

УДК 658.3.005:331.1

DOI: 10.31732/2663-2209-2020-58-112-119

ВПЛИВ НАВЧАННЯ І РОЗВИТКУ ПЕРСОНАЛУ НА ЙОГО КОМПЕТЕНТНІСТЬ ТА ПРОДУКТИВНІСТЬ

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TRAINING AND DEVELOPMENT IMPACT ON EMPLOYEES' COMPETENCE AND PERFORMANCE

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Анотація. У сучасному конкурентному середовищі складно чимось кардинально відрізнятись від конкурента: усі ресурси майже однаково доступні на ринку. Тому в економічно розвинених країнах почали дуже активний пошук резервів та нових конкурентних переваг. На зміну теорії, що визначала персонал лише як витрати, які потрібно скорочувати, з'явилася теорія управління людськими ресурсами, відповідно до якої персонал виступає одним із ресурсів фірми, яким потрібно грамотно управляти, та вкладати кошти у його розвиток. Персонал починає розглядатися, як основний ресурс, що стає визначальним фактором успіху кожної організації і його розвиток включається до загальної стратегії розвитку підприємства. Стаття присвячена навчанню і розвитку, які стають основним інструментом для значного підвищення компетентності співробітників, що в свою чергу, підвищує їх ефективність з точки зору кількісних та якісних результатів, як у сфері обслуговування, так і на виробництві. Автори доводять, що навчання і розвиток є лише тоді обґрунтованими, якщо вони призводять до поліпшення необхідних компетенцій в організації, тісно пов'язаних з її стратегічними цілями. Компетенції розглядаються як конкретна модель трудової поведінки, яка відображається у кращому виконанні, більшій продуктивності та вищих результатах командної або індивідуальної роботи. Розвинено підхід управління на основі компетенцій, спираючись на вибраний набір теорій, який включає теорію соціального навчання, теорію підкріплення, теорію емпіричних знань та теорію типів навчання. Їх методи і технології можуть бути використані у практиці компанії. Виявлено причини навчання і розвитку в будь-яких типах організації, що виникають в результаті зміни обставин, зумовленими внутрішніми або зовнішніми факторами. У той час як перші з них пов'язані викликами робочого середовища в середині команди, секції або відділу організації, останні можуть спричинятися технологічними змінами, законодавчими змінами, а також композицією ринкових та людського факторів. Розглянуто ключові проблеми та переваги навчання та розвитку в сучасних організаціях. На цій основі доведено, що організації повинні навчати своїх співробітників, розвиваючи їх компетентність і методи діяльності, що сприятиме вищій ефективності та повнішій реалізації стратегічної перспективи організації.

Ключові слова: навчання, розвиток, компетентність, продуктивність, співробітники

Формул: 0, рис.: 0, табл.: 1, бібл.: 31

Annotation. In today's competitive environment, it is difficult to be radically different from the competition: all resources are almost equally available on the market. Therefore, in economically developed countries began a very active search for reserves and new competitive advantages. The theory, which defined personnel only as costs to be reduced, was replaced by the theory of human resource management, according to which personnel is one of the resources of the firm, which must be properly managed and invested in its development. Personnel is beginning to be seen as the main resource that becomes a determining factor in the success of each organization and its development is included in the overall strategy of enterprise development. The article is devoted to training and development which becomes a major instrument for improving greatly employee competence and in return increase their performance in terms of output and quality, whether in servicing or production organization. The authors propound that training and development is singular grounded if they lead to improving needed competencies in an organization, which are closely connected with its strategic goals. We consider competencies as a specific model of work behavior which reflects in higher performance, productivity and great outputs by the team or an individual. Competencies based approach was

developed, relying on chosen set of theories which includes Theory of Social Learning, Theory of Reinforcement, and Theory of Experiential learning and Theory of learning types. Their methods and techniques could be implied into practice of companies. There are some reasons for training and development in any type of organizations arising as a result of changed situations of circumstances that might have been caused by internal changes or external factors. While first ones are work related challenges, which may be from the unit, team, section, or department of the organization, the latter can be caused by technological changes, legislature changes, and market and manpower composition changes. The key issues and benefits of training and development are examined in the article. This proves that, organizations should train their employees in order to develop their competence and methods that will keep the employees performing better and improving strategic perspective of the organization as well.

Key words: training, development, competence, performance, employees

Formulas: 0; **fig.:** 0, **tabl.:** 1, **bibl.:** 31

Introduction. Human resources are the most valuable assets of any organization, and their role is drastically growing now, under conditions of new stage of information and innovation society. In today's business climate, organizations face with stiff internal and external competition. There are various human resource functions that give an organization a competitive edge, but most scholars argued that human resource functions become operational only when training has run through them all. This places training and development (T&D) as an essential function in the existence and growing of any organization. However, many companies still underestimate the role and significance of training and development, saving their money on expensive programs. It is indeed surprising to note that, most companies put in place training schedules without even demarcating the long and short-term implications such programs would have on the individual employee and the organization as a whole. Training and development are always used in conjugation, without knowing whether one leads to the other or not. Training as a stand-alone element for organizational growth is immaterial, unless it has an element of tangible growth attached to it. Quite often trainers, managers from various functions, tend to use these terms interchangeably or in conjugation without knowing their relevance, importance and sequencing in the whole scheme of things. It is, therefore important to understand what is training, what its objectives are and what the expected deliverables from a training program are.

This was primarily because the companies were successful in creating a learning culture, which in turn would be in place, only if growth and development through training was

encouraged. Training not only served the purpose of grooming people for future assignments and growth, but also enabled to nurture a culture in the organization, which culminated in employee satisfaction, employee retention and increased productivity.

Saving on training and development organizations and their staff can't be in line with the new requirements of labour market and perspectives of technological, economical and social development. In longer period the lack of competencies of their personnel would lead to unsatisfactory performance. Besides, low competent people are not competitive and more vulnerable in the conditions of changeable environment. That is why high performance organizations today are recognizing the need to use best training and development practices to enhance their competitive advantage.

Literature review. Competitions over the years have led to some organizations reviewing their policies on training, introducing continuous investment in their employees' competence. According to Cole (2002), human resources are the most dynamic of all the organizations resources. They need considerable attention from the organizations management. Each employer who invests in the area of Training and Development will reap the benefits of an enriched working environment with higher levels of staff retention as well as increased productivity and performance. In the view of Abiodun (1999), training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Training and development are required for employee to enable them work towards taking the

organization to its expected destination. Adeniyi (2005) observed that, employee training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. He therefore provides a systematic approach to training which encases the main elements of training. However, for the training function to take effect, the training plan and policies must be in line with the organization's strategic objectives. For organizations to develop, training and re-training of all employees in form of workshops, conferences and seminars should be pursued and made compulsory. The main result of T&D process is higher competencies and better performance.

The Management Charter Initiative (MCI) program defines competence as the ability to perform effectively. It considers competence is the outcome of using skills appropriately, the ability to perform the activities within an occupational area to the level of performance expected in employment.

The Ukrainian scientists pay a great attention to Personnel Training and Development as a part of Human Resource Management system. Among them O. Grishnova, E. Libanova, O. Zaharova, A. Kolot, V Savchenko should be mentioned. In those works one can find basic approaches to Training and Development of people both on state and enterprise level.

Aims. This article is aimed at investigating the necessity of Training and Development and studying its impact on employee competence and performance taking into account strategic goals of a company.

Results. Training and development is an essential element of every business if the value and potential of its people is to be harnessed and grown. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organizations defined by (Kennedy, 2013).

The systematic training and development influence on employee competence and performance which obviously develop the

organization in respective of the nature of business of the organization. According to Garavan and Berge (2002), training is a planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. Mehrdad (2009) sees training as a process of upgrading an individual's knowledge, skills and competencies. When an employee joins the organization, he/she is given job-related training to ensure satisfactory performance of the tasks and duties assigned, so that the employee can contribute more to the organization. Asare-Bediako (2002) states that, training refer to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency.

Development mainly refers to the overall holistic and educational growth and maturity of people in managerial positions. The process of development is in relation to insights, attitudes, adaptability and leadership and human relations, defined by McNamara (2008), and while Kennedy, 2013, opened, that development is the application of techniques or technology to the production of new goods or services. In both cases training and development provide notable improvement in competence and performance. We understand competence as an action, model of behavior, or outcome that can be demonstrated, observed and validly and objectively assessed. The bright evidence of competence is proper performance, which means the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. From a managerial standpoint, a business is effective if its people are performing their required tasks. The more consistently employees perform tasks properly, the more effective they are. This

includes right use of communication, technology, organizational and individual knowledge, and resources.

The training and development are indispensable strategic instruments for effective employees' performance. Their main objective is to enable employees to implement company's strategic organizational and individual goals.

Theories of training and development

There are numerous theories propounded on the relevance of training and development in organization and provides also several alternative methods for training and development, such as: Theory of Social Learning, Theory of Reinforcement, Theory of Experiential learning and Theory of learning types. Theory of Social Learning was presented by Frayne, C.A (2000), where he said that direct enforcement on training rarely could address all types of learning as an employee in an organization. He pointed out that employees acquire new skills as well as knowledge through observing other members (employees) that they have confidence in and also believe that such employees are credible and also more knowledgeable than others. The theory is been emphasized that training and learning is been influenced by an employee who is self-efficiency and his/her ability to succeed in learning new skills is influenced by observations of others, oral persuasion, encouragement, and logical confirmation.

Theory of Reinforcement emphasizes that training and development is a strategic instrument that makes jobs encouraging and interesting to the employees to improve innovation, performance and creativity for a positive and optimal performance which will results to better outcome that can promote employees for greater innovation, performance and creativity as a result of the training. Manu, J. S. (2004), who proposed the theory, suggested that training and development program should be aligned with the organizational objectives, which will results to better performance from the employees.

Theory of Experimental Learning (Rogers, Carl R., 2018) stated that, needs and wants are

addressed by cognitive and experiential type of learning, which experience gained will give the employee maturity and increases the learning power ability side by side the knowledge. He concluded that, the learner is able to conduct a self-evaluation test because of his/her involvement which allows him/her to understand the effectiveness of learning and his/her attitude to performance on work.

Theory of Learning Types was explained by Gagne, Robert M (2002), who emphasized on learning of intellectual skills of persons. He opened that, there are five categories of learning which he tried and defined in his theory as: attitudes, verbal information, cognitive strategies, intellectual skills and motor skills.

According to Werner and DeSimone (2006), Human Resource planning helps companies predict how changes in their strategy will affect their needs in personnel. This implies that, the effectiveness of training and development depends on the pattern of the job related knowledge capacity, knowledge skills, behaviors and competencies that are paramount for greater performance which will influence organizational success.

Training is an important tool for increasing the overall productivity of an organization. The emergence of new sectors, where human elements play a pivotal role, has exponentially increased the need for training. Most organizations in spite of putting in place the best standards to plan and execute training-related plans, often find that their exercise is not bringing in the requisite amount of deliverables, be it employee performance or productivity. Organizations are happy noting the short-term changes, instead of long-term implications of a training session that is why training and development are loosely used by most organizations, without even knowing their rightful place.

Actually training is a process with clearly defined parameters:

- It is a process of empowerment of the participants
- It gives insights into different dimensions of situations or problems.
- It aims to develop the capability to formulate appropriate responses through a

process of perception, understanding and analysis.

- It is a journey of self-awareness and self-discovery, leading to growth and development.

- Training also assists in removing mental blocks, dispelling those doubts or misconceptions that may be preventing a participant from realizing the full range of his potential / capabilities.

- It familiarizes a participant with the most effective ways of using his existing knowledge and competencies, to maximize the results from his efforts.

- Training has intended as well as unintended results.

- Training develops in an individual the ability to translate acquired concepts, principles, knowledge and skills into perceptible and functional behaviour or actions.

- It brings about profound and far-reaching changes in behavioural patterns of an individual, thus improving its quality.

- It ostensibly targets an individual; the ultimate purpose is to increase organizational effectiveness through growth of participant's competencies.

There is some notable competency model which has been developed for students of management by the Management Department at Bentley College1 <http://bnet.bentley.edu/dept/mg/management/>:

Essential Competencies for Management Majors:

Personal, interpersonal and organizational competence:

- Self-awareness - understanding yourself, particularly your strengths/weaknesses

- Self-confidence - belief in your ability to be successful

- Active learning skills • Empathy • Diagnostic assessment ability regarding interpersonal situations

- Ability to acknowledge and accept differences and work effectively with people of diverse backgrounds • Negotiation/persuasion/conflict resolution skills

- Organizational skills
- Time management

- Ability to "take the heat" and respond effectively to criticism

- Ability to use technology effectively

2. The ability to work effectively in groups/teams as both leader and member; ability to work with and through others to accomplish tasks; ability to lead a group of diverse individuals to accomplish a project.

3. Ability to use both qualitative and quantitative data to diagnose a situation/problem, identify and evaluate the various courses of action, clearly state and persuasively present the results of an analysis, move toward a reasoned decision and then develop, implement and evaluate an action plan. Able to understand and evaluate the financial, quantitative and organizational implications of management decisions and actions.

4. Ability to think systemically, entrepreneurially, and strategically and to invent better ways of accomplishing an organization's purposes; can understand how to create a business that can gain and maintain success; can understand and explain a business plan.

5. Ability to integrate and apply learning to the real world, through internships and other field-based learning experiences such as student consulting teams, student businesses, site visits, attendance at on-campus speaker programs, etc. Ongoing learning through integration of local, business and world media.

Classifying Factors of Training and Development at Work

Training needs at work in any type of organizations arise as a result of changed situations of circumstances that might have been caused by internal changes or external factors. Internal changes means work related challenges, which may be from the unit, section, or department of the organization. For example, training needs can come up as a result of interpreting the manpower wastage data of an organization. Other changes can be caused by external factors like technological changes, legislature changes, and market and manpower composition changes. In turn, these forces determine a change in the type, quality, and mix of competencies needed.

Specifically, technological changes look like sudden developments and improvements in equipment, machinery, methods and processes of working require that the person using the equipment must learn new techniques, gain knowledge and develop new skills in order to use the new machine to work with the improved process. This therefore requires the employer to develop a new attitude in order to enable him/her to cope with the new technology.

Market changes are connected with changes in taste, composition, fashion, values of the economic agent. For this reason, the organization which provides the goods and services in the economic must be prepare to meet up with the new demands by changing the quantity, quality, size, and mix-up of the goods and services as the demand is as required. The employee will obviously be required to acquire the new knowledge and skills to produce the new goods.

Legislative changes of laws, salaries or wages, industrial training employment policy, industrial relation or industrial safety also can impel company's need in training.

At least the manpower composition changes as Kirkpatrick Donald (1994) says, can be in the area of age, quality and availability of manpower. A major challenge on this is the prediction of structure, size and training needs.

Needs for an Effective Training Exercise

Every organization - big or small, productive or non-productive, economic or social, old or new - should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Thus, training remains to be quite essential for most, if not all, business set-ups. Specifically, the need for training arises due to certain key issues: To match employee specifications with the job requirements; To increase employee effectiveness; To cope with technological advances; To solve organizational complexity; To effectively manage change. To assess the need for training in a modern business set-up, a framework may be prepared as given in the table below.

Table 1

Need for Training			
Understanding the Need for Training			
Benefit to the Business as a whole	Organization	Group	Individual
Implementation: Bringing the principles and practices in operation	Meeting current organizational goals and objectives	Working together as a team to meet existing targets and standards	Being a competent worker at the level of existing requirements.
Improvement: Incorporating better styles of operation to sustain market competition	Setting higher target and objectives and making the best effort to reach them	Continuous improvement and skill enhancement through team involvement	Effectively using improved skills and techniques in regular business processes
Innovation: Introducing new methods and practices at work to improve productivity and profitability as a whole.	Innovation: Introducing new methods and practices at work to improve productivity and profitability as a whole.	Working across boundaries to create new relationships, new products, and improved services	Being able to work differently and more creatively with a shared sense of purpose and clear objectives.
Source: Notes of Training for Trainers of FIRS			

The table above tried to show to employees as well as employers why training is indeed required for having benefits and how it relates to the organization, to groups and to individual performance as requirements. In support of this, Robins Stephen (2006), states that, organization, an effective training exercise is required so as to benefit the work process in applying the implementation of principles and techniques at work place, developing the existing methods, strategies and tactics, so as to perform new and better service or production, through innovation, change and modernization. All these are to enhance the skills and styles of functioning for the organization, groups and individuals.

Conclusions. Training and development is the life-wire for the survival and development of any organization. It increasingly gear the effective performance of employees, their ability is been enhanced to adopt to environmental, technological changes for better performance, increase employees' knowledge and competencies so as to develop creative and problem solving skills. It is sufficient evidence that training leads to both individual and organizational outcome Therefore, the attention of training employees must be given more focus not only because the training activities are so expensive but also because the effect of training are very important to organization and to the employees at the same time.

Employers should ensure that employees' skills and knowledge are fully identified which can be through adequate and timely training and development design and implementations.

It is also recommended that, individual employee should be much more proactive and be more creative and innovative in order to contribute to the development of the organization through the acquired knowledge and skills.

Furthermore, decision makers and employers of labour should ensure that enabling environment for training and good training policies that will give every employee of every organization an opportunity to attend training.

The management of every organization should also ensure that, consideration is taking into account the training need for each employee and timely.

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Стаття надійшла до редакції 04.05.2020 р.