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STAFF DEVELOPMENT AS AN ELEMENT OF COMPANY'S SOCIAL SECURITY

Today the issue of national security is a priority for the state. There are four main spheres of public life: political, economic, social, and spiritual-moral (values), and respectively, there are four subunits of national security: political security, economic security, social security, and spiritual security. The first two are in the focus of the state's concern, but there are significant gaps in providing and strengthening the latter two.

In the article, we will focus on providing social security at the organization/ company level. Using the data in Table 1, we will analyze some of the approaches to the concept of social security definition.

Table 1. Approaches to interpreting the essence of the concept of *social security* in the Ukrainian realities

Social security is ...	Source
guaranteed legal and institutional protection of the vital social interests of the individual and society from internal and external threats	Declaration of State Sovereignty of Ukraine [1]
guarantee of legal and institutional protection of vital social interests of the person, society and the state from external and internal threats	I. Gnibidenko, A. Kolot, O. Novikov [2, c. 17]
one of the most important internal components of national security, characterizing the degree	V. Andrushchenko [3, c. 62]

of social stability of society	
conditions in society that provide normal reproduction of the society as a demographic population, people, and nation.	A. Prijatelchuk, O. Ishchenko [4, c. 24]

The analysis of the sources shows that the concept of social security has not been sufficiently elucidated in the scientific literature and did not find its proper development in the system of social policy and national security of Ukraine.

We support the conception that social security comprises the comfortable life conditions of humans and society, characterized by an advanced social system of ensuring the proper conditions for the human activity, social protection from the influence of social risks.

The provision of social security at the level of the organization is realized via its social policy. We assume that the social activity of an enterprise creates the basis for the development of the socially-oriented economy of Ukraine as a whole. Thus, the strategic course of the state depends on the the social policy effectiveness of every individual economic entity [5, p. 199].

The main goal of the enterprise's social policy is to actualize the concept of worthy work and improve the quality of working life [6, p. 240].

Areas covered by the social policy of the organization: staff development; culture and staff recreation opportunities; system of material and moral motivation; safety of working conditions; health care of personnel; work with young people; pension insurance; protection and provision of working conditions for workers with disabilities and special needs; providing services of various kinds for personnel (preferential loans, rehabilitation of children, etc.); social responsibility of the organization (not only to the employees but also to society).

We will focus on staff development in more detail. After

all, it is this aspect that ensures the competitiveness of the staff of the organization, and therefore its competitive advantage in the market. Currently, this component of social policy in most organizations, especially the agricultural sector, lacks sufficient attention, though an effective staff development strategy is the key to future success.

Staff development policy should be a logical continuation of the organization's development strategy. Only in this case, it will be an integral part of it, but not a separate activity. Furthermore, there are significant differences in management development and staff development policies. After all, managers are 'versatile soldiers', and they have to develop permanently in three dimensions: managerial, functional and productive sectors. It is not enough to be aware of the management processes only, it is necessary to understand the production processes as well.

The emphasis should be laid on the competencies and skills when developing a management development program. The World Economic Forum in Davos in 2016 identified the top skills needed for a successful career in 2020: complex problem solving, critical thinking, creativity, people management, co-ordinating with others, emotional intelligence, judgment and decision making, service orientation, negotiation, cognitive flexibility [7]. It is strategically important to take into account not only the tendencies of the individual company's development but also the environmental requirements since it is an open system.

Quick searching, processing, and analysing large amounts of information is the competence needed by all categories of the staff. It is not a problem to find almost any information with modern facilities, but where to search for it, and how to differentiate what you need is a key skill of our time.

Managers should pay much attention to the development of the skills of flexibility, adaptability, the ability to apply

constantly new knowledge and tools, a spirit of inquiry, communicative competence in their staff members (and in themselves). Every educated and successful person knows that to be successful, you ought to be engaged in self-education: to read, to be well-informed, to seek for novelties. And do it continuously. Managers can nurture this desire among their employees via corporate culture, their own example, and an effective motivation system. Then the rule will work - the more the employee develops himself, the stronger the desire to learn something new will become. In the conditions of total digitalisation, it's getting easier and easier to find quality content on the Internet in almost every field.

Before designing a development program that takes into account the needs of the organization and the environment, it is nevertheless advisable to evaluate the staff objectively (to determine the importance of the employee and his/her weak points). Only then, individual development programs can be developed.

In our opinion, it is advisable to use generational theory in the workplace when developing social programs, staff development programs, and managing them. Americans William Strauss and Neil Howe laid the groundwork for the generational theory in 1991. They independently studied the conflict of generations, and both came to the conclusion that every 20 years new system of values is formed. The values are universal for the whole generation[9]. The data in table 2 clarify the differences in the vital values and features of generations.

Table2. Differences in the vital values and features of generations.

1943 – 1963 The Baby Boomers	1963 – 1983 GenX	1983 – 2003 Gen Y(Millennials)	2003 – 2023 Gen Z
The number of people in organization			
A small	Majority	About 35%	Few

number			
Features			
<ul style="list-style-type: none"> - team orientation; - recognition and status are important (diplomas, award letters, etc.); - high level of involvement; - they value stability; - they ask a lot of questions 	<ul style="list-style-type: none"> - rely only on themselves; - individualists; - learn throughout life; - pragmatic; - advocate equality; - they are easy to cheat; - accustomed to authoritarianism, respect authorities; - love discipline; - committed to the company and expect the same from colleagues 	<ul style="list-style-type: none"> - communicative; - confident; - love changes; - demand immediate reward for the result; - a pro in engineering; - not only money, but also corporate culture, social responsibility of business are important for them; - seek to work on a flexible schedule; - learn quickly; - do not recognize the authorities; - impulsive; - optimistic and progressive; - wish everything at once; - value their own time and their own space 	<ul style="list-style-type: none"> - capable of analyzing large amounts of information; - focus only on what interests them; - respect law and order; - show respect for the position and status; - patient; - live in gadgets and the Internet; - individualists
Vital Values			
<ul style="list-style-type: none"> idealism, optimism, youth, health, work engagement, image, personal status and remuneration, nostalgia, 	<ul style="list-style-type: none"> work, stability, survival, moral values, lifelong learning, equality, freedom, consumption 	<ul style="list-style-type: none"> live for today, diversity, subordination, morality, civic consciousness, achievement, naivety, creativity, life – is a holiday 	<ul style="list-style-type: none"> loyalty, law and order, honor, patience, frugality, focus on future, security, comfort, freedom

family, focus on team work, diploma, medal.			
Rules of cooperation			
<ul style="list-style-type: none"> - listen attentively to their proposals, conclusions, etc ; - have patience because they like to talk for a long time and do not like being interrupted; - arguments must be provided to convince them 	<ul style="list-style-type: none"> - do not interrupt them; - communicate in a neutral tone; - ask clear and specific questions; - do not accept "no", "impossible" "can not"; - when difficult situations arise, it is important to offer them specific solutions 	<ul style="list-style-type: none"> - the task should be set quickly and clearly; - demand clear settings where to find the information you need; - need to communicate with them kindly; - sense of humor in communication is welcomed; - they have to feel you love them and you are happy to see them; - everything must be fair; - like introduce elements of gamification into the workflow 	<ul style="list-style-type: none"> - give them work that brings pleasure, earnings, drive and does not take much time; - use images in communications; - talk to them as adults, even on global topics; - involve them in solving social problems; - develop their interests
Ways/types of learning			
Individual, independent format, sometimes - interactive (in groups, at seminars)	interactive format (in groups, seminars), practical techniques, memorization	visual format (courses, presentations, infographics), emotional examples, asking is easier than teaching	e-learning (online courses, skype consultations), multimodal examples; researchers: understand and try yourself.
The best way to interact			
hierarchy, subordination	hierarchy, active leader	cooperation	team-based creativity

Source: (author's own systematization based on [8])

Differences and features of generations must be taken into account when communicating in the formats: "employer - employee", "manager - manager", "employee - employee", "employee - manager". In this way, the staff of the organization will reinforce the business and promote its development. It is also important to initiate an open corporate culture based on respect for each other.

Therefore, the social security of the organization should spring from providing sufficient conditions for every staff member to increase his/her competitiveness via personal development. The system of personnel development can be a component of an enterprise's motivational social package. Such a system simultaneously serves as a mechanism for social protection and support from the side of an organization. After all, the acquired knowledge, skills, competencies remain forever with the employee, regardless of whether he works in the organization or not.

The effectiveness of an organization's social protection system must be monitored regularly through employee surveys to understand whether the existing system meets staff expectations. Social protection ensures the competitiveness of the organization and enables it to keep competent employees from moving to another company, thus motivating them to long-term cooperation. Moreover, ensuring the stability of the organization, the employer can not indefinitely increase salaries, but the social benefits package allows being expanded and filled with new content, stimulating an increase in productivity and optimizing costs for personnel management.

Hereupon, a competitive staff is an integral part of the company's security system. Such personnel needs constant and individualized development, strategically oriented both to the needs of the organization and the needs of the environment,

including the needs of the individual. Such personnel also need effective motivation that can be achieved by combining their development, social protection, effective interaction, and the availability of an attractive motivating social package. We recommend to actualize all of the above-suggested provisions with the focus on the theory of generations. This approach provides clues to the harmonization of both professional and personal relations in the organization.

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