

4. Krugman P. End This Depression Now! W. W. Norton & Company; Illustrated edition, 2012. 272 p.
5. Lutsyshyn Z., Katrych O., Yuzhanina N. Fiscal security of the states in current conditions of transformation of the world economy // MIND JOURNAL. – 10.2020. [Electronic resource]. - Access mode: <https://mindjournal.wseh.pl/>
6. Moran M., Theodore H. American Economic Policy and National Security: The Nonmilitary Aspects. New York: Council on Foreign Relations Press, 1993 On National Security, December 29, 1940 (Radio Address of the President, Delivered from the White House). // [www.whitehouse.gov](http://www.whitehouse.gov).
7. Rachel C. “5 Proven Ways To Achieve Financial Security” Available at: <https://www.daveramsey.com/blog/financial-securityresearch> (Working Paper, No 3954, P. 3-33). Retrieved from [https:// openknowledge.worldbank.org/handle/10986/8405](https://openknowledge.worldbank.org/handle/10986/8405)
8. Room K., Joseph J.. Defining National Security. New York: Council on Foreign Relations, 1993. 89 p.
9. The official site of The National Securities and Stock Market Commission (2019). Analytical data on stock market development. Retrieved from <http://www.nssmc.gov.ua/fund/analytics>

## MANAGEMENT

**Olena Dragan**

Doctor of Economic Sciences, Professor,  
Professor of Department of Labor Economics and Management  
National University of Food Technology, Ukraine

**Liubov Tertychna**

Candidate of Economic Sciences, Associate Professor,  
Associate Professor of Labor Economics and Management  
National University of Food Technology, Ukraine

### MODERN DEVELOPMENT OF COMPANY'S PERSONNEL FROM THE POINT OF VIEW OF THEORY OF GENERATIONS

***Abstract.** The aspects of theory of generations and their adaptation on certain data in the age-related structure of company's personnel are investigated. The suggestions in relation to the development of company's personnel with taking into account the theory of generations are worked out.*

***Keywords:** personnel, theory of generations, development, events, company*

In 1991 American scientists William Strauss and Neil Howe offered theory of generations in the book “Generations”, that is based on the idea that terms and circumstances where the person is growing up to 12-14 form the inherent model of behavior and system of values that influence on all their life. In 1997, Strauss and Howe offered in the book “Fourth transformation” the detailed analysis of theory of generations and terminology [1]. Moving forward, the model of behavior and system of personality values has certain changes, adjustment under the act of individual circumstances of environment – of political, economic, technological, sociocultural factors.

After the theory of generations, as scientists marked, every four generations make a cycle. A sentinel interval, when representatives of one generation are born, is approximately 20 years, duration of one cycle is 80-90 years (see table 1).

Table 1

## Description of generations and forecasting at the labour market to 2025\*

Generation	Values	Main characteristics	Strong points	Weak points	Forecasting of situation at the labour market
<b>Baby-boomers</b> 1943-1962	Psychology of "winner", individual development, optimism, faith in own forces and success, inherent cult of youth	Optimism, personal interest in a personality increase and reward, requirement in a collectivism, faith in a team spirit	Ability to form an effective team, pass the experience to the colleagues. Complete devotion to business. 100% loyalty to guidance.	Requirement in financial safety. Lack of ability to react quickly on changes. Lack of ability to have a rest. Work more than all.	To 2025 greater part will retire on pension
<b>Generation X</b> 1963-1982	Pragmatism and hope are only on own forces. Labour will bring the expected results.	Readiness to the changes, possibility of choice, technical literacy, individualism, pragmatism, hope in personal skills	Get along at conservative work. Have a high capacity and flexibility. Able to build business relationships	Requirement in control, permanent compulsion. Fear and mistrust to guidance	To 2025 greater part of leading positions will be occupied by the representatives of generation X
<b>Generation Y</b> 1983-2002	Aimed at the receipt of all and at once, ambitious and have the overpriced expectations of material welfares.	Self-confidence, diversity, balance between the personal life and labour activity, possibility of work in a team, use of modern IT.	System thinking and responsibility. Rapid reaction on the smallest changes. Ability to contest with difficulties. Family more than all.	Aspiration of immediate results. The ambitiousness, large career expectations. Wish that work abandoned time on the personal life.	To 2025 Generation Y-will occupy the biggest part at the labour market
<b>Generation Z</b> 2003-2023	Connected with digital technologies in-process, inclined to value own time and interests, fear to lose the job is absent	Aggressiveness, conflict, requirement in novelty, virtual communication, hyperactivity, 100% IT application for tasks implementation	Ability of creative tasks decision. Responsible attitude toward the use of informatively-communication technologies and information on the whole	Undeveloped skills of critical thinking. There are difficulties at the analysis of data. Problems with communication	To 2025 will occupy certain part at the labour market

Source [1-4]

Let's analyze the changes in the dynamics of the structure personnel's age in Private Joint Stock Company "Obolon" is given in the table 2.

Table 2

**Dynamics of the age-related structure of personnel in Private Joint Stock Company "Obolon" during the period of 2017-2019**

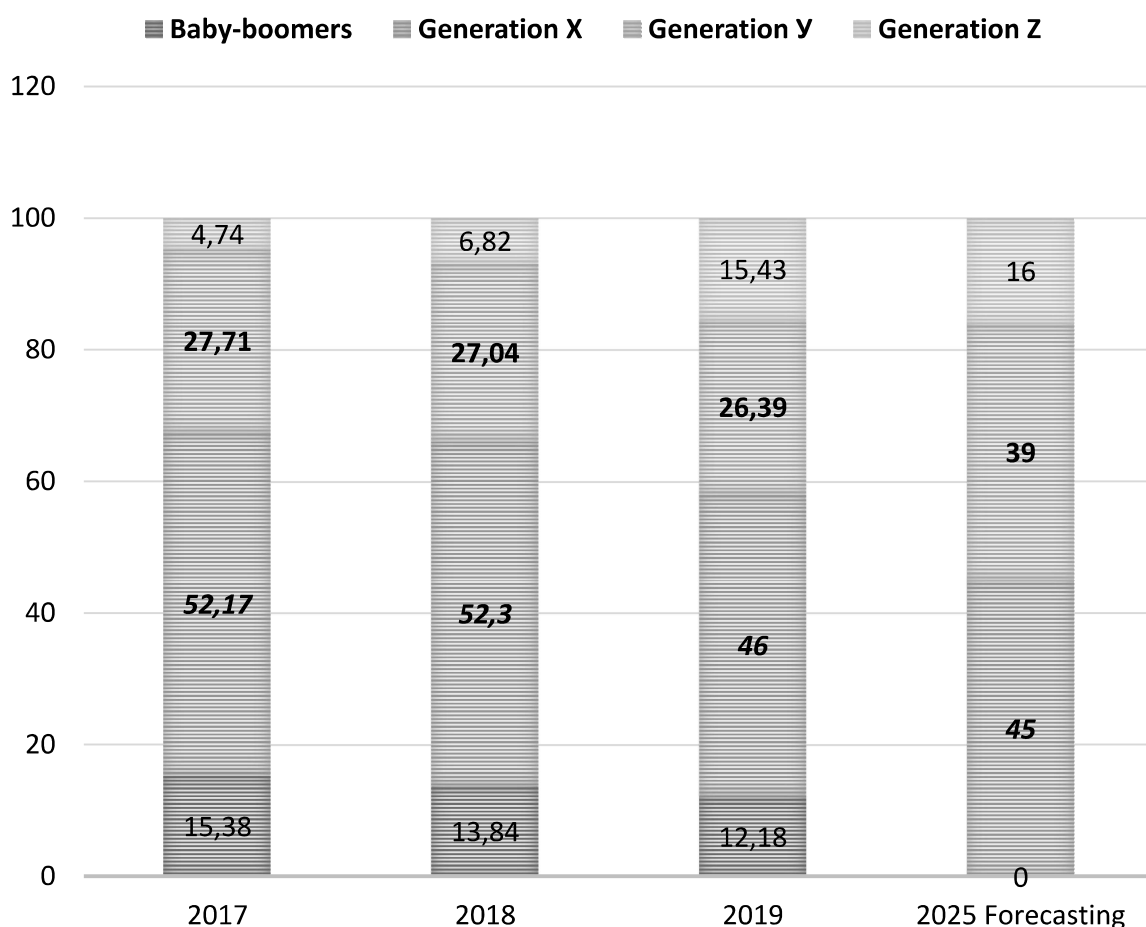
Age	Years						Deviation			
	2017		2018		2019		absolute, +/- persons		in the structure, +/-%	
	Number of person	Specific weight, %	Number of person	Specific weight, %	Number of person	Specific weight, %	2018/2017	2019/2018	2018/2017	2019/2018
Up to 20 years	128	4,74	193	6,82	534	15,43	65	341	2,08	8,61
From 21 to 25 years	137	5,08	142	5,02	209	6,04	5	67	-0,06	1,02
From 26 to 30 years	212	7,85	217	7,67	271	7,83	5	54	-0,19	0,16
From 31 to 35 years	399	14,78	406	14,35	450	13,01	7	44	-0,44	-1,34
From 36 to 45 years	720	26,68	729	25,76	735	21,24	9	6	-0,92	-4,52
From 46 to 55 years	688	25,49	751	26,54	857	24,77	63	106	1,05	-1,77
More than 56 years	415	15,38	392	13,84	404	12,18	-23	12	-1,54	-1,66
Together	2699	100	2830	100	3460	100	131	630	-	-

Source [5,6]

The structural change in accordance with table 2, took place in the group of workers under the age of 20. It is explained by that the enterprise is swiftly developing and has a requirement in young specialists that is why the increase from 128 persons in 2017 to 193 persons in 2018 and to 534 persons in 2019 is taken place. Also, changes in the group of workers of over 56, where 23 persons retire on

pension in 2018, and in 2019 it increased on 12 persons due to the increase of company’s leaders’ age is taken place. Other groups do not have swift changes.

Modern situation in Private Joint Stock Company “Obolon” is characterized by active presentation of four generations, in particular, become less with every year the workers of “baby-boomers” generation prove to 12%, and there are generations X and Y that have the big success and form the elite of all key positions in the company. At the same time it is needed to investigate and search approaches to the new "generation Z" – this growing generation, the part of which in 2019 measures up to 15,43% in the general structure of personnel. If forecast an existent personnel to the period of 2025, the age-related structure will change due to the increase of quantity of working generation Z, forecast on 2025 within the limits of permanent quantity is 3460 persons, is presented on figure 1.



**Fig. 1. Changes in the age-related structure of personnel  
Private Joint Stock Company “Obolon”**

In accordance with the forecast: the part of workers of “baby-boomers” generation will disappear gradually, from 63 to 82 years (retirement age) will carry out in 2025; the part of generation X will decrease to 45%, from 43 to 62 years; the part of generation Y will increase from 23 to 42 years; the part of generation Z who will be to 23 years and will increase substantially.

Thus, the modern personnel management of company “Obolon” must be oriented not only to traditional administrative and organizational approaches but also to include social and psychological methods taking into account the theory of generations with the aim of providing progressive personnel development (table 3).

*Table 3*

**Potential events in relation to the improvement of personnel development in Private Joint Stock Company “Obolon” are taking into account the theory of generations during 2021-2025**

№	Events in relation to the improvement of personnel development on prospect	Terms of implementation
1.	Balance between personal life and work	Individual approach
2.	Flexible working hours	If the job allows
3.	Transport of workers to the subway, those who lives in country	Hiring the bus with a driver
4.	Free style of clothing is in dress-code on Friday	For the workers of administration
5.	Interesting creative tasks, possibilities to develop, to study	Individual approach, coaching, events on management talents
6.	Teamwork with projects. Close communications and feedback with leaders	Technologies of teambuilding, corporate events
7.	Ecofriendlyness and ergonomics of workplace	Modernization of workplaces, refurbishing of apartments in accordance with modern ecological standards

Summarizing the given information, we consider that for progressive personnel development it is needed to take into account the theory of generations with the aim of providing positive social and psychological climate, application of corporate events for improvement of effectiveness and efficiency of the company’s workforce.

**References:**

1. Strauss W. and Howe N. (1997) *The Fourth Turning: An American Prophecy –What the Cycles of History Tell Us About America’s Next Rendezvous with Destiny*, Broadway Books, New York, USA.