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**ON THE ISSUE OF RETENTION AND INVOLVEMENT OF STAFF  
IN THE CONDITIONS OF OUTFLOW OF HUMAN RESOURCES**

*The article identifies the main reasons for the outflow of human resources and the consequences for Ukrainian enterprises. The dynamics of population change of Ukraine, migration of population in the regions of Ukraine, the preferred countries of residence of Ukrainian families have been investigated. The reasons and geography of the departure of Ukrainians abroad as well as the conditions contributing to this are analyzed. The factors that influence life satisfaction in the country are identified. The concept of staff involvement has been clarified. Attention is drawn to the difference between the concepts of staff involvement, satisfaction and loyalty. The factors that influence the outflow of staff at enterprises are considered. Emphasis is placed on the aspect of staff involvement in the company's activities as a factor contributing to employee retention. The role and importance of the factors that influence staff engagement are ranged and analyzed. The characteristics of employees with a low level of involvement are highlighted. The practical experience of successful Ukrainian and foreign companies in the field of personnel management is considered. The directions in work with the personnel which help to increase the productivity of work and success of the organization are analyzed. Effective measures and tools for staff retention in the company in the conditions of rapid human resources outflow have been identified. Attention is drawn to the use of the onboarding program and the outgoing interview as effective tools that contribute to the reduction of staff turnover. The role of immaterial tools of the personnel motivation system in improving labour productivity is emphasized.*

**Keywords:** *human resource outflow, employee engagement, staff turnover, staff loyalty, outbound interview, onboarding, staff retention.*

**Problem statement.** Every year in Ukraine the number of able-bodied population decreases. The mass emigration to the countries of Europe and other foreign countries, which offer decent wages and living conditions to qualified Ukrainians, is one of the reasons for this phenomenon. As a result, labor, scientific and educational potential, on the formation of which a lot of money and time have been spent, is getting lost.

Of course, one can agree with the assertion of domestic and foreign experts that such an economic situation stimulates the improvement of the standard of living of Ukrainian emigrants and helps to increase the efficiency of production of enterprises by introducing innovations, automation or digitalization [11], but the success of any organization depends primarily on the people.

Therefore, in the current conditions of such a significant outflow of human resources, it is essential to find effective solutions to retain staff in the workplace and facilitate its involvement in the company's operations.

**Recent research and publications.** Significant contribution to the study of modern problems of human resources outflow, of its causes and consequences for Ukraine has been made by such scientists as: A. Nadtochy [1], O. A. Malynovska [2], O. Pelekh, B. Yuskiv [3], N. Bliok [4], O. Kvasha, O. Levchuk [6], O. Lyashenko [7] et al. [8]. Staff retention issues are covered in the works of L. Schetinina, A. Yastrubinskaya [9], L. B. Martynova [10], L. Rudeva, T. Khvostenko [18]. Despite a sufficient number of scientific publications, the issues of staff retention in the context of rapid outflow of human resources, namely ensuring its stability and involvement in the activities of the company, are presented fragmentarily and require deeper study.

**Setting objectives.** The purpose of the article is to investigate the cause of the outflow of labor resources and modern methods and tools for retaining staff and its involvement in the activities of the company in the context of mass migration.

**Presentation of the main material.** With the rapid outflow of manpower, for enterprise development companies have to constantly improve and seek new methods of personnel management.

As it is known, there is a desirable and undesirable outflow of staff for the enterprise. The desirable outflow is characterized by the dismissal of employees who are inept contractors, managers, etc. Such a category of staff has low productivity, no growth prospects, limited ideas, no innovation. The undesirable

outflow is characterized by the dismissal of key employees, innovators, idea initiators, high-potential employees, etc. If such a category of staff in the organization is lost, it can lead to the loss of key competitive advantages of the organization, clients, implementation of effective business strategies etc.

For each area of activities, the rate of outflow of staff is individual, but acceptable for a stable company is considered a rate of 10-15 %, in particular for the service and retail industry, this figure is about 30 %. For more accurate information, an enterprise should calculate this indicator both for the enterprise as a whole and for each unit [12].

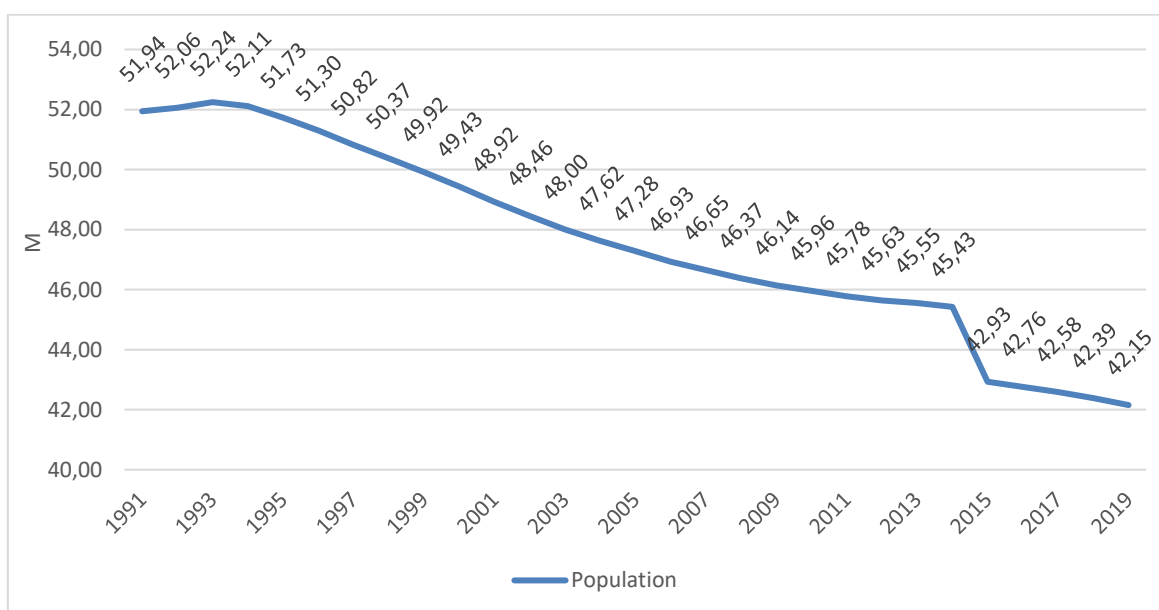
The outflow of staff is influenced by internal factors that are regulated in the process of the organization and external factors that depend on the situation in the state.

Internal factors include: irrelevant selection of a new employee, leadership style, lack of new employee support system, inadequate communication within the company, poor internal and external motivation, lack of career opportunities, professional burnout, dissatisfaction with working conditions.

External factors of the outflow of staff include: personal circumstances (relocation, etc.), demographic crisis in the country, the opportunity to receive higher wages, more comfortable living conditions, etc.

Considering the recent exacerbation of the outflow problem, the European Business Association, which conducts annual surveys related to the analysis of the investment climate and tax environment in Ukraine, has launched the Happiness Barometer survey from 2018, which includes an assessment of the main factors, which have the most effect on happiness by a 5-point scale. These factors are: security level, ecology, human rights compliance, health care, income level, education system, life experience in Ukraine, current work, social life. According to the survey, the 2019 Likert scale Barometer is below average and is 2.61 points, just 0.14 points higher than in 2018. The analysis of the sample shows that 80 % of respondents live in Kyiv, 65 % of persons are aged from 26 to 40 years, more than 50 % of interviewed are office workers [13], so persons of active working age. According to a study “Ukraine in International Indices 2015–2019” on a global scale, the index of happiness in Ukraine takes the 138th position [8]. The key factors affecting satisfaction were the health care system, the education system, the security situation in Ukraine, and the level of income, which respondents believe is low, that’s why Ukrainians migrate to other countries.

The population of Ukraine decreases every year. Mass emigration is considered to be one of the most significant causes of this phenomenon, since 2014. The UNO notes that by 2050 Ukraine’s population will decrease by 6.5 million. Provided that these trends remain in 2100, population of Ukraine will be 24.4 million people, while the number for 2019 is 42.15 million people [14]. The dynamics of population change in Ukraine is presented in Figure 1.



**Figure 1 – Dynamics of population change in Ukraine from 1991 to 2019**

*Compiled by the author on the basis of the source [14]*

So, starting with 1994 the number of Ukrainians has decreased. Only in recent years Ukraine is losing 150–200 thousand people annually.

According to the poll of the sociological group “Rating” in 2017 on the topic “Where do Ukrainians want to live?”, the following factors were investigated: the presence of workers abroad in families (Figure 2), the desire to live abroad (Figure 3), the desired country of residence for children (Figure 4).

In total, 30.000 respondents were interviewed, with 1.200 polled in each region [15].

According to the survey: 11 % of the population worked abroad on a full-time basis, and 17 % worked temporarily, 27 % of respondents had a desire to live abroad permanently, with indicators having a tendency to increase. European countries were considered to be the best place to live (26 %).

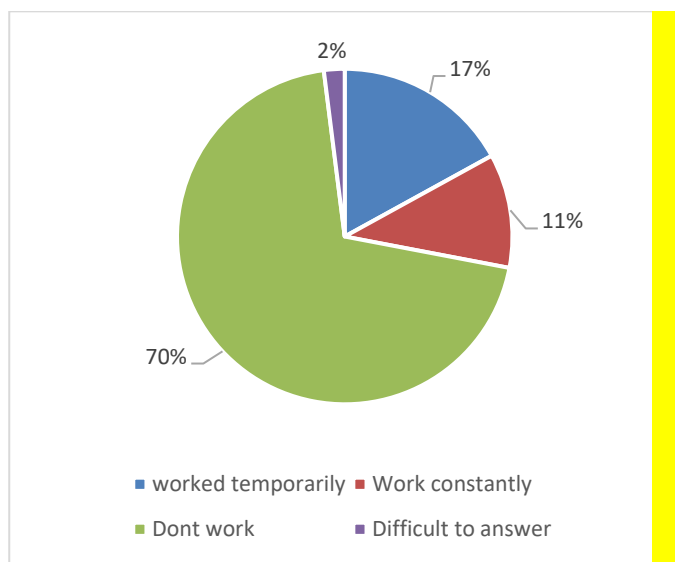


Figure 2 – Presence of workers in Ukrainian families in 2017

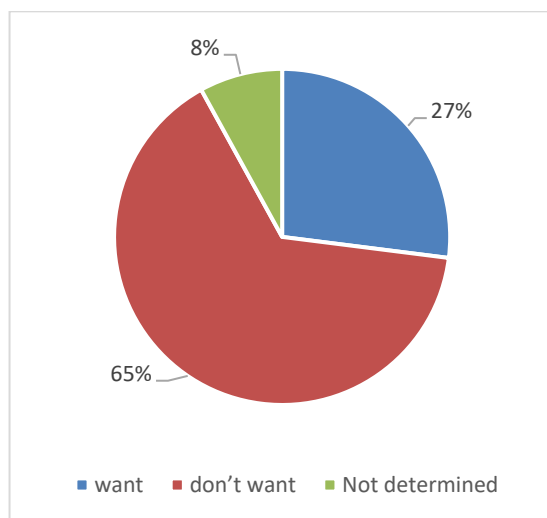


Figure 3 – The desire of the population of Ukraine to live abroad in 2017

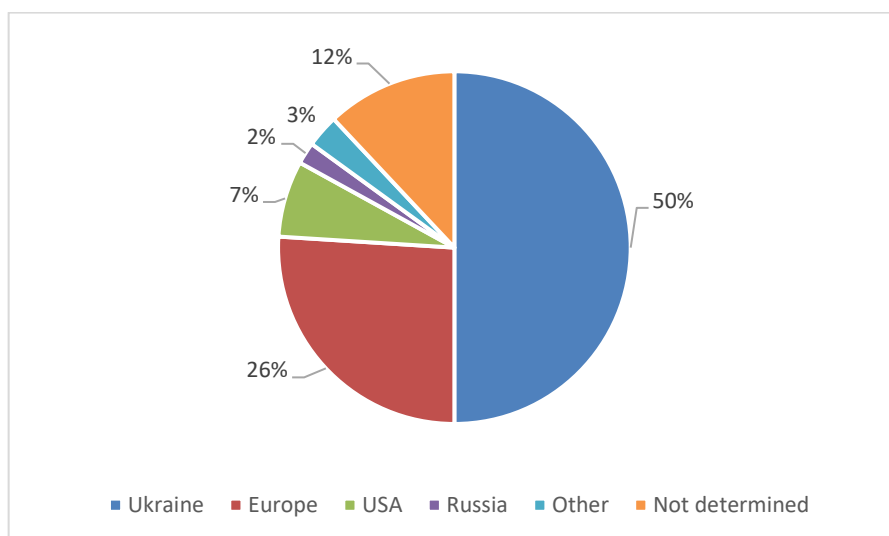


Figure 4 – Preferred country of residence for children of Ukrainian families in 2017 [15]

According to the data of the Migration Statistics Service, in January – August 2019, in 8 months the migration increase of Ukraine amounted to 10 034 people, with the highest number of cases of departure being recorded in the city of Kiev (29 171 people) and Kharkiv (27 412 people), Dnipropetrovsk (21 794 people), Lviv (21 618 people) and Kyiv regions (19 760 people) (Figure 5) [16]. The migration movement in the regions of Ukraine is presented in Figure 6.

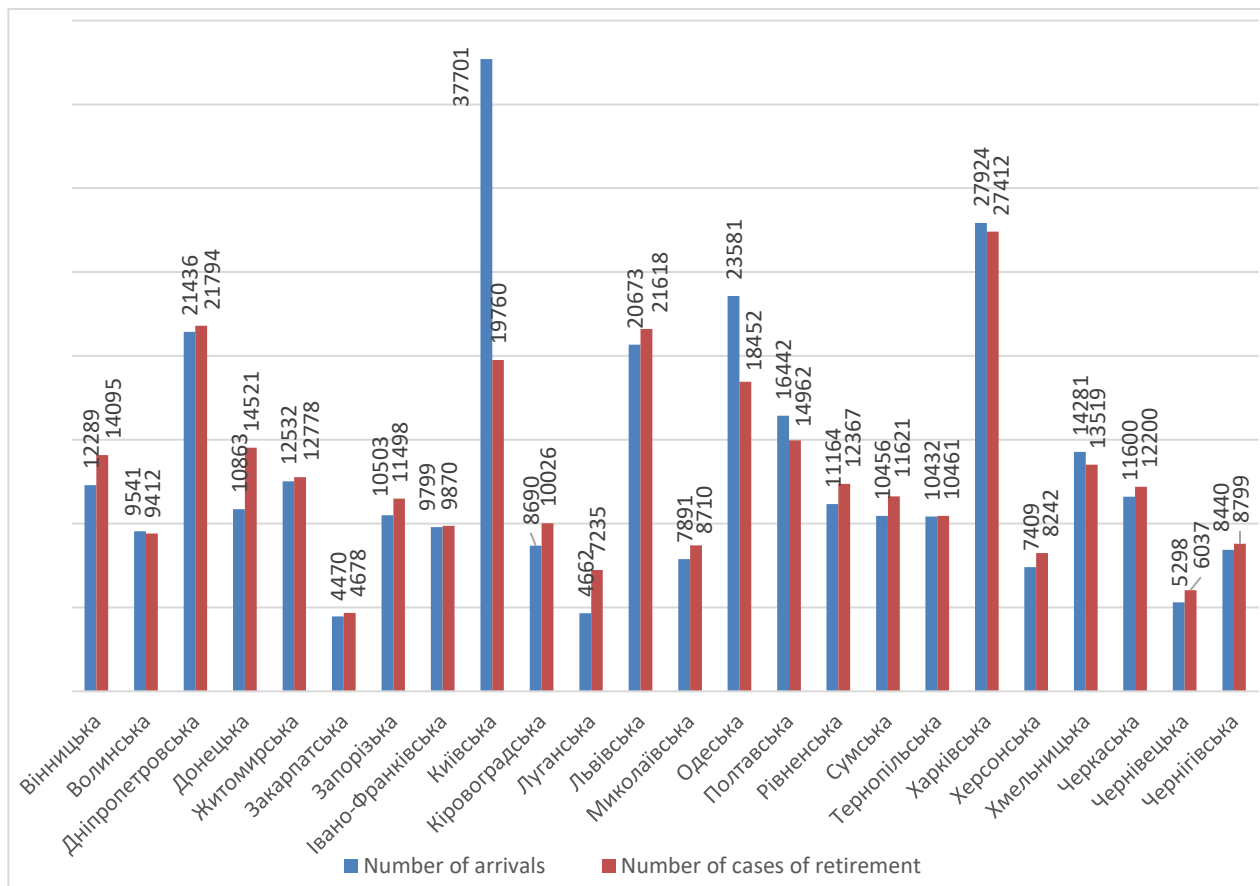


Figure 5 – Migration movement of the population for January – August 2019

The total number of Ukrainians who left Ukraine in the first half of 2019 is 310 067. However, it should be noted that there is a slight migration increase of 2.5 %, This is due to the arrival of emigrants mainly to the cities of Kiev and Odessa. The total number of people who came to Ukraine is 318 077.

Vinnitsia, Rivne, Sumy, Zaporizhia and Chernivtsi regions have high levels of departures besides Donetsk and Lugansk regions.

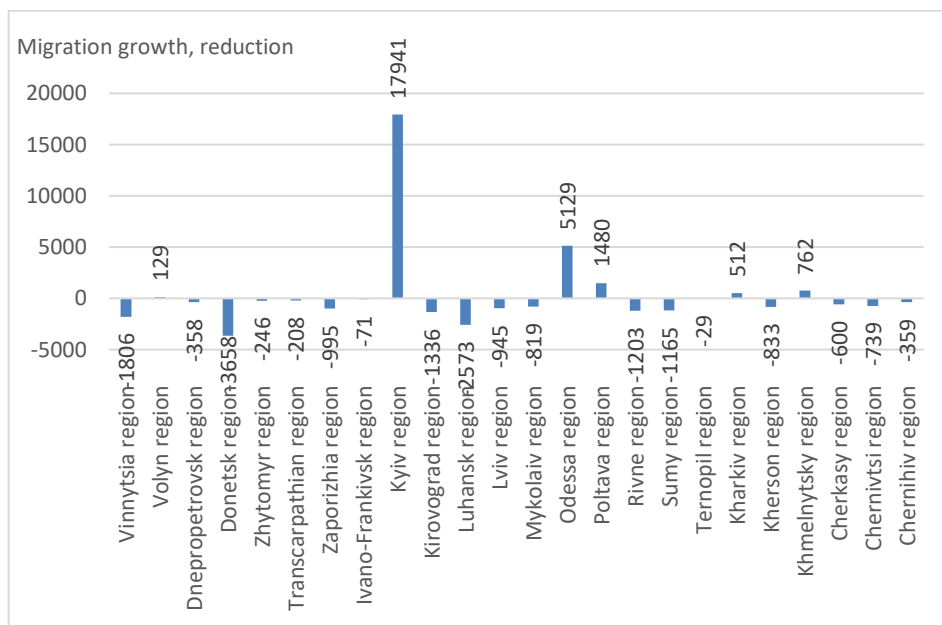


Figure 6 – Migration growth and population decline in the regions of Ukraine, January – August 2019

Compiled by the author based on the source [16]

According to a study by the EWL Group, "Ukrainians on the Polish Labor Market: Experience, Challenges and Prospects", in 2019, from 1.2 million to 1.5 million Ukrainians work in Poland and one in three workers from Ukraine wants to remain in Poland for living. Among the reasons for this decision there are higher quality of life, good salary and prospects for children [17].

The rapid outflow of staff leads to an imbalance between supply and demand in the labor markets, which significantly affects the further development of enterprises. Today, organizations have to work hard to find the right employees. That is why, in order to be successful, businesses must pay special attention to retaining staff and creating the conditions for their involvement in the company's activities.

Involvement of staff is a certain state of enthusiasm for an organization, project, task. It is preceded by levels of satisfaction and loyalty. Employee involvement reflects his or her emotional state of commitment to an organization that inspires him/her to do his or her best work, using his/her potential, resources, methods, and approaches to effectively solve tactical tasks by implementing his/her own ideas, experience, and efforts to achieve strategic goals, regardless of the conditions in which the company operates to ensure that the organization succeeds.

The involved employees feel their affiliation with the company, they understand that they are trusted, they feel responsible for the results of their own actions. In this way, the employee is transformed from a regular employee who simply comes to perform the work within his or her duties, to an employee who feels responsible for the results of the organization's activities, feels himself a part of a team that is reaching its goal [17].

It's important to pay attention to the difference between the concepts of employee involvement, satisfaction and loyalty, since job satisfaction has little or no impact on the company's economic performance, but involved employees, instead, voluntarily make extra efforts to achieve high results. Loyalty is a level of trust in the management and the company, where the employees speak positively about their company and are ready to always fulfill their tasks because they are completely trusted and do not doubt the decisions of the executives. That is, it is a degree of acceptance by employees of the values and rules of the company in which they work.

The level of employee involvement directly influences the performance of the company. Numerous studies by Gallup and BCG indicate that companies with high employee involvement have the operating profit 3 times higher. Therefore, the involvement of each employee, recognition of his role in the company, his contribution to the results of work, etc. is a source of high productivity and reduced staff turnover [17].

Tools that improve productivity and attitude to the company have different effects on the employees involved and the employees not involved, meaning employees who formally relate to their responsibilities and do not feel any commitment to the company.

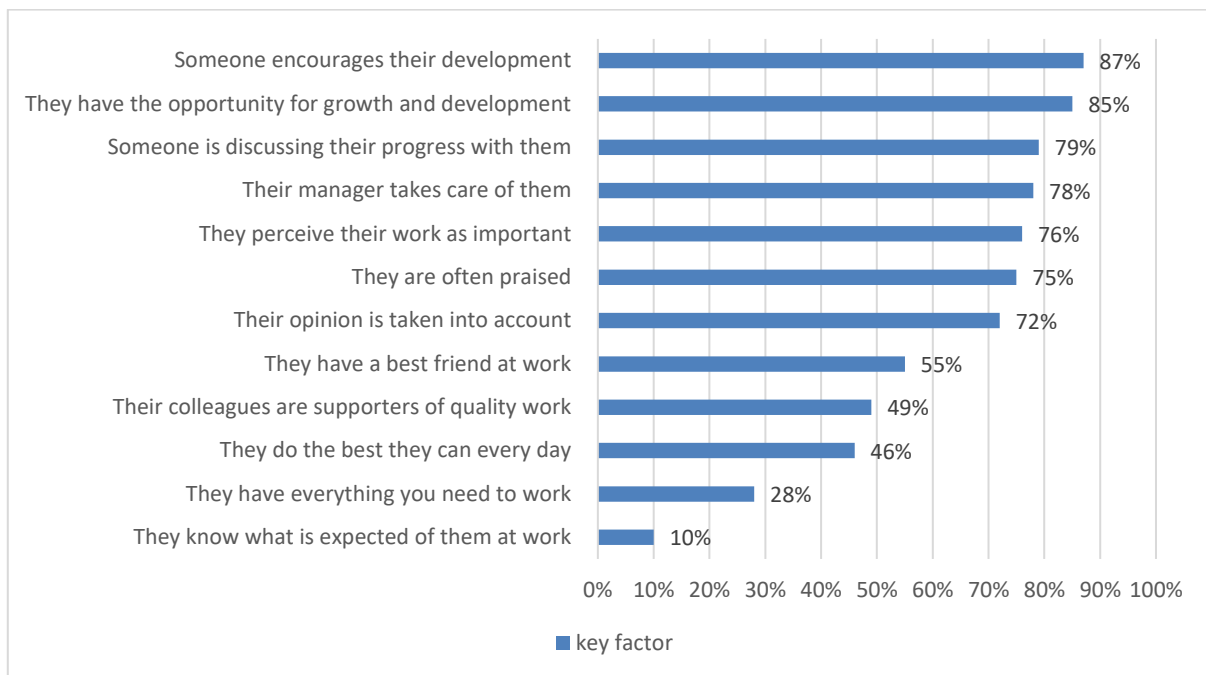
The factors that influence the involvement of staff and the significance of their impact on involved and not involved employees are presented in Figure 7.

92 %	Someone discusses their progress with them	13 %
97 %	Someone encourages their development	10 %
88 %	They are often praised	13 %
98 %	They have the opportunity for growth and development	13 %
74 %	They have the best friend at work	19 %
98 %	Their manager cares about them	20 %
98 %	They see their work as important to the company	22 %
91 %	Their opinion counts	19 %
93 %	of their colleagues are supporters of quality work	44 %
99 %	They do the best they can every day	53 %

**Figure 7 – The factors that influence the involvement of personnel**

*Developed by the author based on the source [17]*

The most important factors that influence staff involvement are: the presence of people who encourage development, the availability of opportunities for growth and development, discussing the progress of their own development, the caring attitude of the manager to the employees, the perception of their work as important for the company, praise, consideration of the employee's opinion, etc. (Figure 8).



**Figure 8 – Significance of factors influencing employee involvement**

*Developed by the author based on the source [17]*

Among the features that identify low-involvement workers, there are, first of all, the absence of suggestions for improvement of the workflow, professional development, etc. Involved employee: fully “immerses” in the work; is emotionally worried about the state of the company; takes the lead, is not afraid to expand his responsibilities; demonstrates interest and enthusiasm; is ready to accept and support changes in the company; is happy to improve his skills, etc. [18].

“Deloitte” company surveyed hundreds of executives and identified critical areas that make the organization successful. Based on the analysis of this survey, a model of involvement “Unbeatable Organization” was developed (Table 1) [12].

**Table 1 – Model engagement "Excellent organization"**

Great work	Hands on management	Positive work environment	Growth opportunities	Trust and leadership
Autonomy	Transparent clear goals	Flexible working environment	Career advancement in different directions	Mission and purpose
Scale selection	Coaching and feedback	A culture of recognition	High mobility of talents	Investing in people, trust
Small teams	Leadership Development	An open and flexible workplace	Personal dynamic development	Transparency and communication
Time for inactivity	Modern performance management	Culture diversity	An effective learning culture	Inspiration
Cross-organizational cooperation and collaboration				

Important aspects for employees are the ability to feel personal responsibility and make decisions, to feel respect, to be able to self-fulfill, to feel safe in the workplace and so on. In particular, Deloitte to implement a staff involvement program uses a temporary rotation, that enables employees to demonstrate their ability in different areas of activities, to unite staff, to get new ideas. An effective tool for restoring staff loyalty at the company is "time for inactivity", which provides for the organization of leisure, while maintaining a workplace and certain payments. This program prevents burnout of employees.

In order to retain workers, in the conditions of mass migration, HR managers need to improve and implement new methods of HR management. First and foremost, the HR manager must have a deep understanding of the company strategy, i.e. what kind of staff is needed (qualifications, skills, etc.). According to practitioners, the accuracy of selection leads to a potential reduction in staff outflows of 42 %.

For the selected staff an effective tool for its retention is a new employee support program in the form of onboarding. Onboarding is a program of events that simplifies the infusion of new employees into the workflow. Onboarding includes:

- familiarizing the employee with the company, processes, team;
- familiarization with corporate culture, values;
- rapid involvement of the newcomer in work;
- creating an environment to attract and motivate a new employee;
- comfortable working conditions [19], etc.

In particular, EPAM Systems [20] in the program of onboarding uses a corporate notepad to tell about the company's values, the plan for the first weeks of work, the company's communication schemes, the most important contacts, the answers to the most frequently asked questions, and more. Such an adaptation program takes about 3 months, depending on the competencies of the new employee. The first week shows the first impressions of the employee from the company, after the first month – what are the feelings after work, after 3 months – whether the employee understands what he is expected to do in the company. This must be accompanied by feedback, as it is important for the employee to know what he is required to do, whether the manager is satisfied with the results, what skills, experience, knowledge they need to gain, and so on.

A company that wants to become a market leader must ensure the training and development of its employees. Increasing professional competences will allow the implementation of new projects, expansion of activities, entry into new market segments and so on.

In particular, "Tavriya B" company [21] has developed and uses a corporate program for promotion and rotation of personnel. This enables employees of all levels to build successful careers with professional development and a long-term motivation program. The basic principle of "Tavriya B" is the implementation of effective measures of retention, so the retention rate is quite high: 870 employees have more than 5 years of experience and 420 have more than 10 years of experience.

Another tool for staff retention is a well-developed system of flexible material and immaterial motivation. According to practitioners, more than 50 % of redundancies happen due to insufficient wages.

To set up a system of material rewards, it is necessary to:

- review current salaries in the market and make adjustments within the company, if necessary;
- review and update the evaluation of efficiency of employee performance and involve them in the process of the upgrade development;
- make the payroll system transparent;
- develop a separate budget for each specialist, etc. [21].

In order for a specialist to agree to work and stay in the company for a long time, many companies are introducing additional incentives. Such promotions can be standard, which are received by all employees (health insurance, nutrition at the expense of the company, etc.) or exclusive, which receive workers of certain positions or levels (health insurance with the best package of services, gym subscriptions, payment for mobile communication, etc.) [22].

Material retention tools are basic, but not sufficient, to compete with other employers, so companies are increasingly interested in immaterial ones. Among the most popular ones are the following: flexible working hours, the ability to work from home several days a month, health insurance, foreign language courses, lunch, tea or coffee in the office, tuition (attending conferences, training, etc.), life insurance, and others.

An essential prerequisite for retaining qualified personnel is understanding the desires and aspirations of the employees. This requires first of all feedback. An outbound interview is an effective tool for employees who want to leave, as it gives an opportunity to understand the reasons for the dismissal and to

offer a way out. If the employee still decides to leave the company, then the dismissal process should be carried out in accordance with certain company traditions: a goodbye party, a party, team hugs, etc., because it allows to keep in touch with the employee and increases the likelihood of his return.

Given that the wage levels in the market are about the same, employers are forced to raise their levels to stay competitive. In addition, working conditions require continuous improvement, and companies should pay attention to this. But given the fact that almost every employer broadcasts their value proposition to potential candidates for vacant positions, besides the basic working conditions, employees need a sense of work, that is, a mission cultivated by the company.

**Conclusion.** Consequently, the involvement and retention of staff in the context of rapid human resources outflow are quite important processes for the development of any organization. The causes of the outflow are not always the internal aspects of activity, so managers need to constantly improve the personnel management system by: introducing effective measures to involve staff in the company activities, creating conditions for employee development, encouraging employees to the decision-making process, improving the system of material and immaterial motivation, forming a sense of responsibility for the result and an understanding of the mission of the company as a whole.

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**ДО ПИТАННЯ УТРИМАННЯ ТА ЗАЛУЧЕННОСТІ ПЕРСОНАЛУ  
В УМОВАХ ВІДПЛИВУ ЛЮДСЬКИХ РЕСУРСІВ**

*У статті визначено основні причини відпливу людських ресурсів та наслідки для українських підприємств. Досліджено динаміку зміни чисельності населення України, міграційний рух населення по областях України, бажані країни проживання українських родин. Проаналізовано причини та географію виїзду українців за кордон, а також умови, які цьому сприяють. Визначено фактори, що впливають на задоволеність життям у країні. Уточнено поняття «залученість персоналу». Звернено увагу на різницю понять «залученість», «задоволеність» та «лояльність» персоналу. Розглянуто фактори, що впливають на відплив персоналу на підприємствах. Акцентовано увагу на аспекті залученості персоналу в діяльність компанії як факторі, що сприяє утриманню працівників. Проаналізовано роль та проранжовано значущість факторів, які впливають на залученість персоналу. Виокремлено ознаки працівників з низьким рівнем залученості. Розглянуто практичний досвід успішних українських та зарубіжних компаній у сфері управління персоналом. Проаналізовано напрями в роботі з персоналом, які сприяють підвищенню продуктивності праці та успіху організації. Визначено ефективні заходи та інструменти для утримання персоналу в компанії в умовах стрімкого відпливу людських ресурсів. Звернено увагу на застосування програми онбордингу та вихідного інтерв'ю як ефективних інструментів, що сприяють зниженню плинності кадрів. Підкреслено роль нематеріальних інструментів системи мотивації персоналу в підвищенні продуктивності праці.*

*Отже, залучення та утримання персоналу в умовах швидкого відпливу кадрів є досить важливими процесами для розвитку будь-якої організації. Причини відпливу не завжди є внутрішніми аспектами діяльності, тому менеджерам потрібно постійно вдосконалювати систему управління персоналом, вводячи ефективні заходи щодо залучення персоналу до діяльності компанії, створюючи умови для розвитку співробітників, заохочуючи працівників до процесів прийняття рішень, вдосконалення системи матеріальної та нематеріальної мотивації, формування почуття відповідальності за результат та розуміння місії компанії в цілому.*

**Ключові слова:** *відплив кадрів, залучення працівників, плинність кадрів, лояльність персоналу, вихідне інтерв'ю, онбординг, утримання персоналу.*

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