

## **STRATEGIC CUSTOMIZATION OF WORKERS AS BACKGROUND FOR INNOVATIVE DEVELOPMENT OF THE ENTERPRISE**

The aim of the article is to present the results of research on the analysis and generalization of methodological approaches to differentiation of workers by roles in relation to the chosen strategy of innovative development of enterprise. [1, p. 320]

This article provides a meaningful analysis described in the literature and those used in the practice of foreign companies' concepts of differentiation jobs, professions (positions), workers under the corporate strategy. The main value in the context of solving this problem is the approach to differentiate workers proposed by M. H'juzlid, B. Bekker and R. Bitti. [1, p. 321]

They see three levels of differentiation strategies workforce:

- strategy "basic best practices",
- strategy "basic differentiation of labor"
- strategy "strategic customization workforce". [1, p. 321]

The three-level strategies in the article presented as transformation of labor into a strategic asset of the enterprise, which is the foundation of HR-management system. Foremost in the developed continuum of differentiation strategy takes "customization workforce" as anticipatory in context of achieving goals identified in the activities. [5]

Job customization, sometimes called job carving, is a term for customizing job duties. It is a way of combining tasks from different jobs to increase employee productivity while capitalizing on the skills and strengths of workers who identify as having disabilities. Job carving is all about creating a new position by freeing specialized employees from having to perform unspecialized tasks. [2, p. 512]

Customized employment is an interest-based evaluation of the business's needs and the job seeker's skills and ability to meet those needs. Customization is meant to be a win-win solution. It works best when a newly created position helps various specialized workers. Successful job carving brings mutual benefits to the employer and the job seeker. [2, p. 513]

The process of job customization creates a new tailored job description that fits a potential employee's skills and strengths. It gives a job seeker with a disability the opportunity to contribute according to his or her capacities. [3, p. 83]

A prerequisite for the development of innovative activity of the modern enterprise are workers, their knowledge, experience and competence. Accordingly, there is a need to develop an approach for the differentiation of workers by roles in relation to the chosen strategy of innovative development of the enterprise. Development of this approach provides a basis for targeted investments in competencies of employees, whose contribution to the goals of innovative development is the most important. [3, p. 83]

As workers in different positions make different contribution to the achievement of the strategic goals of innovative development of enterprise, then the performance of some categories of workers are more valuable than others. This provides a basis for differentiation workers in the degree of contribution to the achievement of the strategic

goals of innovative development of enterprise. Solving the problem of differentiation workers concerning their contribution to achieving the goals of innovative development of enterprise can promote the use of tools classification of occupations and positions, such as ranks method, digits method and grading method. [4, p.224]

The article provided a meaningful description of each of the strategies of differentiation workers and identified their strengths and weaknesses in the context of solving the problem of innovative development of enterprise. Based on the comparative characteristics of differentiation workers concluded that the most appropriate strategy for implementation is "strategic customization workforce". This strategy corresponds to the third (highest) level of continuum transformation of labor. It is characterized by high corporate influence, a high degree of differentiation of labor. Results form the basis for the integration of strategic customization workers in the process of innovation management according to the number of defined principles and necessary resources. [4, p. 224]

Accordingly, it is necessary to develop an approach to isolating workers, whose contribution to the achievement of the objectives of the enterprise innovation is most important. The guidelines will streamline personnel policy in the enterprise and will create a framework for the development of innovative activity of the enterprise in terms of economy. The basis of this approach in the context of development of innovative activity of the enterprise has become the strategic identification of professions which is an integral part for development of the enterprise. [5]

#### **REFERENCES**

1. Kaplan, Robert S. and Norton, Deivid P. (2003), Balanced Scorecard: Translating Strategy into Action, 320-321 p.
2. Kaplan, Robert S. and Norton, Deivid P. (2005), Strategy Maps. Converting intangible assets into tangible outcomes, 512-513 p.
3. Kozyreva, T.A. and Baramonova, S.V. (1996), Problems of labor Evaluation, KGU, 83 p.
4. Samoukina, N.V. (2008), Effective motivation of personnel with minimal financial costs, 224 p.
5. Corporative Management Technologies. Grading and competence, available at: [http://www.iteam.ru/publications/human/ection\\_48/article\\_3244](http://www.iteam.ru/publications/human/ection_48/article_3244)