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### **FORMATION OF MANAGERIAL COMPETENCIES OF MANAGERS AND THEIR IMPACT ON THE COMPETITIVENESS OF THE FIRM AND THE LABOR MARKET IN UKRAINE**

**Abstract.** The article identifies key factors influencing the labor market. The economic meaning of the concept's «competence», hard skills, soft skills, their importance in the professional activity of the top manager has been investigated. The main advantages of hard and soft skills of the top manager have been ascertained. It has been proven that in contrast to hard skills, soft ones allow a manager to perform managerial functions (make decisions, organize and manage teams, large teams, negotiate effectively, delegate authority successfully, assign priorities, manage time, prevent conflict situations); increase the level of competitiveness of the firm; create new jobs; create financial, organizational prerequisites to meet the personal needs of employees. A method to determine the level of competence of managers has been developed, it will assess the level of their professional skills and its impact on the success of the organization.

It has been substantiated that the implementation of managerial competencies creates the prerequisites for increasing the competitiveness of the firm by making considered strategic decisions, conducting competent analytical work on the strengths and weaknesses of competitors, creating a favorable psychological climate, reducing a staff turnover.

**Keywords:** managerial, management competencies, soft skills, hard skills, employment, competitiveness, personal needs, labor market

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## **ФОРМУВАННЯ УПРАВЛІНСЬКИХ КОМПЕТЕНЦІЙ КЕРІВНИКІВ ТА ЇХНІЙ ВПЛИВ НА КОНКУРЕНТОСПРОМОЖНІСТЬ ФІРМИ І РИНОК ПРАЦІ В УКРАЇНІ**

**Анотація.** Визначено ключові фактори впливу на ринок праці. Зазначається, що зменшення чисельності населення, збільшення міграційного відпливу кваліфікованої робочої сили за кордон розбалансовує попит і пропозицію на ринку праці. Досліджено економічний зміст понять «компетенція», м'які і тверді навички, їхнє значення у професійній діяльності керівника. З'ясовано основні переваги твердих і м'яких навичок керівника. Доведено, що, на відміну від твердих навичок, м'які дозволяють керівникові: виконувати управлінські функції (ухвалювати рішення, організовувати та управляти командами, великими колективами, ефективно проводити переговори, вдало делегувати повноваження, розподіляти пріоритети, управляти часом, запобігати конфліктним ситуаціям); підвищувати рівень конкурентоспроможності фірми; створювати нові робочі місця; створювати фінансові, організаційні передумови для задоволення особистих потреб працівників фірми.

Розроблено методику визначення рівня компетентності керівників, яка дозволить оцінити рівень їхньої професійної майстерності та її вплив на успішність функціонування організації. У результаті проведеного анкетування серед керівників фірм України в умовах турбулентності бізнес-середовища встановлено, що серед компетенцій, які допомагають підтримувати конкурентоспроможність фірми, найбільш затребуваними є стресостійкість, уміння швидко адаптуватись до змін, комунікативні здібності, креативність, досвід роботи в команді.

Обґрунтовано, що реалізація управлінських компетенцій керівника створює передумови для підвищення конкурентоспроможності фірми шляхом ухвалення продуманих стратегічних рішень, проведення грамотної аналітичної роботи стосовно переваг і слабих місць конкурентів, створення сприятливого психологічного клімату, зниження рівня плинності кадрів.

**Ключові слова:** управлінські компетенції керівника, м'які і тверді навички, зайнятість, конкурентоспроможність, особисті потреби, ринок праці.

Формул: 3; рис.: 2; табл.: 1; бібл.: 21.

**Target setting.** Recently in Ukraine there has been a decline in business activity, and demographic processes are characterized by a decrease in natural population growth, intensification

of migration flows, which affects supply and demand in the labor market of Ukraine negatively. This requires the development of effective management approaches that would help preserve the economic potential of organizations, their competitiveness, the formation of a positive image of domestic employers, as well as creating new prospects for the working population, which will reduce the outflow of labor abroad and improve the labor potential significantly.

In this regard, the formation and development of managerial competencies of managers in modern conditions of Ukraine will help bring to the latest technological level of their subordinate enterprises, create new jobs, which will help bring Ukraine's economy to the forefront. Therefore, the study of managerial competencies of managers, their effective motivation, emotional intelligence, time management, self-development and the formation of universal soft skills competencies acquires special significance.

**Actual scientific researches and issue analysis.** Due to the rapid development of the modern world, the task of training of professional, competent, sociable and capable for continuous self-development and self-improvement managers is in the center of scholars and practitioners' attention. N. O. Alyushina, I. Velentazh and J. Broni [1], R. Boyatsys [2], O. O. Hura, O. A. Danilenko, A. B. Kalmagetdinova, [3], N. M. Makhnachova, J. Raven [4], S. A. Nakhod, O. V. Fedorova and other devoted their works to the study of issues of professional managers' effective work, the formation of managers' competence, their leadership qualities, the place of managerial competencies of a manager in creating competitive advantages of the organization.

The problem of managerial competences has been thoroughly studied by foreign scholars. F. D. Le Deist and J. Winterton (2005) reviewed the definition and usage of competences in the USA and some countries of Europe and stressed the necessity of its combination for particular occupations and to promote the labor mobility [5]. The differences of managerial competencies among MBA students from American and European business schools have been investigated by F. J. Lara, H. Mogorrón-Guerrero and S. Ribeiro-Navarrete (2020) [6]. The conceptual analysis of the term «competence» has been given by M. Cheng, A. R. J. Dainty and D. R. Moore (2003), aiming at making a more complete picture of the term from the perspective of managerial competence and the management of performance [7].

Managerial competencies and innovations in the company have been researched by K. Szczepańska-Woszczyzna and Z. Dacko-Pikiewicz (2014) [8]. Managerial competences and the management performance appraisal have been studied by S. E. Abraham, L. A. Karns, K. Shaw, M. A. Mena (2001), aiming to highlight that the failure to appraise the competencies reduces the effectiveness of the competencies and the managerial performance appraisal programs [9].

Thus, C. C. G. Fama and L. H. Alencar (2017) have studied the role of a manager in the company and different competencies that match for the job assigned to them. The model serves as a guide for evaluating if managers already in or being considered for a managerial position and have the competencies required [10]. The importance of examining competences has been studied by D. Ofori (2014), the scholar has investigated the importance of examining competencies closely above all in private companies [11]. A competency model based on domains, or segments of a job or task, and included aspects of leadership and management has been developed by P. Sandwith [12].

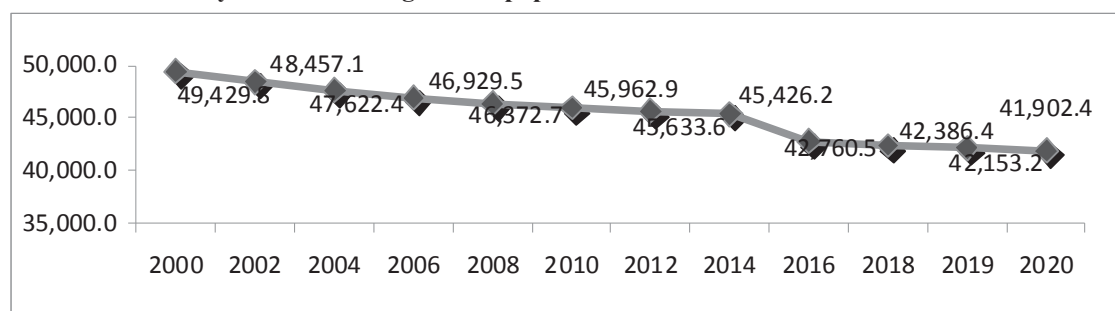
M. Gorenak, T. Špindler and B. Brumen (2019) studied the influence of competencies of managers on job satisfaction. The authors conclude that the competences of managers have an influence on the job satisfaction of employees with regard to work itself [13]. New managerial competencies in a global labour market have been investigated by L. Guistiniano and F. Brunetta (2015) [14].

**Formulation of the goals of the article.** To give a theoretical substantiation of the formation and development of managerial competencies of managers, to trace their impact on the labor market of Ukraine and to develop proposals for their practical use to increase the competitiveness of enterprises.

**Presenting main material.** The dynamics of the current population in Ukraine continues to decline. Only from 2000 to 2020, the population of Ukraine decreased by 8027.4 thousand people (Table).

**Dynamics of the current population of Ukraine for 2000—2020**

Years	Population, thousand people	Years	Population, thousand people
2000	49929,8	2012	45633,6
2002	48457,1	2014	45426,2
2004	47622,4	2016	42760,5
2006	46929,5	2018	42386,4
2008	46372,7	2019	42153,2
2010	45962,9	2020	41902,4

**Dynamics of change in the population of Ukraine for 2000—2020**

Source: developed by the authors according to the State Statistics Service of Ukraine [15].

The main problem of migration processes in Ukraine is the significant volume of labor migration, which results in an outflow of young skilled workers, which negatively affects the condition and quality of labor resources in Ukraine, in addition, there is a tendency to study abroad, work. According to Eurostat, the number of valid permits for Ukrainian citizens to stay in the EU-28 at the end of the year has doubled over the last decade and amounted to about 1.2 million in 2019.

Given the declining population and increasing migratory outflow of skilled labor abroad, the state is threatened by declining demographic potential as a result of deteriorating quality of the population, imbalance of supply and demand in the labor market [16, p. 52].

In addition to demographic factors, the COVID-19 pandemic has a negative impact on the labor market in 2019—2020. Thus, according to the International Labor Organization in the world as a result of the pandemic 114 million people lost their jobs; the number of jobs was reduced by 255 million, resulting in a reduction in revenue of \$ 3.7 trillion [17]. In Ukraine negative trends in the labor market are accompanied by a decline in real wages, the index of which decreased from 111.4% in 2019 to 85.9% in 2021 [15].

Changes in the level of employment, falling real wages in Ukraine are directly related to the trends in the business environment. The more enterprises and organizations successfully operate in the market, increase the volume of services provided, increase production capacity and produce better products, the greater the working population of Ukraine will be employed in national enterprises. The level of managerial competencies, the ability to organize their own business, the formation of conditions for highly productive work at the enterprise helps increase the competitiveness of national business structures, reduce unemployment, the outflow of qualified personnel abroad.

Managerial competencies of the manager, helping to increase the competitiveness of the firm, increasing sales of products or services, provide an opportunity to meet the personal needs of employees, such as: the needs of physical existence, paying employees wages, bonuses, making various surcharges; socio-economic, promoting the employees on the career ladder, involving in solving important issues of the firm development [18].

In the scientific literature there are numerous definitions of «competence». Thus, R. Boyatsis proposed to understand this category as «the ability of a person to behave in a way that



meets the requirements of work in a particular organizational space, which, in turn, is the reason for achieving the desired results» [2]. In our opinion, when determining the managerial competencies of the leader, it is advisable to take into account their impact on the competitiveness of the firm, creating new jobs, meeting the needs of the organization and employees, the balance between Hard Skills and Soft Skills.

Hard Skills are important in the formation and implementation of managerial competencies, i.e. direct professional skills: office work, logistics, accounting, planning, knowledge of professional software, programming, professional knowledge, skills and business qualities, leadership experience, etc.

They are easy to check, measure. They are contained in the list of requirements for the vacancy, set out in job descriptions. Skills from the category of «hard skills» are formed as professional during training and work experience. With practical experience, an employee who has mastered the skills of the category «hard skills», is able to continue to effectively apply them in everyday practice.

Soft Skills leaders in terms of teamwork, allow to socialize successfully. Soft Skills help to achieve the success regardless of the specifics of the activity. The most popular among them are courage in making strategic decisions, organization, organizational skills, the ability to work, the culture of behavior, moral qualities, persuasiveness, the approach to employees, leadership skills, communication skills, negotiation skills, teamwork, time management, erudition, empathy, creativity, etc. Leaders with soft skills help create a comfortable atmosphere for working in the team they lead, which significantly reduces a staff turnover.

The world's leading companies (Microsoft, Forbes) have researched the competencies necessary for effective management of the company. According to the results of this study, the most important competencies for a manager are: communicative competence, creativity, writing quality texts, team experience, basic computer knowledge and the ability to «reengineer» that is the willingness to do the usual things in a new way.

The British platform SkillsYouNeed among the key competencies highlights personal skills (time management, self-development, emotional management and even the organization of nutrition, body care, sports training, effective sleep), interpersonal (communication, teamwork, negotiation, conflict management), leadership skills, presentations, as well as writing skills and basic mathematical knowledge [19].

When studying the managerial competencies, we conducted a survey among the leaders of Ukrainian companies.

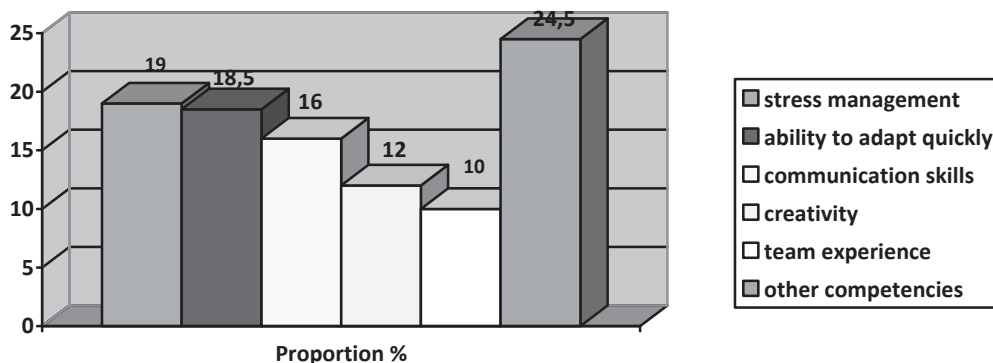
In Ukraine, in recent decades, business has been operating in an unstable business environment with high risk, so among the competencies that help maintain the competitiveness of the company in the questionnaire were stated such competencies as stress (19%), the ability to adapt to change quickly (18.5%), communication skills (16%), creativity (12%), team experience (10%), etc. (*Fig. 1*).

The development of managerial competencies of a manager involves a harmonious combination of softskills, knowledge, ways of thinking, ideological beliefs, which contribute to a confident way out of complex and unusual situations.

The emphasis shifts from the process of accumulation of normatively defined knowledge, skills and abilities of future specialists to the plane of formation and development of the ability to act creatively and apply the acquired knowledge and experience in different situations into practice.

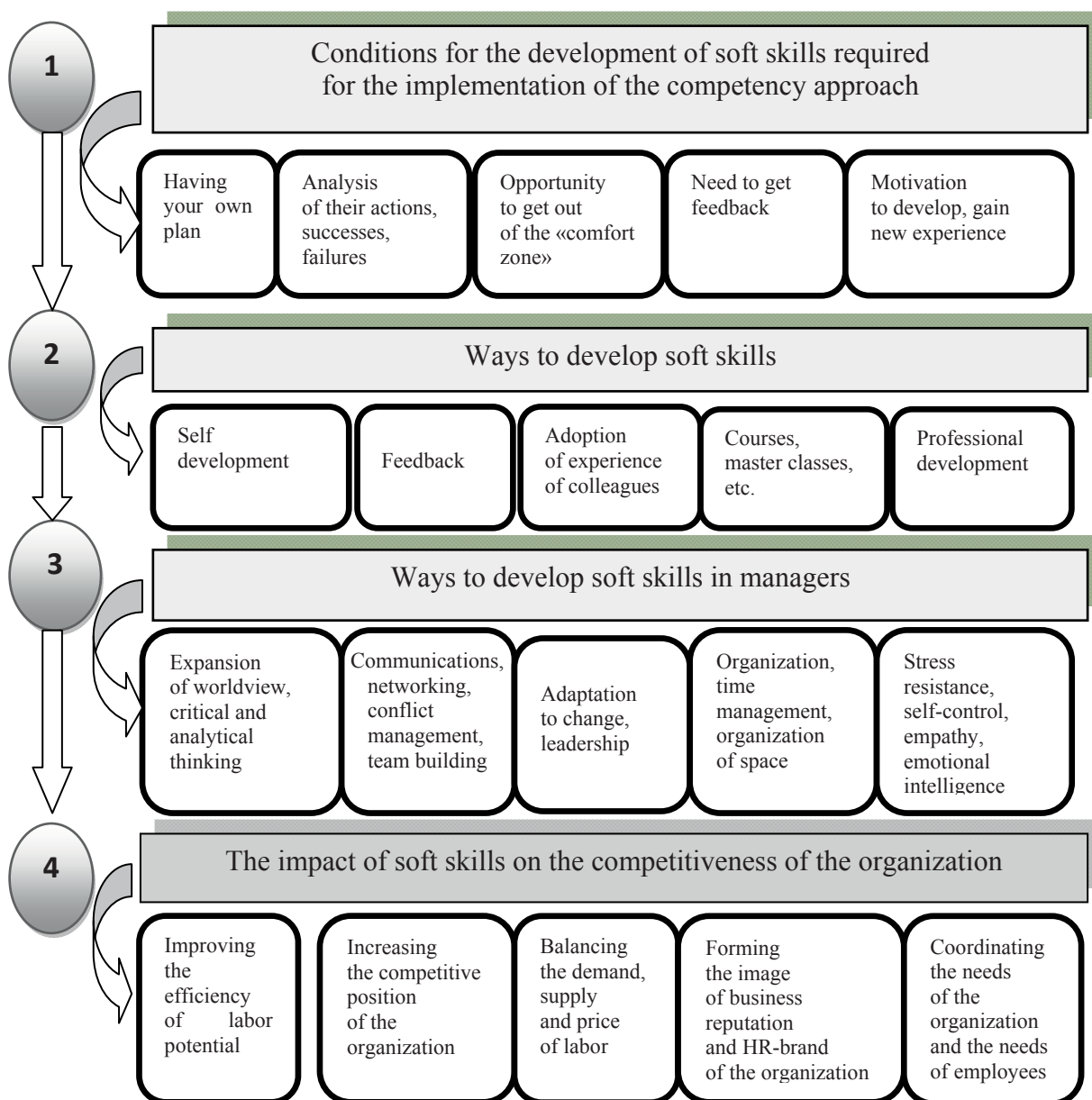
Skills related to soft skills contribute to maintaining long-term relationships with subordinates; prevention of professional burnout of the manager; creation of preconditions for increase of competitiveness of a firm at the expense of stability of a team; balancing supply and demand in the labor market through the creation of new jobs, etc.

To enhance management competencies, its more rational use in practice is advisable to be developed (*Fig. 2*).



**Fig. 1. The results of a survey of managers at Ukrainian enterprises on the impact of management competencies on the firm competitiveness**

Source: authors' research.



**Fig. 2. Conditions, methods and ways of developing soft skills and their impact on the competitiveness of the organization**

Source: generated by the authors.

Critical and analytical thinking, expanding the worldview of managers is important because it allows to predict critical situations, solve complex business situations, analyze the activities of competitors, look for alternatives, etc.

Skills such as communication, networking, conflict management, team formation are developed by mastering the art of smalltalk, meeting and emulation of experts in the field, watching educational videos, participating in conferences and symposia, organizing mit-ups, workshops, networking, creating your own personal brand [3].

Adaptation to the changes of the manager gives the chance to generate ideas more productively, to model optimistic or pessimistic scenarios of a firm development, to calculate possible financial results of activity taking into account probable risks that promotes the productivity of the whole team, becomes useful at priority-setting, helps distribute material, human resources, increases employees' motivation [20, p. 100].

Leadership qualities are the end result of the process of activating all other softskills. It is important for the leader to be confident in what he is doing, the willingness to take responsibility, to stand out among others, to take risks, to worry about achieving goals personally, to respect the chain of command.

Time management involves monitoring of biorhythms, determining and using the peak activity of the brain actively and body as a whole; the ability to set priorities in the performance of daily tasks, to focus on the most important of them.

In order to implement an effective time management system, the leader of the firm must have the willpower, endurance, ability to overcome obstacles; plan his own time, record tasks, deadlines, resources; harmonize personal goals, reconcile them with the common goal; develop delegation skills; carry out self-analysis, develop creativity, self-control, study, attend trainings that will allow to carry out the work more effectively and faster, have a good rest, use methods of self-motivation.

Time management is influenced by the presence of strategic (long-term) goals, a clearly defined mission of the firm, enterprise, organization; the connection of the time factor with the system of motivation and remuneration of employees; an effective planning system associated with the fixation of medium-term and short-term goals for all departments of the institution; flexible planning with the use of different time reservation strategies, prioritization; the effectiveness of different types and levels of management decisions; effective control system with calculation of time factors.

A leader who is characterized by stress management, self-control, empathy, emotional intelligence keeps his balance in any situation; is able to relax, minimizes bad habits; develops observation, anticipates the causes of possible conflict [21].

Cognitive and information skills are also equally important. In a rapidly changing world, creativity is very important, that is the ability to generate new original ideas, to solve non-standard tasks. Creativity will be effective where other strategies fail, as it allows you to uniquely combine conservative logical thinking with the laws of modern management and the flight of creative imagination.

It is also important to develop life skills, stress resistance. In order to be a successful leader, you need to develop your emotional intelligence constantly, the ability to be aware of your own emotions and understand the feelings of others. Stress resistance allows you to avoid stress, perform tasks under any conditions. For its development it is expedient to plan time rational, as well as optimism, the ability to relax or switch to the positive quickly, understanding of the emotions, self-control and good mood.

Negotiation skills, entrepreneurial and communication skills help develop the manager's ability to interact with other people, implement the chosen strategy successfully, interpret incoming information adequately, as well as transmit it through internal and external communication channels correctly, present achievements with dignity, be able to solve conflict situations with the use of modern methods, to unite people around them, to establish business contacts. They can be considered in inseparable connection with language skills, as a proper command of native and

foreign languages, as well as public speaking skills are the key to successful negotiations and delegation.

Technical and media skills are important for the top manager, as far as he is a public figure who often has to communicate not only with his subordinates but also with community members, the press, speak on radio and television, give official comments, prepare speeches and more.

For the full development and effective management, the manager needs self-reflection and self-improvement, the desire to learn and maintain knowledge and skills based on the requirements dictated by scientific and technological progress, time and situation in Ukraine and the world constantly. A professional trainer, webinars, communication with successful people, books and articles on the art of management, leadership, seminars and workshops can help develop those components that need improvement.

Considering the above mentioned, we have formulated a method for determining the level of managers' competence, which will predict the expected level of their professional skills and the impact on the success of the organization.

The competence of the leader (CL) should be determined based on an inherent set of soft and hard skills, which affect the performance of the tasks assigned to him directly. It is advisable to present them in the form of variables —  $X$ :

$X_1$  — level of professional knowledge.

$X_2$  — organizational skills (time management, workplace arrangement, resource management, etc.).

$X_3$  — vital (emotional intelligence, empathy, stress management, work-life balance, etc.).

$X_4$  — communication skills (team building, networking, presentations, team cohesion, conflict resolution).

$X_5$  — leadership skills.

$X_6$  — entrepreneurial skills (financial and investment literacy, ability to negotiate, determine the development strategy of the firm, event management, etc.).

$X_7$  — technical and media (knowledge of required software, the ability to communicate with the media, to maintain the official website of the company, etc.).

$X_8$  — cognitive and information skills (creativity, creative approach logical thinking, accumulation and transfer of knowledge, etc.).

$X_9$  — self-reflection and self-management.

$X_{10}$  — public (active public position, knowledge of the basics of law, environmental protection, socially responsible entrepreneurship).

For each of the variables we propose to assess the degree of the skill development on a scale of 0 — the skill is not expressed (incompetence); 1 — the skill is weakly expressed (the competence is only developing); 2 — moderately expressed competence, it is formed and inherent to an experienced manager); 3 — possession of a skill at a high level (managerial skill).

Consequently, the set of competencies of the form a vector  $X_i$ , the value of which should be calculated by formula (1)

$$X = (X_1, \dots, X_n). \quad (1)$$

Each variable should include specific elements (for example, for  $X_1$  — it can be  $y_1^1, y_1^2, y_1^3, \dots, y_1^n$ , for  $X_2$  —  $y_2^1, y_2^2, y_2^3, \dots, y_2^n$ ) that determine the degree of competence. Thus for each of signs it is necessary to assign the coefficient of specific weight of a display. The maximum value of the set of available features should not exceed 3.

The degree of manifestation of indications can be assessed using the method of expert assessments with a fixed frequency, as the degree of manifestation of competencies may vary.

In order to stimulate each manager to increase their own competence ( $X_i$ ), it is advisable to depict the vector model of the ideal leader of a certain management level ( $X_k$ ) graphically, which will clearly calculate the deviation of the value obtained for a particular manager from the benchmark.

$$\Delta X = X_i - X_k. \quad (2)$$



In addition, as a result of the subsequent check of competencies of the top manager, it is effectually to carry out the comparison of the received value ( $X_{im}$ ) — with the previous ( $X_{il}$ ) that will promote the formation of a professional trajectory of the manager. Timely the identification of competencies that are weakly expressed will form an optimal development plan for each leader.

$$\Delta X = X_{im} - X_{il}. \quad (3)$$

The proposed method of assessing the level of managers' competence is only one of the possible approaches to assessing the professional level of managers. However, the assessment of competence opens up new opportunities, as it can be used to build an individual plan for the development of the leader, which will help reduce the gap between professional requirements and the existing level of competence; having received information about the personal level of competence, each manager can clearly understand his own development trajectory; the competency assessment allows to identify effective managers who can improve the performance of the organization significantly.

**Conclusion.** The demographic situation in Ukraine, that is characterized by a rapid decline in population, migratory outflow of employable people abroad, reduced economic development leads to a deterioration in the domestic labor market, an increase in the number of unemployed citizens. This is due not only to macroeconomic factors, but also to the underestimation of the importance of a properly chosen management strategy. The full use of a competent approach to management can help improve the situation, since only a competent management is able to make sound management decisions and respond to the risks of the business environment in a timely manner, be able to meet the challenges and maintain leadership positions. To do this, you need to determine which competencies will allow the leader to be successful, given the specifics of the organization and the level of the manager.

The optimal balance of managerial competencies opens up new opportunities for managers to build both personal capacity and the potential of the organization they manage. Proposed by the authors method to determine the level of competence of managers will have a timely impact on the development of competencies, since rational management decisions depend on the end result of the organization, and thus open new opportunities to increase its economic and financial potential. This, in turn, will help increase the image of the organization, promote its hr-brand, and thus the awareness of potential employees the opportunity to build a career in their country successfully, which will gradually reduce the outflow of labor abroad.

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