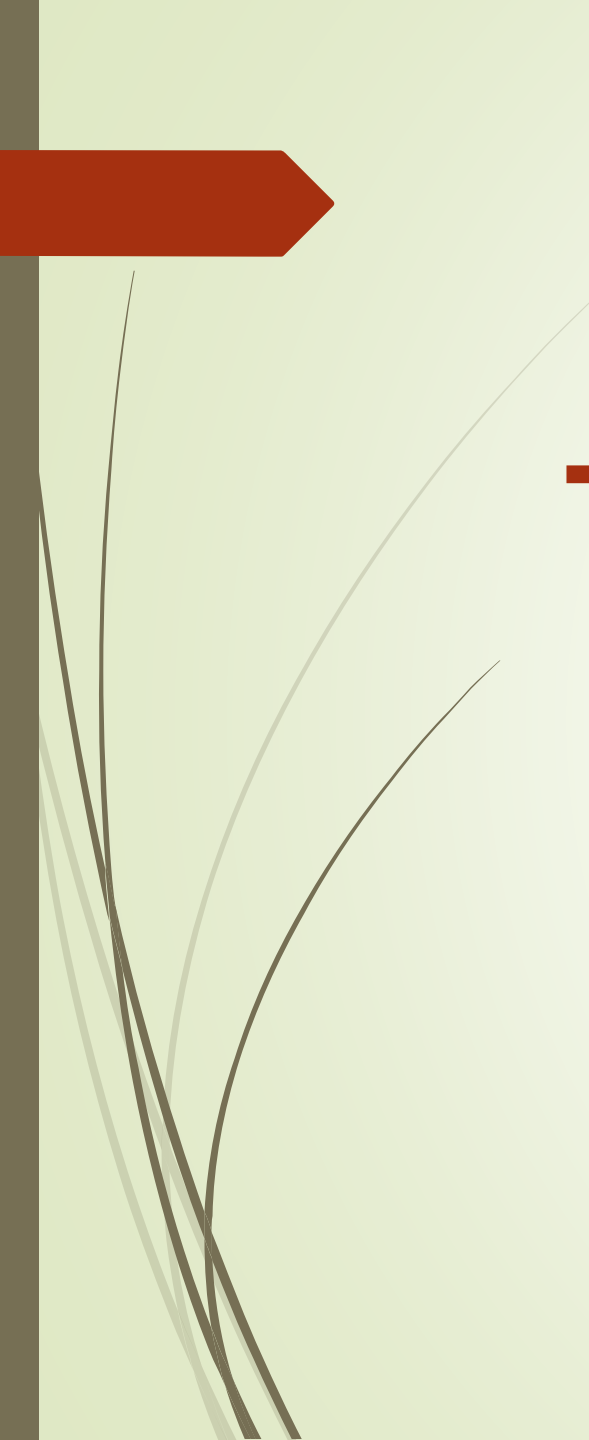


EVALUATION OF PERSONNEL READINESS TO IMPLEMENTING OF ELECTRONIC BUSINESS TECHNOLOGIES

Olga Vilkhivska


Simon Kuznets Kharkiv National University of Economics

- 
- ▶ Today, the issues of innovative economic development are of particular importance. The reason for their emergence is a new information technology paradigm that has covered all spheres and sectors of the economy, changing its scale, dynamics and internal content. The new economy is based on the recognition and understanding that scientific knowledge, skills, and powers, combined with innovative information technologies, are becoming a source of economic development. The essence of the new economy is the ability to process information and generate new knowledge on its basis. The new theory defines economic sectors as information-based, i.e., based on knowledge-intensive and computer technologies. The use of computer technologies, the Internet, and the transition from an international economy to a globalised world economy have led to the emergence of a new, innovative form of business activity - e-business. Its emergence has contributed to innovative developments in all industries, services and education, providing them with a paradoxical level of automation, reducing the speed of decision-making, thereby making business more efficient and dynamic.

- 
- 
- The low level of competitiveness, technological readiness, and innovation activity of the Ukrainian economy indicates the lack of a systematic approach to managing the innovative development of enterprises. To solve this problem, it is necessary to search for mechanisms that will stimulate large-scale changes in industry with a focus on modern innovative solutions and technologies. Under these circumstances, it becomes relevant to adopt the experience of the advanced EU countries, which identify the introduction of effective systems of innovation development management based on the use of TES as a key driver of economic growth. For an innovative economy, personnel is of great strategic importance, as it is a crucial factor in ensuring the competitiveness of modern enterprises: investing in human resource development is becoming more important than investing in improving production facilities

Tools for assessing staff readiness

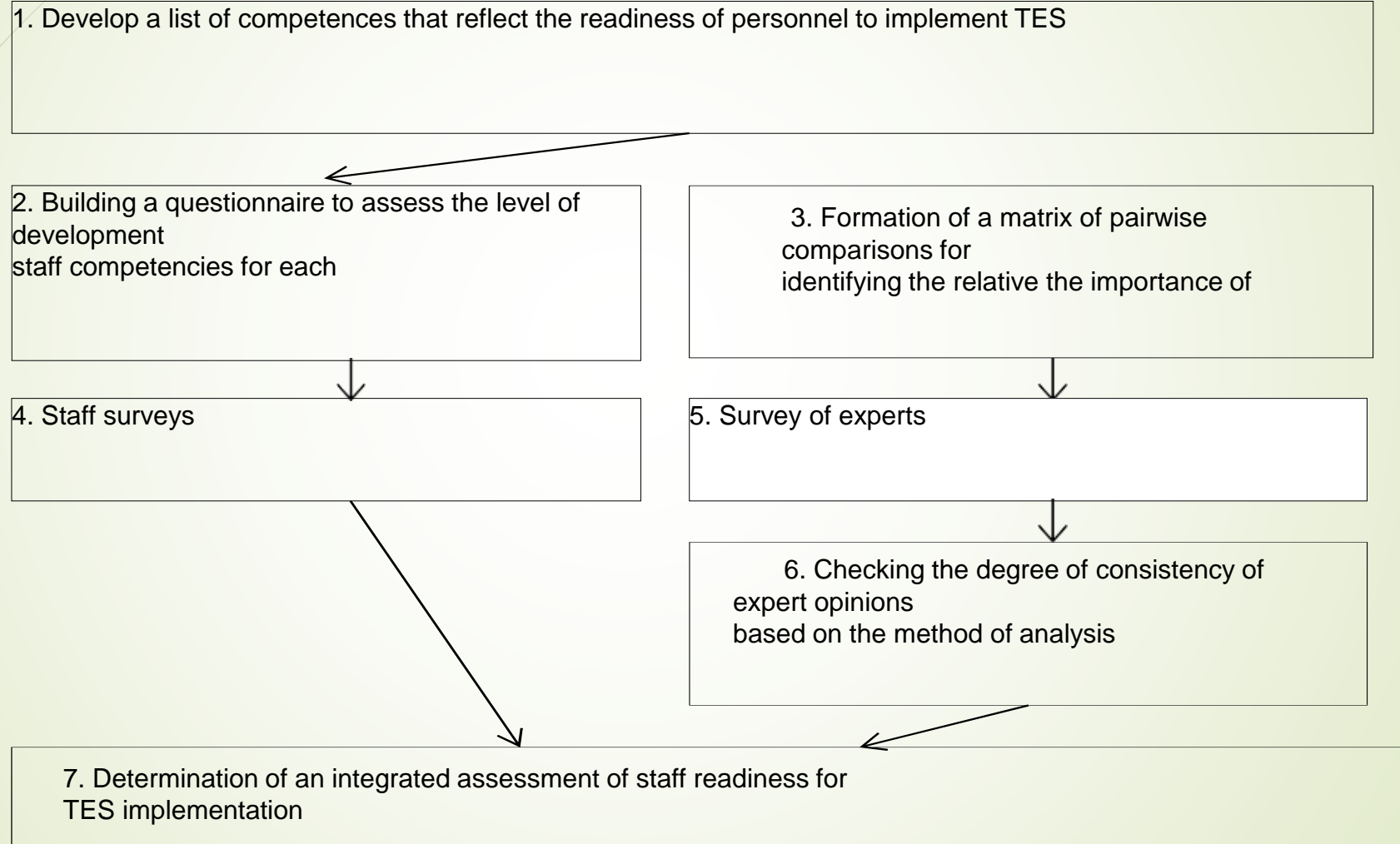
Tools for assessing staff readiness	Brief description of the tool presented
Biography	Analysis of HR department data: record sheet, curriculum vitae, education, characteristics, etc.
Interview	A question-and-answer interview with an employee of the company based on a prepared or an arbitrary scheme to obtain additional data
Self-esteem (questionnaire)	An employee survey based on a special questionnaire for self-assessment of personality traits and their subsequent analysis.
Testing	Determination of professional competences, abilities, motives, and personality psychology special tests.
Expert opinions	Forming a group of experts, determining a set of qualities and obtaining expert assessments of an ideal or real employee.
Ranking	Comparison of the evaluated employees with each other and their ranking by the selected a criterion in descending or ascending order of ranks (places in the group).
Functional assessment of the manager	Analysis of the processes of compliance of an employee with their job duties.
Comprehensive labour assessment	Determining a set of quality, complexity and performance measures and comparing them to the previous period or standard based on application weighting coefficients.
Personnel certification	A comprehensive method of personnel evaluation that uses other methods (interviews, questionnaires, observation, testing, expert assessments, etc.) to determine the appraisal committee's compliance with the candidate's suitability for a vacant or held position and further analysis of the answers to determine the employee's potential.



► The implementation of e-business technologies and their efficiency are inextricably linked to the competencies required by staff when using e-business technologies, i.e., it is necessary to develop a model of staff competencies.

► The competency model is unique and should take into account the specifics of the enterprise, and it is reviewed, transformed, developed and adjusted along with its development. To adequately assess staff competencies, customised methods are required - "tailored" to the needs of the industry. The more individualised services a company offers to its clients, the more qualified it is

Technology for assessing personnel readiness for TES implementation



- Five enterprises belonging to the machine-building industry of Ukraine were selected for the experiment. Based on the application of the developed procedures and methodological approach presented in [2], a list of BPs that need to be improved by introducing TEMs was identified. Based on the BP matrix, such TEMs were selected and it was proposed to replace BPs with appropriate TEMs for each of the studied enterprises, which are presented in Table

Enterprise	BP	TEB	Competences for the selected PD
LTD. "MECAP"	Customer search (BP1)	E-Shop (Electronic shop)	<p>Knowledge of the principles of content creation (copywriting). Ability to communicate with clients via Internet communication channels (Skype, chat, etc.).</p> <p>Knowledge of advertising campaign management systems. Knowledge of web analytics collection systems. Knowledge of the psychology of consumer behaviour on the Internet (understanding and forecasting).</p>
	Processing customer orders, invoicing customers, concluding contracts (BP2)	E-supply chain (Electronic supply chain members)	<p>Knowledge of online marketing. Willingness to multitask.</p> <p>SMO (content management system), email newsletters, and customer base building. Knowledge of the principles of multi-project management (using the individualisation model in the supply chain). Use of cooperation programmes with distributors to ensure detailed compliance with the principles of social responsibility.</p>
LTD. "AKTIV-TRANS. KHARKOV"	Customer search (BP1)	E - catalogue (Electronic catalogue)	<ol style="list-style-type: none"> 1. Reputation management on the Internet. 2. Knowledge and application of SEO optimisation principles. 3. Knowledge of methods to increase catalogue conversion. 4. Knowledge of spider programs (Spider, Crawler, Robot). Knowledge of using the principles of mashups (combining Internet tools).
PJSC "HARP"	Processing customer orders, invoicing customers, concluding contracts (BP2)	E-market	<p>Knowledge of the principles of concluding contracts in EDI (electronic digital form). Knowledge of link building (a system of increasing the weight of selected links to promote a company on the Internet).</p> <p>Knowledge of the typology of participants and segmentation of the electronic market. Knowledge of cloud technologies. Knowledge of functional application segments.</p>
LTD. "LKMZ"	Staff training and retraining (BP3)	E-education	<p>Knowledge of continuous learning systems and working with data through creative space. Development of retraining programmes based on the latest Internet technologies.</p> <p>Knowledge and use of educational platforms. Use of technological support for distance learning such as case studies, TV technologies and network technologies. Knowledge and use of online learning functions.</p>
Kharkiv Machine Tool and Construction Plant (Harverst)	Processing customer orders, invoicing customers, concluding contracts (BP2)	E-market	<p>Knowledge and use of EDI (electronic data interchange) principles. Knowledge of data confidentiality systems. Knowledge and use of electronic digital signature (EDS).</p> <p>Knowledge of the principles of creating and posting offer forms (sending a commercial electronic message, posting an offer on the Internet or other information and telecommunication systems). Knowledge of the peculiarities and principles of forming contracts on the Internet.</p>
	Recruitment of staff (BP4)	Electronic recruiting	<ol style="list-style-type: none"> 1. Creating technologically advanced candidate selection systems using modern online test systems. 2. Knowledge of HR marketing systems to support the company's brand and active work on the Internet. 3. Implementation of global employee engagement systems, taking into account local labour markets and regulatory requirements in local labour markets. 4. Knowledge in the field of outsourcing technologies in recruitment. 5. Knowledge of the principles of human poaching.


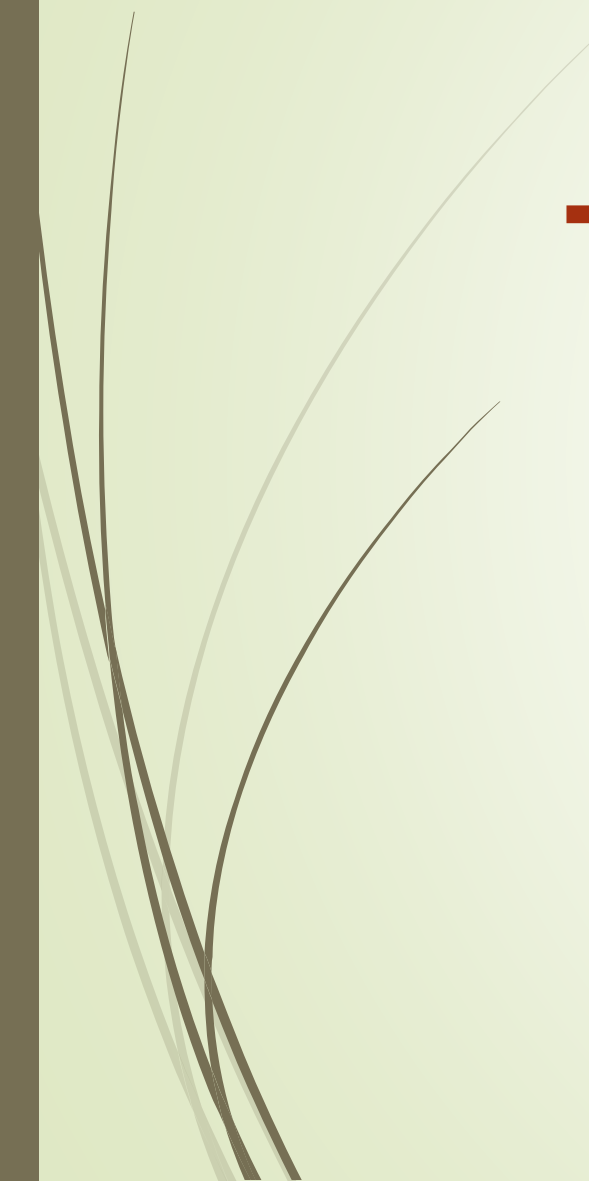
► The assessment of staff readiness for TES implementation was based on qualitative analysis. To interpret the results, we used the Likert scale, which is based on

► a study of a number of statements that characterise the object of study. The scale contains statements from "high preparedness" to "low preparedness".

Likert scale values, %.	Staff readiness in relation to the scale
0-19	Poor staff training
20-36	Below average
37-62	Average staff training
63-79	Above average
80-100	Highly trained staff

Based on the application of the proposed scale, an integral indicator of personnel preparedness for the implementation of TES at the studied enterprises was obtained

Business processes	Integral indicator of personnel preparedness for the implementation of TES by business processes of enterprises				
	LTD. "MECAP"	ACTIVE-TRANS-KHARKIV LTD.	PJSC "HARP"	LKMZ LLC	PJSC "Harverst"
Customer search (BP1)	56.55% (average preparedness staff)	82.55% (high staff training)	-	-	-
Processing customer orders, invoicing customers, concluding contracts (BP2)	84.1% (high preparedness staff)		51.51% (average staff training)		46.77% (average staff training)
Staff training and retraining (BP3)	-	-	-	-	49.64% (average preparedness staff)
Recruitment of staff (BP4)	-	-	-	86.58% (highly prepared staff)	-

- 
- 
- ▶ The analysis of personnel competences in the implementation of e-business technologies can be considered as the selection of the so-called personnel core of the enterprise, which determines its current state and development. To take into account the readiness of personnel, the technology for assessing the readiness of personnel to implement TES is used, the peculiarity of which is to take into account the customised needs that an employee must have for effective interaction with e-business technologies. The technology for assessing the readiness of personnel to implement e-business technologies has been developed and tested at 5 enterprises of the machine-building industry of Ukraine, where an integral indicator of personnel readiness to implement e-business technologies has been determined. According to the results of the assessment, it was found that the readiness indicator has a value of 46.77% at PJSC "Harverst" BP2, which is close to the average value. The integral indicator of personnel preparedness for the introduction of e-business technologies at LKMZ LLC BP4 is 86.58%, which indicates a fairly high level of Conducting such a regular assessment of personnel according to the parameters that are important for the enterprise allows choosing a training method, forming motivation for the development of competencies necessary for the enterprise at the moment and in the future. The proposed technology for assessing staff readiness can be used at industrial enterprises when implementing e-business technologies.