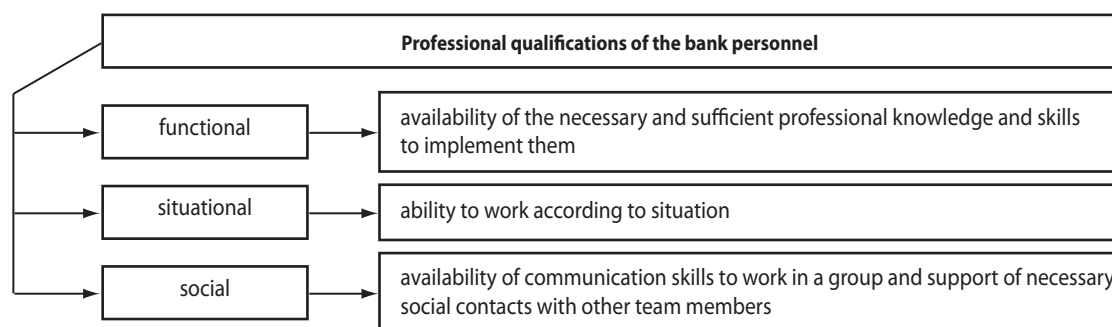
All in all for 2015 the average number of hours of training per head per year was 32 hours. The tuition fee was 163 014, 10 UAH. The expenses for external training amounted to 1 307 000, 00 UAH [18, p. 30].

Thus, the development of employees depends on the joint efforts of many people, internal and external trainers, employees, top management.

There is no doubt that the company focused on development, is interested in deepening and expanding all aspects of its activities, and hence, in improvement of professional qualifications of its personnel, which is considered in modern organizations as a major resource in the process of social and labor relations formation.

The improvement of professional qualifications of the personnel comes to the development and implementation of complex long-term measures for personnel development (training, corporate training, improvement of complex of knowledge, skills and personal qualities of employees, adaptation to organizational culture), achievement of indicators of professional qualifications of employees who meet the requirements of successful strategy of the bank, leading to improvement of the bank marketing by improvement of professional qualifications of the personnel.

According to O. Lavrushin, «professional qualifications of the personnel we understand as the qualification level to perform the functions both in normal and extreme conditions of banking».

Fig. 1. **The types of professional qualifications of the bank personnel** [19, p. 146]

Under the management of improvement of professional qualifications of the personnel we understand the «management of the process of acquisition of knowledge and skills needed for the work according to the specifics of the bank» (Fig. 1).

The improvement of professional qualifications of the personnel in modern commercial banks is done in several ways:

- training and improvement of personnel qualifications;
- development of organizational and corporate culture of the bank;
- work with personnel reserve for promotion to management positions.

The key role in the personnel selection system is performed by the model of improvement of professional qualifications of the personnel. The model of professional qualifications may consist, according to A. Stohantseva,

of the following main elements: «algorithm (technology) of efficient operation; theoretical knowledge; psychological settings; habits and skills; personal and professional characteristics; professional experience» [9, p. 2–3].

The overall professional qualifications of the personnel are divided into the following components, thus defining the model of professional qualifications:

- 1) «professional qualifications (theoretical knowledge, practical application);
- 2) social qualifications (ability to effectively cooperate and constructively communicate);
- 3) methodological professional qualifications (ability to independently solve problems, ability to organize the work);
- 4) personal professional qualifications (real self-appraisal, responsibility, culture of work, culture of labor; ability for social and professional adaptation, self-development, self-learning)» [20, p. 74–75].

The advantages of the use of the model of professional qualifications in the personnel selection process:

– «existence of clear selection criteria (competences) and opportunity of accurate assessment by these criteria (using behavioral indicators) significantly reduce the subjectivity in assessing candidates by the persons in charge;

– assessment of all candidates by a single model of competences allows for adequate comparison of candidates based on the basis of the degree of manifestation of specific competencies;

– possibility of objective comparison of internal and external candidates for vacant positions» [21, p. 170].

«Models of professional qualifications that describe the intellectual and professional qualities of the employee, the level of communication professional qualifications, allowing to direct the development of the company's personnel in such strategic areas: mastery of knowledge, habits and skills necessary to succeed in a specialized professional field activities necessary to achieve the strategic goals of the organization; adaptation to organizational culture existing at the enterprise» [13, p. 47].

Based on the research of publications of scientists and experience of foreign companies this article offers the most appropriate in the banking sphere models of professional qualifications that were combined into groups depending on the category of personnel who will allow us to analyze the existing level of personnel professional qualifications and based on this analysis, to carry out the adjustment of the degree of development of professional qualifications in accordance with the process of socio-labor relations formation.

The model of professional qualifications «Employee» includes:

- result orientation – moving aggressively to solving the problem until it is resolved;
- professionalism – demonstrates knowledge of work and professional expertise in their field;
- effective communication – showing the ability to establish and maintain effective relationships with clients and colleagues;
- client-orientation – showing willingness to focus on identifying customer needs and their meeting these needs.

The model of professional qualifications «Leader» (in addition to models of professional qualifications «Employee») includes:

- strategic business vision – defines the opportunities for business development, plans to work in the long term;
- team management – creates and develops the effective team targeted at results;
- performance management – manages the productivity of the unit for implementation of the set goals and tasks;
- the desire for power and result orientation (decision-making, responsibility for the result) – shows the willingness to make decisions, take responsibility for the result.

The assessment of the personnel by the models of professional qualifications helps to coordinate all elements of personnel management, provides information to develop a complex system of personnel training and development of the personnel of the organization, the system of motivation and incentives, allows us to form the objective system of material and general remuneration.

As key professional qualifications we may use the models of professional qualifications of bank employees proposed as a result of the study.

The balance between the professional qualifications and professional skills depends on the position and the specifics of the bank personnel that are given in tbl. 4.

When assessing a candidate for the vacant position professional qualifications are revealed in the process of an interview (in some cases we may in addition use professional test). Identification of professional qualifications in the process of an interview – representatives of the bank conducts a structured interview with the candidate to determine the degree of compliance with the stated key professional qualifications.

For each set of professional qualifications the interviewer assesses relevant indicators. An example of indicators of professional qualifications of «result-orientation» is given in tbl. 5.



Table 4

The relationship between the position, professional skills and personal professional qualifications [22, p. 294]

Position	Professional Skills	Personal professional qualifications
Specialist of customer service	Not very significant, can be trained easily and quickly	Very important because sales require increased sociability and stress resistance
Translator (translations)	Very important, i. e. acquisition requires a long time (several years)	Not very significant, i.e. work in less measure depends on interaction with other people
Head of Department	Important although we can talk about partial training with enough potential	Very significant i.e. efficiency depends greatly on interaction with other people
Financial Analyst	Very important	Not very important

Table 5

The example of indicators to assess the expression of professional qualifications of «focus on results» [23, p. 24]

Negative indicators	Positive indicators
1) persistently, stubbornly solves the set tasks, overcomes emerging obstacles; 2) puts intense goals for himself and others; 3) plans and implements measures to achieve these goals; 4) seeks possibilities to solve problems, not the reasons for which they cannot be solved; 5) assesses his own progress and successes of others by the results, not by the amount of effort	1) chooses for himself and his subordinates easily executable tasks; 2) focuses not on success but on avoiding negative sanctions of the leadership; 3) steps back from the set target with emergence of obstacles

The models of professional qualifications are used as an applied tool of various HR-functions. Due to the fact that each bank has its own characteristics, sometimes those that are crucial for their successful performance and competitiveness in the market, standard models of professional qualifications can be inefficient in use. The professional qualifications of the workers must be consistent with the strategic plans and adapted to existing corporate and organizational culture of the bank.

«The implementation of these directions of training requires appropriate pay, which would be interesting for the employees and become the basis for improving their professional qualifications. That's why the progressive system of bonuses depending on the level of professional qualifications of the employees and their contribution to the implementation of processes of effective increase of professional qualifications of an enterprise is proposed» [24, p. 274]. To determine the level of professional qualifications, the gradation of the levels of expression of professional qualifications presented in tbl. 6 are applied.

Table 6

The levels of expression of professional qualifications [24, p. 275]

Level 4	Leadership level (complementary to the base and a strong level). The employee sets the rules for the team, when not only he, but others begin to reveal these professional qualifications; helps others to reveal the necessary skills
Level 3	Strong level (complementary to basic level). Professional qualifications can manifest themselves in difficult conditions, especially in solving complex problems
Level 2	Baseline. The professional qualifications are developed normally; the worker shows qualities required for work
Level 1	Level of understanding. The employee understands the need for these professional qualifications, he tries to show them, but it does not always work

Thus, there is a need to implement professional qualifications approach to management of bank personnel in the process of social and labor relations. The corporate training system and especially command methods of organization of the process are very important in improving professional qualifications of the workers.

To improve the professional qualifications of specialists of the commercial bank we need the activation of their motives or motivation, which forms the stimulus for its workers to various actions.

«The current system of motivation of employees of the bank should focus on the development of human capital, increasing of the loyalty of the employees of a particular company through the formation and development of professional qualifications and customer loyalty on the basis of providing high quality of financial services and consulting support» [25, p. 71].



The presence of professionals with sufficient professional qualifications to interact with current customers of banks allows us to consider them as «effective intangible asset that provides a consistently high level of return on shareholders' invested capital» [16, p. 18]. So the motivation system of the specialists of the bank should be aimed at ensuring its reliability and competitiveness and reflect the interests of all participants in the market of banking services, the banks and their counteragents.

«The motivational models directed at increasing the loyalty of employees must be competitive, able to retain the staff, improve its professional qualifications and focus on creating profitability of oriented at innovation financial institution. That's why the system of motivation should include not only financial incentive instruments (high wages, bonuses, bonuses and other forms of financial encouragement), but also the tools of further professional career growth, increase of loyalty and self assessment of specialists» [25, p. 80].

To ensure the competitiveness and success of the bank management we need the professional qualifications approach to improving staff professional qualifications in the process of formation of social and labor relations.

The identification of key professional and personal professional qualifications of an individual employee allows us to make individual programs for his development as a specialist. The program establishes the conformity of his position to his professional qualifications and also offers one of several options for training.

The obtained results of the assessment of all employees who work in the commercial bank, allows us to build a strategic map of personnel reserve and efficient use of the personnel with a certain level of professional qualifications to perform specific tasks to ensure the reliability and competitiveness of the financial institution.

The combination of different programs of improving the professional qualifications, personal and professional skills enables the complex efficient development of bank employees in the process of formation of social and labor relations.

The main factor in improving the competitiveness of the commercial bank is the modernization of the system of personnel professional qualifications to implement customer-oriented strategies. The formation and management of professional qualifications of the personnel, the system of motivation and remuneration should be synchronized with indicators of work efficiency of departments or individual employees.

The expansion of production or sphere of financial services activities is a complicated activity of the enterprise under conditions of innovative economy (knowledge economy) formation, which requires increasingly higher professional qualifications of the employees. The acquisition and improvement of professional qualifications of employees must be the result of a thorough, scientifically proven strategic approach to planning and management of the personnel. That's why the necessity to improve professional qualifications of the staff in the process of formation of social and labor relations becomes clear.

The level of professional qualifications of the personnel significantly affects the overall state of the labor potential, the potential of the enterprise as a whole, and thus, the competitiveness of the organisation. That's why the creation of programs to improve the professional qualifications of the personnel is imperative for successful development of the company at present stage.

The conclusions and recommendations for further research. The professional qualifications of the personnel is a leading component of the entire system of social and labor relations and, without exaggeration, form a kind of «core» of the whole paradigm of social and economic development the personnel, because the degree of formation of relations between labor and capital directly depends on it character and content. This is because the functioning of the bank in today's competitive environment requires constant improvement of the complex of knowledge, skills and personal qualities of its staff.

The article further developed the analysis of existing theoretical approaches to understanding the theory of professional qualifications of the personnel to improve social and labor relations to ensure the full functioning of the subjects of economic activity as well as the introduction of proposals for improvement of the company work in the sphere of financial services.

Taking into account the above mentioned it is necessary not to cut spending on training in the condition of financial difficulties, as it is done in the majority of modern commercial banks, but pay attention to the really useful professional qualifications of the employees.

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РИНОК ПРАЦІ В УКРАЇНІ: ФАКТОРИ ФОРМУВАННЯ, СУЧАСНИЙ СТАН І ТЕНДЕНЦІЇ РОЗВИТКУ

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Анотація. Розглянуто розвиток і формування ринку праці в Україні за період незалежності, який умовно розділено на три етапи: перший етап (1990–2000 рр.) характеризується занепадом економіки; другий етап (2001–2013 рр.) – зростанням економічної стабільності держави, налагодженням взаємозв'язків із країнами Євросоюзу й іншими державами світу, покращенням інвестиційного клімату та створенням нових робочих місць; третій етап (2014–2016 рр.): особливість цього періоду зумовлена політико-економічними змінами, спричиненими анексією Криму та проведенням антитерористичної операції на Сході України. Проведено аналіз зайнятості населення залежно від професій і вікової категорії, а також відповідності між займаною посадою та отриманою освітою серед окремих категорій працівників. Запропоновано шляхи покращення та стабілізації ринку праці в Україні.

Ключові слова: розвиток ринку праці в Україні, економічно активне населення, попит і пропозиція за професійними категоріями, пропозиції стабілізації ринку праці.