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**PROBLEMS AND PROSPECTS OF THE NEW QUALITY OF LABOR POTENTIAL FORMATION***Shaulska L.V., d.e.s., professor, dean of Faculty of Economics, Donetsk National University**Laushkin O.M., assistant of Personnel Management and Labour Economics Department, Donetsk National University***Шаульська Л.В., Лаушкін О.М. Проблеми і перспективи формування нової якості трудового потенціалу.**

Стаття присвячена дослідженню проблем і перспектив формування нової якості трудового потенціалу в умовах загальносистемної нестабільності в Україні. У статті запропоновані оперативні заходи, які повинні бути вжиті державою з метою попередження зниження трудового потенціалу за існуючої кон'юнктури місцевих і регіональних ринків праці. Визначені в статті принципи державної політики з формування та розвитку нової якості трудового потенціалу України, що відповідає вимогам нової економіки, виступають передумовою забезпечення сталого економічного зростання та становлення постіндустріального суспільства в країні.

**Ключові слова:** *трудоий потенціал, кризовий стан, постіндустріальне суспільство, нова економіка, самопідприємець.*

**Шаульская Л.В., Лаушкин А.Н. Проблемы и перспективы формирования нового качества трудового потенциала.**

Статья посвящена исследованию проблем и перспектив формирования нового качества трудового потенциала в условиях общесистемной нестабильности в Украине. В статье предложены оперативные меры, которые должны быть предприняты государством с целью предупреждения снижения трудового потенциала при существующей конъюнктуре местных и региональных рынков труда. Определенные в статье принципы государственной политики по формированию и развитию нового качества трудового потенциала Украины, который соответствует требованиям новой экономики, выступают предпосылкой обеспечения устойчивого экономического роста и становления постиндустриального общества в стране.

**Ключевые слова:** *трудоой потенциал, кризисное состояние, постиндустриальное общество, новая экономика, самопредприниматель.*

**Shaulska L.V., Laushkin O.M. Problems and perspectives of the new quality labor potential formation.**

The article researches problems and perspectives related to the new quality of labor potential in conditions of systemwide instability in Ukraine. In the article operative measures, which should be undertaken by the government with the aim of preventing reduction of labor potential in the current state on local and regional markets are proposed. Determined in the article state policy principles for formation and development of the labor potential new quality of Ukraine, which complies with the requirements of the new economy, act as prerequisites for the sustainable economic growth and emergence of postindustrial society in the country.

**Keywords:** *labor potential, crisis state, postindustrial society, new economy, self-employer.*

**Problem statement.** The labor potential, which had been formed in Ukraine since independence, by the qualitative and quantitative characteristics meet the requirements of the industrial system of the social product production. An offer of the largest (in terms of production) sector in the national economy - industry – for labor resources with specific educational and qualification characteristics determines the conditions in which employment potential is formed. If we define the concept of "labor potential" as a set of opportunities of active labor population for entrepreneurial, innovative activities, we can say that the current structure of the national economy with the dominant material production sector does not provide maximum efficiency of labor potential usage. Mechanized, routinized labor, in the process of which the order and sequence of each operation are defined by technical regulations and instructions reduces a worker's function to the maintenance of production

forces and discourages the development of the rich individuality in labor of free, creative content. Accordingly, speaking about the formation of information society in Ukraine, the conceptual bases of which were enshrined in the Law of Ukraine "On the Fundamentals of Information Society Development in Ukraine for 2007-2015", the absence of institutional preconditions of formation, development and effective usage of labor potential at work, the content and organization of which meet the conditions of the modern post-industrial stage of development of the productive forces, in our view it is not appropriate.

**Publication review.** In the scientific development of theoretical and practical aspects of research issues of formation, reproduction, development and preservation of the labor potential, a significant contribution was made by O. Amosha, S. Bandur, O. Grishnova, T. Zayats, A. Kolot, E. Libanova [1], L. Lisohor, O. Novikova, V. Onikiyenko [2], S. Pasyeka, L. Semiv, M. Semykina, A. Chukhno. However, there remains unresolved aspects of the problem concerning the question of defining the strategic directions of the new quality of labor potential formation in Ukraine.

**The purpose of the article** is to improve the scientific and methodical positions and development of practical recommendations for the formation of a new quality of labor potential formation.

**Main results.** An important aspect which so far has been ignored by the majority of researchers of labor potential is the problem of preservation and development of labor potential in terms of system-wide instability. The growing crisis in the economy of Ukraine, resulting, firstly, in temporary occupation of the territories of the Autonomous Republic of Crimea, Donetsk and Lugansk regions and termination of established economic ties between companies that were vertically integrated structures, secondly, redirection of considerable financial resources to the needs of national defense and security by reducing development expenditures of the state budget and, thirdly, change in governing elites which increase a political risk and uncertainty, creates extremely unfavorable conditions for the labor potential formation. Against the background of these processes, questions of the overall effectiveness of the existing strategy formation, development and conservation of labor potential are raised. Stress testing of this strategy in terms of instability and social upheaval showed its low adaptive capacity and failure to ensure high rates of productive employment. This fact is confirmed by the State Employment Service of Ukraine [3] in accordance with which among internally displaced persons as of April 2015 only every fifth citizen was employed. Moreover, among IDPs 70.0% had higher education and 18.6% - vocational, indicating fairly high education level of this category of labor force and, consequently, the high quality of their labor potential. Lack of employment opportunities for more than 79% of IDPs indicates firstly, the low absorption capacity of the national system of reproduction of the social product, in which job creation is accompanied by a corresponding increase in production capacity and requires purchase of additional equipment, and secondly, to low potential competitiveness of labor resources, ie inconsistency of their educational qualification characteristics requirements for applicants for vacant jobs on the existing labor market. In this context most clearly manifested the need for a fundamental review of the principles of state policy formation, development and conservation of the labor potential in Ukraine in order to provide opportunities to attract labor force to entrepreneurial, innovative activities and implementation of creative and cognitive abilities of the unique personality of self-entrepreneur, homo-creator to knowledge creation.

Formation of a new quality of labor potential, characterized by the high adaptability, mobility, resistance to external destabilizing influences and, above all, the ability to self-development in the process of collective learning and creation, directly connected to the restructuring of the national economy in the vector of a quaternary sector development, represented by knowledge economy industries. In a quaternary sector an innovative, symbolic value is created, and the amount of generated value added in most developed countries today is, and sometimes higher than that in the industrial sector. Notable examples of rapid output growth of knowledge-intensive companies such as Apple Inc., Facebook Inc., Google Inc. Microsoft Corporation prove that the material component of the newly created value in the modern economy gives way to intangible component, which is a product of intelligence, the embodiment of cognitive and creative potential, unique human capacity to create new knowledge. Creativity as a purposeful activity of a man to create artifacts of culture, becomes the main production force of the new economy, and the concept of "working capacity" which in the context of the industrial system of reproduction of the social product is identified with the notion of "efficiency" takes on a new meaning. The physiological aspect of the category of labor potential is gradually replaced by cognitive, mental content. Intelligence, inspiration and intuition ultimately determine the ability of a man to productive, creative work, whose ultimate goal is to create a knowledge – the basic growth driver and

resource of the new economy. Thus, the development of a quaternary sector, represented by knowledge industries, brings new quality requirements for the formation of labor potential, which determines not only the suitability of the person to physical labor, but her capacity for creativity, finding of alternative combination of components of nature to better adaptation to its own needs and generating of new knowledge and progressive ideas.

Basic institutions, which historically are responsible for the function of labor potential formation is the institution of a family. The key role of this institution is determined by the fact that the state of consciousness that has yet to be filled with knowledge of external experience is similar to wax-coated tablets for writing - tabula rasa – on which almost any information can be written. Moreover, no previous experience of the individual's inability to critically analyze this information determines its assignment in the unconscious as a point of reference standard, the categorical imperative, which later will be the guide by the individual makes her judgments and actions. The content of transmitted information determines an enormous potential of a family institution. Formation of new quality of employment potential requires special conditions of the culture such as encouraging in human initiative and independence, curiosity and interest in new knowledge, development of creative individuality and originality of thought. Efforts should be directed to the external environment for ensuring freedom of expression and manifestation of internal aspirations of the individual, to prevent its mechanistic fit in a given social pattern. In this context, the traditional approach to education as a purposeful, planned activities of the "formation" personality of the individual in accordance with a certain socio-cultural normative model should be revised and replaced by a fundamentally new approach under which the value of individuality is recognized to be self-sufficient. The archetype of the ideal critical thinker, in some forms is manifested in artifacts of culture and penetrates the consciousness of an individual in the process of education, is a kind of pro forma of a new quality of labor potential.

Free will and consciousness of critical thinkers form the set of mental attitudes and patterns and contribute to the manifestation abilities and talents of the individual, her creative essence. Freedom is immanent to creativity, and given that only in creative work a personality self-actualizes, its inner potential, abilities and talents develop, external environment of the individual must give up imposing artificial prohibitions and regulations that establish patterns of "good" behavior and way of thinking. Thus, in the formation of a new quality of labor potential it is critical not to suppress individuality, but rather strongly contribute to its development, enabling an individual to make decisions and informed choices, encouraging initiative and constructive criticism of "immutable" laws and "universal" truths of social being and social consciousness.

The development of labor potential occurs throughout life in the process of obtaining educational qualifications, professional competence, experience of practical work. In the new economy, the employment potential is continuously growing due to the fact that the content of work presents the process of cognition of the laws and regularities of the objectively existing being, new knowledge forms through the application of intellectual effort to solution of certain cognitive tasks. Obviously, systematic mental work is accompanied by a constant increase in the educational level of subject knowledge, which is gained in the process of solving the. Thus, labor and knowledge creation can be seen not only as a form of human activity to create an alternative space of material knowledge, ideas, images and codes of communication, but also as a means of labor potential of the country, on the path of building a post-industrial society.

It is difficult not to agree with S. Bandur, that in today's system-wide instability and social upheaval, the priority of the labor potential formation should be given to those of its categories, which can without much loss can be involved in the production process, ensuring efficient use of the latest techniques and technology [4, p. 8]. That is the priority of innovative labor potential formation should be given to ensuring sustainable economic growth, the long-term dynamics of which is not influenced by external perturbations and shocks. The decisive role in the development of new quality employment potential should be given to the institution of education, which adds to the knowledge of the individual that is stored in the historical memory of humanity in the form of theories, hypotheses, concepts and ideas. The main objective of the institution is to develop in the minds of individual a complex image of reality through assimilation of basic categories, concepts and ideas - the results of previous generations learning of researchers, scientists, thinkers. This objective is achieved in the learning process - interaction organized communication process between educator (teacher, mentor) and subject (agent trainee), in which there is total assimilation broadcast and formal and tacit knowledge of personal, social and historical experience, practical wisdom. It was through education that the individual gains access to global

knowledge repository, acquires basic skills and information becomes a full participant in the process of collective knowledge.

In the context of the reform of education it should consciously accepted that education is not an instrument of ideology, not "punching machine," which produces impersonal labor resources, endowed with the necessary physical, intellectual and industrial properties, but a translator and proliferator of pure knowledge, free from ideological dogmas and prejudices. Under this quality the education becomes for the participants of the cognitive process the discussion platform where proponents and opponents of different ideas, concepts, hypotheses and theories have the opportunity to share ideas and experiences, hear each other's arguments, find partners and establish close cooperation with each other. That concept is debatable platform should replace the traditional approach to education as a process of unilateral communication, formal training, where the role of subject knowledge is limited to the perception and assimilation of incoming data without the need of critical reflection. Under the new approach, effective training is possible only in continuous dialectical interaction between the teacher and the subject of knowledge who share an interest in a particular field of knowledge. The common interests of participants determines the mutual interest of cognitive interaction mutually voluntary exchange of existing knowledge in their possession. The result is the formation in the mind the individual complex image of reality, drawn in part from his own judgments, and partly internalized experience cognitive interactions. Thus, the institution of education must provide complete freedom of individual knowledge and creativity, in which employment potential is revealed in all its multifaceted manifestations.

Preservation of labor potential acts as an essential condition of its development and means for prevention of threats to its destruction, stabilizing the positive quantitative and qualitative characteristics of labor potential. The urgency of labor potential preservation problems on a background of the crisis in the economy of Ukraine from the beginning of the occupation of certain areas of the state has reached the limits. Internally displaced persons, the total number of which as of April 2015 according to the United Nations High Commissioner for Refugees has reached 1,236,500 persons. [5], in the search of the new place of temporary or permanent residence face a number of problems ranging from lack of vacancies on the labor market that meet the professional and educational level and expectations in payment levels and working conditions, and ending the negative attitude of some employers to the employment prospects of internally displaced persons, even if they fully meet the requirements for candidates to the relevant post. In this context, it seems to be a very high risk of losing hope of improving the current situation, the destruction of targets, prospects and disappointment in reliance of much of internally displaced persons, long time can not find a job. In order to prevent marginalization and segregation of persons who were forced to flee or to leave their homes and places of residence in the temporarily occupied territories and in areas of the antiterrorist operation, the right conditions for the preservation of their labor potential should be created. To do this, the state should make a commitment to ensuring the feasibility of the employment potential for these categories of persons in productive work by:

- organization of vocational training and retraining of the economically active population among IDPs in order to bring qualitative and quantitative characteristics of the labor supply of resources in line with the demand of local and regional labor markets;
- give preferences for employers who fill vacancies or create new jobs for internally displaced persons in the form of grants and tax benefits, including the payment of a single social contribution and income tax;
- stimulation of entrepreneurial activity of IDPs by providing potential entrepreneurs with informational, advisory support on organizational matters, thematic workshops and meetings with influential business circles, direction to training on entrepreneurship, single-sum payment of unemployment benefits to start a business even to those people that over the last 24 months preceding the beginning of unemployment were registered as business entities;
- attraction of IDPs who have expressed a desire to take part in paid social work and community service with complete or partial compensation costs for accommodation, food and material support of all employed persons and disabled family members who are dependent on them, at the expense of state, non-governmental, international and charitable organizations.

Above-mentioned steps are aimed at primary and prompt solution of urgent problems of preserving the employment potential of internally displaced persons. However, they do not reduce the overall vulnerability of the prevailing external destabilizing influences on labor potential. The main factor which hinders the sustainable

performance of the labor potential of Ukraine is its dependence on specific labor process, beyond which employment potential becomes devalued. Accordingly, an employee whose employment potential has been developed exclusively in the framework of the implementation of the industrial system of reproduction of the social product has very limited applicability outside the industrial sector of the economy. In terms of system-wide instability and social upheaval, with the change of governing elites often change the owners and large-scale industrial capital with which expansion strategy of production giving way to saving strategies with a corresponding reduction of labor costs through layoffs. None of the workers are immune to the risk of being fired for downsizing or state employees, and this risk is the higher, the more mechanized, routinized is the nature of work. This is one of the first observations made by A. Marshall, noted in the "Principles of economics" that "every production operation, which can be turned into uniform so that exact same subject repeatedly produce one and the same way, sooner or later inevitably will be produced by a machine". Thus, employment potential, formed for usage in the industrial system of reproduction of social production has very limited prospects of application in the industries of the new economy and, more importantly, it is extremely vulnerable to system-wide instability. Given the above, there is a need to develop a comprehensive state policy of forming a new quality of labor potential, in which it is necessary to hold a series of reforms, which aim to ensure simultaneous upward trend and increase the employment potential of economic growth:

1. creating conditions for job creation in the quaternary sector of the national economy through:
  - improving the business and investment climate in the country, business deregulation, the removal of legal, administrative, economic and organizational obstacles to business development;
  - granting MFN (preferential tax treatment, special conditions, and patenting etc) to internal and external investments that are aimed at creating new jobs in an innovative economy;
  - conducting a nationwide information campaign and vocational work among the population to form the supply side of labor, in which the professional and qualification characteristics meet the requirements of the new economy;
  - organization of specialized centers of employment in technological and industrial parks, research and innovation centers, targeted at finding and promoting employment, human and social capital development, which has potential for usage in innovative economy;
  - inclusion of science to the classical model of social partnership "employee-employer-state" by adding leading scientists, representatives of research institutions and educational institutions to social dialogue on equal rights of the parties and an active participant in the discussion of issues that make up the content of collective agreements and relationships;
  - providing state support to young researchers in the form of grants and project funding for practical implementation of promising ideas and designs in production, the organization of innovative companies that generate a significant amount of added value through the use of knowledge as a basic of resource production;
2. promote the formation of a new quality of employment potential that has prospects of application in the new economy, by:
  - introducing the concept of lifelong learning, under which education should not stop with obtaining formal qualifications, which provides full implementation of the approved program of the institution of education, and should continue throughout life, including the workplace programs of formal and informal vocational training, further training, etc;
  - nurturing the person of an innovative mindset and culture by adding her to the best social experience, modern practices and technology cooperation and her integration into the global information space, which is a breeding ground creating new knowledge;
  - organization of training of workers released from traditional and industrial sectors of the national economy in order to enhance their professional profile and future employment in the tertiary and especially quaternary sector that produces knowledge-intensive products with high added value.

**Conclusions and suggestions.** Summing up, it should be noted that the economic crisis and the current state of social and political environment of Ukraine revealed a number of problems, among which the most important one is the problem of low resistance of the prevailing labor potential to the destabilizing effects and its non-compliance with the post-industrial stage of development of productive forces. The urgent nature of the preservation of the labor potential and engagement of all available labor resources in the reproduction of the

social product caused the need to develop complex operational measures, whose main purpose is to overcome temporary imbalance on local and regional labor markets by bringing qualitative and quantitative characteristics of the supply side of labor in line to the demand. However, operational measures do not solve the deeper problem of low quality of labor potential, emerging and developed within the industrial system of reproduction of the social product in Ukraine. The limited possibilities of employment potential of an industrial worker outside the industrial sector define its extremely low mobility and adaptability to the conditions of the modern labor market. The solution to this problem can be found in carrying out systemic reforms in the country, which is aimed at creating conditions for job creation in the quaternary sector of the national economy, and promotion of formation of an employment potential that meets the requirements of the new economy. Carrying out the above reforms will promote the formation and development of a new quality of labor potential in Ukraine, which will perform as the basis of formation of the country's post-industrial society.

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