DOI: 10.55643/fcaptp.2.49.2023.4017

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Received: 15/03/2023
Accepted: 06/04/2023
Published: 30/04/2023

SPECIFIC MODERN FEATURES OF THE TRANSFORMATION OF THE KNOWLEDGE COMPONENT OF TNC

ABSTRACT

The purpose of the article is to analyze the specific modern features of the transformation of the knowledge component of TNC. The methodological basis of the articles can be described by the variety of methods, such as comparative and synthesis methods, methods of abstract logical evaluation, system approaches, methods of detailing, groupings and generalizations, logic analysis, paired and multiple correlation techniques. The scientific-theoretical principles of building up the intellectual capital of TNCs, which are expressed in the concentration of technological priorities, the development and implementation of innovations, technologies, business models, and the formation of a holistic knowledge management system, are analyzed. Levels of knowledge utilization of TNCs are determined. The strategic vision of the TNC in the paradigm of the knowledge economy has been developed. The substantiated role of the intellectual component in the process of forming the competitive potential of TNCs, which is based on the identification of the latest features of corporate knowledge, which serve as a determining factor of economic growth, being in various forms of its manifestation: as a resource embodied (materialized) in technologies and equipment; as a constituent element of human capital, which interacts with the subjects' existing skills, experience, ability to reproduce and update knowledge, use it in their activities; as newly created knowledge, which is the result of research, development and other types of scientific activity of a fundamental and applied nature; as new goods that further contribute to the formation of new markets. The main theoretical and methodological provisions of the development of the knowledge component are formulated, the determinants of the formation of a new knowledge paradigm of TNCs are determined, and recommendations are provided for the strategic development of TNCs in the knowledge economy can be used by scientists, teachers, students, and economists who deal with the issues of the influence of the knowledge component on the development of TNCs.

Keywords: knowledge economy, knowledge component, TNC, transformation, development

JEL Classification: D83, O16, O30

INTRODUCTION

In the conditions of globalization, the world economy is developing in the direction of greater integrity, while at the same time feeling the influence of destructive processes, centrifugal, disintegrating forces. In opposition to these trends, the main contradiction of the era is expressed, the traditional processes of interstate integration are strengthened, the target function of which is not so much the expansion and liberalization of international markets, but primarily protectionist protection and joint customs and tariff regulation within the limits of global economic exchange. At the same time, the movement towards integrity in the process of globalization is disharmonious and uneven in various spheres of socio-economic life. The movement of goods, services, and capital actually means the creation of a global reproductive integrity with all its inherent features (cyclicality, economic gaps, etc.). At the same time, in the sphere of politics, intercivilizational and intercultural interaction, the reverse process of the movement towards integrity is taking place. A key role in the understanding of modern economic transfor-

mations is played by the creation of a fundamentally new theory of economic and technological development, its value criteria and indicators. Traditional ideas based on the resource components of growth, which are measured by the incremental values of manufactured products, income, production volumes, etc., at the beginning of the 21st century have exhausted themselves because the qualitative transformation of the structure and mechanism of social reproduction requires a rethinking of the system of factors and sources of economic and technological development. The traditional scheme: labour, land and capital - even with the mechanical addition of science and information to it, is no longer able to explain the changes taking place in the world at the beginning of the XXI century. Deep technological shifts in the structure of social reproduction, the increasing importance of the informational component of the economy, technological development, environmental and social restrictions imposed on it, call into question the universality of the labour theory of value in the context of explaining social processes. The specified theory loses its absolute significance and passes into the category of an "individual case", which is applied to a certain stage of socio-economic progress and is characterized by a relatively smooth development with the predominant or exclusive use of traditional growth factors.

A transnational corporation, on the one hand, means a form of international business organization in new conditions based on obtaining and implementing global competitive advantages due to the international expansion of its activities as a result of the globalization process. Therefore, TNCs are an object and a new product of globalization, that is, TNCs owe their emergence to globalization processes. On the other hand, the set of transnational corporations, as they develop on a global scale, becomes an independent and main subsystem, an institution that catalyzes the processes of globalization and international capital outflow. Thus, TNC is a subject of economic globalization (at the same time national and global), which ensures the socio-economic development of national and world economies. Therefore, appearing as a result of globalization, TNCs began to manage this process and accelerate it in order to maximize their own economic interests. On the third hand, transnational corporations act as mediators in the process of the transgression of national and global economic interests, being, in fact, the conductor of transgression in new conditions. The transgression of economic interests is understood as the process of the national economy reaching the point of crossing the borders of qualitative growth and quantitative changes in the world economic (global) system.

The knowledge paradigm declares the defining features of innovative competition: first, the innovative character of competitive advantages, the priority role of knowledge accumulation, innovative activity for achieving market success; secondly, the non-conflictual, integrative character of the competitive interaction of the participants. Thus, it can be argued that cognitive competition is an inherent principle of integrative competitive interaction, which involves the predominance of integrative forms of competitive behaviour ranging from coordination to constructive interaction and competitive cooperation. In practice, this principle leads to a change in the forms of competitive behaviour, which is embodied in the competitive strategies of the subjects of the world economy, aimed at moving away from confrontation with the help of incorporating the strategies of competitors and taking them into account in their activities, as well as in the strengthening of integration trends within the framework of the globalized world economy in the long term. It is necessary to mention that radical changes are taking place in modern society, leading to the dominance of knowledge as a factor of social development.

At the beginning of the 21st century, it must be said that knowledge is becoming a decisive economic resource based on the following patterns of development of productive forces in the scientific and technological era: first, due to the replacement of natural resources with man-made resources; secondly, due to the saving of labour, its mechanization and automation: the replacement of working machines leads to labour savings, since machines, as a rule, are more productive than non-mechanized labour; thirdly, due to the saving of physical capital: replacing less productive machines with more productive ones, and replacing them with high-tech equipment leads to saving not only labour but also investments since each subsequent, more technological unit of material capital is more efficient and productive; fourth, due to the replacement of natural, material and labour components of production with intellectual ones (high technologies, computer support, etc.).

TNCs, which have become network structures, act as dominant subjects of a single global market and informative space and, on one hand, develop and expand this space, and on the other hand, make the most of its advantages due to their control over the consumer of information technologies - the developer; access to information about changes in the global market, creation of uniform international standards in the global information space and their implementation in the base countries. At the same time, access to information and communication networks creates conditions for the formation of a new elite in the form of TNCs on the world market.

It is necessary to mention, that TNC has a threefold nature: first, TNC is a product of globalization and internationalization of the world economic system; secondly, it is an independent subsystem of the world economy, which determines the type and nature of economic relations with other entities and subsystems, as well as the direction and intensity of the processes

of globalization and transformation of the world economy; and thirdly, TNC is an intermediary in the process of the transgression of national and global economic interests. Moreover, the transnational corporation itself is constantly in a state of dynamic transformation and actively adapts to the changing conditions of the external environment and transforms this environment through its activities.

The TNC as a separate organization with its own interests and capabilities promotes the assimilation and development of new knowledge created by individuals, ensures mutual relations between them and integration of resources of expert knowledge, that is, the transformation of an individual level of knowledge into a phenomenon characteristic of the organization as in general, as well as its structures ("supra-individual" knowledge).

LITERATURE REVIEW

In the conditions of the formation of the knowledge economy, from our point of view, the strategic vision of the TNC should look at A characteristic feature of the knowledge component of TNCs is the issue that disturbs a lot of scientists for many years.

The issue of the knowledge economy is actualized in the works of many scientists from various scientific schools [1]. In particular, a complex of issues that consider the essence of the knowledge economy, its forms, parameters and features are studied in the works of Ferreira B. et al. [2]. An important place in the study of the knowledge component is dedicated to knowledge management, which is deeply studied by Breznik K [3]. The papers [4,5] analyse the opportunities for disruption, technological and knowledge changes, that take place in the TNCs during the formation of the knowledge economy. In the article [6] Shevchuk O. analyzes the system-synergetic approach to providing dynamic stability of enterprises-based business leadership, mainly the knowledge component on the development of enterprises. The researches [7,8] analyse knowledge management as a competitive advantage of the enterprise.

Awwad M. [9] and Novikova M. [10] proposed the concept of genesis "intellectual capital of the company" and gives ways how to implement the intellectual resources in the development of TNCs. Andriushchenko K. et al. [11] substantiate the reputation risk management companies based on the competence approach. The study [12] bottom-up learning, strategic flexibility and strategic change are analysed by Yi Y. et al.

However, despite the significant work of foreign and domestic scientists in this field [13-24], the problems of forming a new paradigm of global development, theoretical and methodological substantiation of the genesis of the concept of the knowledge economy, identification of the transnational vector of development of intellectual resources, and identification of knowledge determinants of the competitiveness of TNCs remain insufficiently disclosed.

The peculiarity of corporations in the knowledge economy is that one of the most important sources of the corporation's strength is a resource that it is unable to possess, which fundamentally distinguishes the modern situation from the one existing in the conditions of an industrial society. The competitive strength of such a corporation lies in the implementation of liberal soft mechanisms and tools for the growth of human and intellectual potentials, their development into human and intellectual capital and the consolidation of their carriers in the corporation. The following main factors have a significant influence on the growth of the potential of human and intellectual capital in the corporation: the level of development of human capital that functions in the corporation, the scale of its involvement in the corporation, as well as the methods of interaction of the owners of human capital with the vertical of the economic power of the corporation. The effectiveness of the reproduction of intellectual capital is greatly influenced by the corporate motivational model of intelligence, which is a mechanism aimed at activating the intellectual potential of the company's employees and turning it into intellectual capital. The motivational model of intelligence is a driving force for stimulating the creativity, energy, and responsibility of employees. The specificity of the corporate motivational model of intelligence consists in working with the intellectual potential of employees, aimed at increasing intellectual activity in the process of forming intellectual capital. The intellectual potential of the company's employees is a subsystem of the general creative potential of employees, an organic unity of individual intellectual abilities that primarily reflect the ability to reproduce knowledge, as well as realized and unrealized creative possibilities of individual bits of intelligence. Carriers of unique elements of intellectual capital are also carriers of special needs. Several classifications of people's needs are known for different reasons and they correlate with the concept of A. Maslow. The heuristic value of A. Maslow's classic pyramid of needs also lies in the fact that it contains the necessary grounds for typifying the ways of human existence. The most valuable and irreplaceable type of intellectual capital is human. It is basic and contributes to the successful development of other components. The organization is provided with qualified and loyal personnel, due to whose work the efficiency of operations increases and competitive advantage is formed, which contributes to increasing the value of the company. Important directions for the development of the human capital of the organization are the implementation of a comprehensive system of personnel training and the improvement

DOI: 10.55643/fcaptp.2.49.2023.4017

of their qualifications, as a result of which the attraction of good specialists, reduction of staff turnover, use of new technologies, improvement of the quality of products and services, which means satisfaction of customer needs, identification of potential leaders and managers, which allows the company to react more quickly in the conditions of the changing market.

AIMS AND OBJECTIVES

The purpose of the article is to analyze the specific modern features of the transformation of the knowledge component of TNC.

METHODS

The methodological basis of the article is the methods and forms of scientific knowledge adopted in domestic science, such as system approaches, comparative and synthesis methods, methods of abstract logical evaluation, methods of detailing, groupings and generalizations, experts' evaluations; logic analysis. Moreover, the Google Trends search engine was used, since the use of this search tool allowed drawing the following conclusions: different TNCs show their own results of the transformation of the knowledge component and the result of the competitive TNCs differently.

RESULTS

New trends and phenomena in world economic development are associated with the formation of the knowledge economy at the global level and are manifested in the complex transformation of the world economic system. Elements of the knowledge economy are historically present in all socio-economic formations and civilizations, but only in the conditions of globalization do they appear with the greatest expressiveness. The knowledge economy is understood as a type of economic organization of society in which knowledge is a key resource and their production, distribution and diffusion are of decisive importance, forming special spheres of activity and a system of socio-economic relations. Knowledge can take the place of the main driving force of social production only in the conditions of a radical reduction of the role of physical and routine work, with the simultaneous development and use of mental activity, mass informatization and intellectualization of social life, which is characteristic of the modern stage of development of the economic system of mankind. The human brain as a generator, accumulator and transformer of knowledge is the main object of cognitive technologies and a subject of study within the framework of interdisciplinary neuroscience.

The current stage of the development of the world economy is characterized by the formation of a global model of economic development because economic globalization is a qualitatively new stage of the evolutionary development of the internationalization of economic life, the nature of which is manifested in the internationalization of production and scientific and technical progress on the basis of TNCs, their numerous connections and alliances, and the modern information revolution, which is accompanied by the formation of a global network of international financial markets. It is important to note that the intensification of global competition, the activities of international corporations, global financial organizations, and purposeful protectionist measures of the leading states of the "golden billion" determine the need to take into account the peculiarities of the global environment as a factor in the formation and development of TNCs, which in turn is of great importance for improving the mechanism of interaction of national economist from TNC [24].

The evolutionary development of the TNC research methodology was accompanied by a change in three paradigms of views on the essence of international corporations and the reasons for their foreign operations. The theory of "market power" became the first paradigm for the study of transnationalization. In terms of its methodology and conclusions, it was fundamentally different from previous TNC studies. The next stage in the development of the theory of transnationalization was the emergence of the eclectic paradigm of J. Dunning, which generalized and united various approaches to the study of the essence of TNCs and also gave a qualitatively new impetus to the study of foreign direct investments. Modern processes of transnationalization have revealed the limitations of the eclectic theory, which is being replaced at the current stage by a new paradigm based on the study of TNCs as an institution of the creation and dissemination of knowledge.

The modern knowledge economy, based on the use of knowledge as the main intangible asset, is characterized by the ability to use intellectual resources to meet human needs and create breakthrough solutions for the purpose of its development. Modern technological determinism creates the conditions for such changes, dictates the logic of the development

of human civilization, determines the dynamics and contours of possible transformations of socioeconomic systems. Intellectual resources have acquired important strategic importance for both individual organizations and society in general, as they have formed the core of modern economic relations, which allows creating new added value and using them as a long-term sustainable competitive advantage. Such circumstances made it possible to shift the scientific discourse to the use of the concept of "intellectual capital", which more accurately reflects various aspects of modern industrial relations.

The traditional corporation of the era of industrialism was an organization that united entrepreneurs and employees operating in market conditions according to fairly unified rules. This is what helped her survive in the competition. During the 20th century, the corporate structure significantly changed. In the conditions of the development of the knowledge economy, TNCs can be considered as a way of generating and organizing knowledge, because the peculiarity of knowledge economy corporations is that one of the most important sources of the corporation's strength is a resource that it is unable to possess, which fundamentally distinguishes the current situation from the existing still industrial society [10]. The competitive strength of such a corporation lies in the implementation of liberal soft mechanisms and tools for the growth of human and intellectual potential, development into human and intellectual capital, and consolidation of their careers in the corporation. The study of the empirical influence of intellectual capital on the performance of corporations is shown in Table 1.

Table 1. Empirical studies of the influence of intellectual components on the performance of corporations.

Authors	Results of the research	Characteristics of the selections
M. Khalique [13]	The impact of intellectual capital on the performance of TNCs	107 Malaysian companies of various industries activity
N.M. Zayed et al. [14]	The positive influence of intellectual capital on innovative activity	93 companies in the USA
Doronin D., Lei S., and Shah S.H.H. [15]	Nonlinear positive dependence of return on capital on intellectual capital	297 Taiwanese Companies
Pugachevska, K.S. and Vorobei, Yu.M. [16]	A positive relationship between the amount of intellectual capital and the growth rate of the company's revenue	401 enterprises on Ukrainian territory

Organizations have always relied on knowing what to do and how to do it, but often take it for granted. The economic weight of knowledge and its fundamental role in the survival of corporations is constantly increasing. Companies are becoming interested in knowledge management because they understand that they must consciously invest in the creation, preservation and use of what has become the most important resource. Peter Drucker, a well-known management scientist, coined the term "knowledge worker" and described knowledge as "the only sustainable competitive advantage." Despite the fact that the exact monetary equivalent of the value of knowledge in the organization cannot be calculated, there are some criteria for measuring its economic value.

The difference between a company's market value and the value of its tangible assets is one indicator of the value of intangible assets, most of which are a form of organizational knowledge. 50% of the investments of manufacturing companies fall into intangible areas, such as scientific research and development, training, professional experience, etc. economic motives in the minds of both the corporation's employees and its managers, were determined by the reduction of costs and the growth of profits due to the expansion of production. It was during this period that the ideal means of increasing productivity were labour intensification (Taylorism) and the conveyor system, which allowed to achieve maximum productivity and increase profits. After the Second World War, a new social reality emerged that expanded the spectrum of human needs, both material and non-material.

The answer to the question of why it is knowledge capital, rather than physical capital, which is the main ownership advantage and the main differentiator of international corporations, is based on three important features of knowledge as capital [12]. First, knowledge services as capital can be easily transported to foreign manufacturing enterprises. Second, knowledge-based assets are characterized by a significant share of highly skilled labour in production. Third, building knowledge capital (such as technical drawings, chemical formulas, or company reputation) is often very expensive. But once this capital is created, it can be directed relatively cheaply to foreign affiliates without reducing the value or productivity of the same assets that continue to be used by the parent company.

The economy reacted to this by increasing the variety of goods and services, the first attempts to take into account the individual preferences of consumers. An understanding of the limited possibilities of mass production was formed. Under

DOI: 10.55643/fcaptp.2.49.2023.4017

such conditions, it was necessary to diversify the production functions of employees and review the forms of their motivation. The increase in productivity was achieved not so much by a clear ratio of wages and labour results, but by the creation within the collective of elements of so-called "human relations", which would allow the employee to more fully feel his own significance for the organization. Starting from the mid-1960s, radical shifts were felt more. Mastering new production technologies required decentralization, demassification and fragmentation; in these conditions, maximum success was achieved by employees capable of showing initiative and independent non-standard solutions. Gradually, there was a transition to a system of "flexible specialization", the purpose of which is to quickly respond to the needs of the market.

The system includes such elements as flexibility of production volumes, the flexibility of equipment, flexibility of production processes and organizational forms. With the rapid development of decentralized and de-hierarchical management systems" in corporations, conditions were gradually created for the transfer of authority to the lowest possible level, and employees who possessed creative potential and organizational abilities were preferred [17-19].

As a result, the organization that can quickly offer a new product or service to the consumer begins to have a competitive advantage. Ultimately, such an advantage is held by an organization that has extensive knowledge about how to make a new product or service in the best way, implement it, organize after-sales service, etc. In general, there is a process of transition of competition between organizations in the field of knowledge. Companies whose production strategy does not proceed from the maximum use of the intellectual potential of their employees are uncompetitive in modern conditions. This means that the mobilization of the creative potential of the company's employees is the main means of ensuring its survival and development. The slightest stop on the way to finding new technological and organizational solutions leads to lagging behind competitors (Figure 1). At the current stage, the main changes in the structure and forms of corporations of the knowledge economy are connected with the need to take into account, first of all, internal rather than external aspects of the company's activity, to take into account not only the priorities of customers but also the personal qualities of its employees. Today, when the information revolution generates new products faster than the perceived need for them arises in a society, the key to success in competition is not the creation of demand, but its formation [20-22]. It is appropriate to note that at the beginning of the XXI century within the framework of the formation of the knowledge economy, it is possible to determine the levels of knowledge use, the analysis of which is given in Table 2.

Table 2. Levels of knowledge utilization of TNCs.

LEVELS	STRATEGY	PEOPLE	PROCESS	TECHNOLOGY	
LEVEL 5 Knowledge is at the centre of self-development of knowledge	The business strategy is constantly adjusted taking into account organizational training in knowledge management	There is a culture that encourages the free flow of knowledge throughout the enterprise	Communities of practice are formally connected	Corporate IT infrastructure combines knowledge management both integral and external to the organization	That's the direction you're headed
LEVEL 4 Knowledge management	KM strategy is defined with management accountability and sufficient resources to have a significant impact on results	There is a wide competence of KM in the company. Official organizations are emerging to support CM	KM processes, practices and measurements are formalized and integrated with core activities	Enterprise portals, groupware, and more enable enterprises to create, share, and reuse to accelerate business results	
LEVEL 3 Use of knowledge	KM strategy is defined as part of the business strategy, but no responsibility is assigned (e.g. CCO)	Awards exist to encourage the creation, sharing and reuse of knowledge; learning becomes a cultural norm	KM processes are integrated into business processes, and knowledge is embedded in business processes	Developed data storage and document management technologies to support, share and reuse knowledge	This is what you usually do first
LEVEL 2 Knowledge is conscious	Leadership identifies the importance of KM to the business but has not yet incorporated it into their strategy	People are aware of the limitations of KM, but there is no commitment to KM leadership	There are limited processes for KM	There are basic means of converting KM (e-mail)	That's where most organizations are today
LEVEL 1 Chaotic knowledge	Corporate strategy is internally oriented, and knowledge does not affect the corporate direction	People in the company are resistant to changes and constantly accumulate knowledge	There is no process for creating, sharing and applying knowledge	There are no KM-providing technologies	

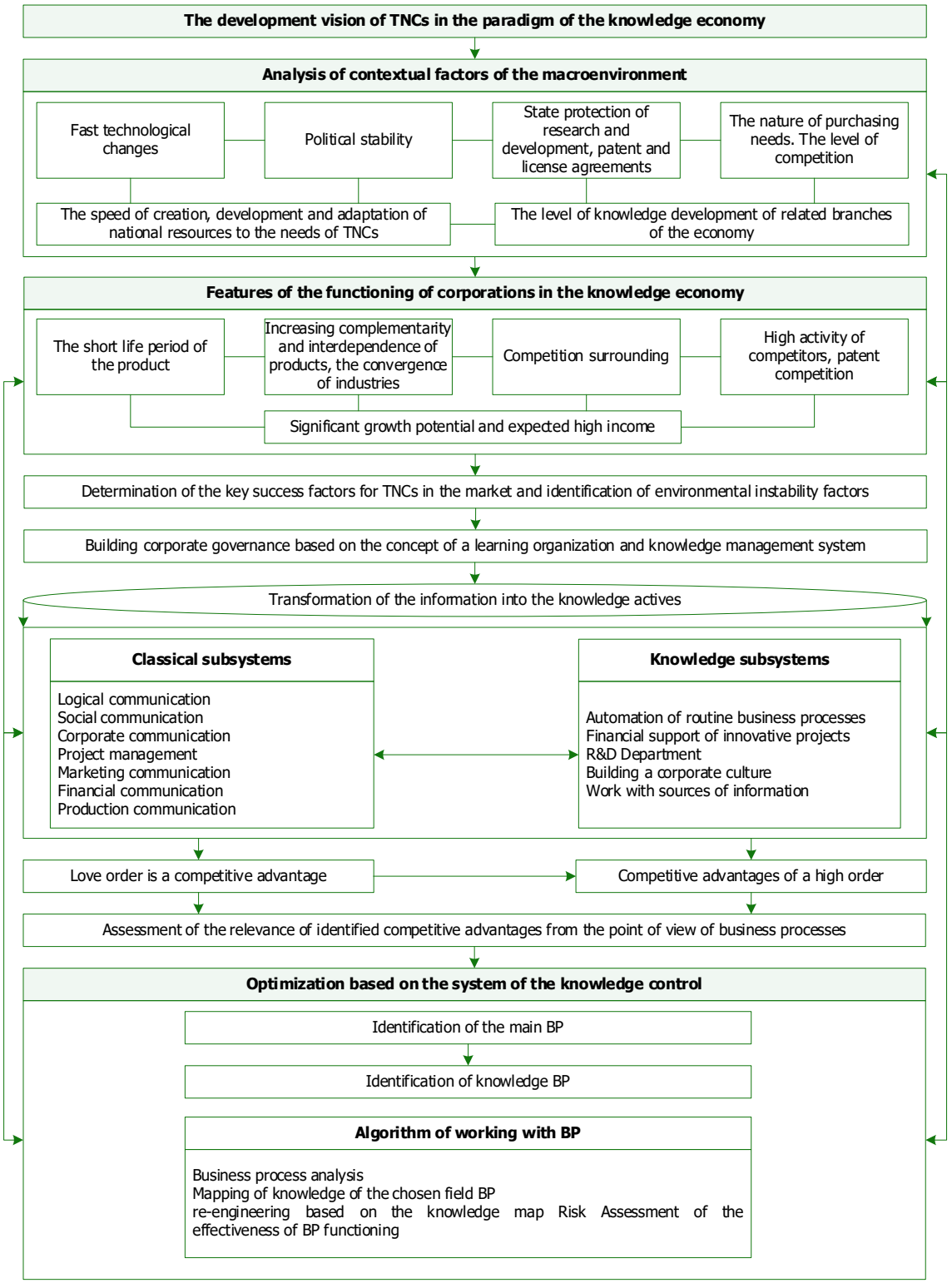

Figure 1. The development of TNCs in the paradigm of the knowledge economy.

The Knowledge Economy Corporation is ushering in a transition from centralized management to a modular organization based on small components connected in ever-changing configurations. The result is a qualitatively new type of activity coordination, which in modern literature is considered teamwork or associated activity. In contrast to the industrial-type corporation, which represented a vertical structure, the corporation of the knowledge economy becomes a collection of collectives, within which the hierarchical principle of management turns out to be ineffective. Each such collective has its own goals, values and motives, its own leaders and is designed as a certain complete organization. This leads to the fact that the rigid vertical structure becomes alien to the company in general - the change in differentiation by homogenization

DOI: 10.55643/fcaptp.2.49.2023.4017

calls into question the very existence of the corporation in its traditional form. In the conditions of modern production, such an associated type of activity has two fundamental advantages [23]. On the one hand, it develops the initiative of creative workers, stimulates them to innovate and allows to transfer responsible decision-making to the lowest possible level of the organizational hierarchy. On the other hand, a small mobile group opens up the best opportunities for interpersonal interaction of creative personalities, a sense of collective action naturally arises in it, and individualistic aspirations are balanced. In such a group, motivational guidelines and ethical values are quickly formed, which are shared by all participants.

Knowledge itself becomes the object of knowledge application, which changes, first of all, the paradigm of management. Thus, in countries developing in the knowledge economy, the processes objectively lead not so much to limiting the consumption of material goods, but to the displacement of material incentives for their production by the motives of self-realization of the individual, building up of intellectual potential and its maximum disclosure in socially significant activities. One of the proofs of this is the employee's continuation of knowledge of his activities outside the working day. Until the early 1980s, about 30% of the production activity of managers, design staff and information workers were carried out outside the normal working day [11]. Summarizing the description of the main characteristics of the activities of knowledge workers, we can cite the words of P. Drucker, such workers need a higher education, which allows them, first of all, to embark on the path of intellectual work and improve their education throughout their lives to update knowledge. Intellectual workers may be loyal to the organization they work for, but above all, they are loyal to their knowledge.

The mentioned processes manifested primarily in the shift of the centre of gravity of the competitive struggle in the field of knowledge actualized the issue of increasing the "labour productivity" of the knowledge worker. The term "labour productivity" is enclosed in quotation marks, since, in the author's opinion, it refers to "manual labour", since the very concept of labour is related to the process of production of a material product, goods, and knowledge goes beyond the boundaries defined by the concept of "goods". For a knowledge worker, it requires analysis in order to possibly develop a new term, which can become, for example, "performance of activity".

In the process of TNC development, there is also the introduction of corporate knowledge, which can be considered as a system of accumulation and transfer of technological, production, organizational, functional, business and other information among employees for the purpose of development and improvement of the enterprise.

Corporate knowledge provides real competitive advantages of the corporation in various markets, including national and global markets. We will present the following arguments: firstly, the information database available in the corporation, which is transformed into corporate knowledge, allows you to evaluate the decisions made, which are developed for projects and programs from various points of view: usefulness, relevance, efficiency, alternative costs, etc.; choose from the available options the most optimal solution from all the most important criteria and evaluation parameters. The right decision, timely and with minimal costs, allows you to reduce the transaction costs of the corporation (the costs of the corporation's stay in the given economic environment, market, system, level of management) and thereby increase its competitiveness. Secondly, the presence of a corporate database is already a real competitive advantage, since its creation, expansion and updating require modern information technologies and equipment. It must be constantly modified in Figure 1 in accordance with global trends in the development of the IT market and adjusted to the capabilities of each corporation in this area. Thirdly, corporate knowledge brings certain benefits to its creators and users in the form of various tangible and intangible values, that is, it stimulates their activities to reproduce this good. The presence of such direct and reverse relations in the form of the interest of the corporation's personnel in the existence of corporate knowledge, its use and receiving benefits from it, additional values allow us to assert that directly or indirectly the corporation's personnel becomes the subject of creating this corporate knowledge, multiplying it, and, thereby providing real advantages to the corporation in comparison with its competitors, which bet only on traditional resources.

Fourthly, in contrast to the used traditional resources - labour, capital, land, entrepreneurial abilities, each of which is purchased on the relevant markets external to the corporation, corporate knowledge is an exclusively internal resource of the corporation, which is not subject to any competition, juncture changes, cyclical fluctuations. It is created exclusively by the corporation itself. The advantage of corporate knowledge as a resource of the corporation is its self-renewable nature, that is, in the process of consumption, this resource does not disappear, but on the contrary, it is preserved, multiplied, and when new elements are added to it - new knowledge, databases - it actually reproduces itself. Typology of TNCs based on the key type of corporate knowledge in Table 3.

Table 3. Typology of TNCs based on a key type of corporate knowledge. *(Source: created by authors based on [22, 23])*

Types of the organization	Key kinds of the knowledge	Management features	Actual questions
Organizations, dependent on experts	Action-oriented embodied knowledge is conditioned by a specific context, acquired in the process of solving practical problems.	The work of specialist experts is the most important. Status and power based on professional reputation. Strong emphasis on training and qualifications	Assessment and development of individual competence. Replacement of a number of qualified people with computers.
organizations, dependent on analysts	Intellectual knowledge based on abstract thinking skills and cognitive abilities.	Solutions to innovative tasks. Status and power based on creative achievements. Project organization of work prevails.	Development of creative abilities and skills in problem-solving. Informational support and design of expert systems
Organizations routine knowledge	Built-in knowledge contained in systems and procedures	As a rule, technological or labour-intensive. Hierarchical structure. The functional division of labour	Organizational competence and strategies. Development of integrated computer systems
Organizations intensive communication	Taken in the culture of knowledge, refers to the process of reaching a common understanding	Communications and cooperation in key processes. Increased capabilities based on integration. Knowledge and experience are important at all levels of the organization	Creation of knowledge, dialogue, collective process understanding Development of computer systems support.

It can be concluded that corporate knowledge as an independent form of existence (expression) of knowledge at the level of a corporation has all the characteristic features characteristic of knowledge as a resource, in particular, it is related to data and information, is derived from them, but is not always rigidly determined, because associated with them; generated only by subjects, in this context - employees of the corporation; dynamic, because any knowledge has its own speed of transmission and perception; scarce - their generation requires certain expenses of intellectual work, time; ambiguous in perception, as they relate to different areas of human activity and are understood individually due to the peculiarities of the consciousness of each individual; own the term and purpose of use; can be very expensive, and the price is not fixed.

In the conditions of the development of the knowledge economy, TNCs can be considered as a way of generating and organizing knowledge, because the peculiarity of corporations of the knowledge economy is that one of the most important sources of the corporation's strength is a resource that it is unable to possess, which fundamentally distinguishes the current situation from the existing still industrial society. The competitive strength of such a corporation lies in the implementation of liberal soft mechanisms and tools for the growth of human and intellectual potential, development into human and intellectual capital, and consolidation of their careers in the corporation.

The most significant quality of an employee is his ability to absorb information and produce new knowledge, he has to constantly improve the art of dialogue (face-to-face or part-time) with other people, develop his communication skills. And since the consumption of information products in many aspects becomes identical to their production, the human desire for self-improvement acquires a socially important meaning, which stimulates the reproduction of this phenomenon on an expanded scale. Knowledge itself becomes the object of knowledge application, which changes, first of all, the paradigm of management. Thus, in countries developing in the knowledge economy, the processes objectively lead not so much to limiting the consumption of material goods, but to the displacement of material incentives for their production by the motives of self-realization of the individual, building up of intellectual potential and its maximum disclosure in socially significant activities. One of the proofs of this is the employee's continuation of knowledge of his activities outside the working day. Until the early 1980s, about 30% of the production activity of managers, design staff and information workers were carried out outside the normal working day.

Summarizing the description of the main characteristics of the activities of knowledge workers, we can cite the words of P. Drucker, such workers need a higher education, which allows them, first of all, to embark on the path of intellectual work and improving their education throughout their lives to update knowledge. Intellectual workers may be loyal to the organization they work for, but above all, they are loyal to their knowledge. Therefore, knowledge workers do not consider themselves subordinates, but professionals and demand appropriate treatment. Money is important for knowledge workers, but they do not consider it the main criterion for choosing a place of work and do not consider it as compensation for uninteresting work and lack of professional achievements. Intellectual workers provide the corporation with "capital" in the same amount as the owners of the corporation, who invest real money. Both parties are equally dependent on each other. Now intellectual workers are not the property of the corporation, but equal partners. Attracting and retaining intellectual workers is the main task of the management of the economic organization at the current stage and in the future. Knowledge workers most need respect – not so much for themselves, but for their field of knowledge. The main thing is the "means

DOI: 10.55643/fcaptp.2.49.2023.4017

of production" and the main result of the activity of intellectual workers - knowledge. From this follows the importance of the knowledge of two questions for each worker: what is the latest level of knowledge of an intellectual worker and in which areas; what are the methods, ways and techniques of generating new knowledge.

At the current stage, it is expedient to distribute TNCs as follows: virtual TNCs, network TNCs, weighing, circular, intellectual TNCs, the detailed characteristics of which are given in Table 4. From our point of view, the most successful corporations in the period of development of the knowledge economy can be considered intellectual corporations capable of developing basic capabilities based on knowledge. The development of such abilities depends on effective and productive knowledge management. Knowledge management is related to the generation of knowledge (both among individual employees and in the organization as a whole), formalization and preservation of knowledge, its distribution, coordination and control. Effective knowledge management depends on organizational culture, structure, infrastructure and communications.

Table 4. Types of TNCs based on the key characteristics.

Key characteristics	Modern types of TNCs				
	Network	**Virtual**	**Multidimensional**	**Circle**	**Intellectual**
The purpose of the organization	Market-oriented connections of various partners, including information exchange, cooperation, joint use of assets	A community of functional partners managing the design, production and implementation of products and services using ITT and the contract system, with independent working groups and structures	Has all three types of departments - functional, product, market - at all or individual levels of the organization	A democratic hierarchy with advice from subordinates around each leader	It is formed from a large number of small autonomous interacting groups based on the principle of a "free society" rather than a "totalitarian state". A confederation of empowered groups
Institutional base	Contractual relations	Contracts between independent working groups	Contractual relations between divisions, but with a coordinating role of top management	Democratic relations, the opportunity for everyone to participate in decision-making	Informal connections, freedom of communication
The form of the control	Collegial, all elements of the network participate	Contractual relations of employees with the administration at all levels	Each unit reports to only one manager (unlike the matrix form)	Each manager is surrounded by a council of representatives of employees at all levels	Democratic self-government, open choice of markets and decision-makers
Degree of flexibility	High, but different for different types of networks	High, distribution in space and time	Due to its structure, it can adapt to changes without reorganization	Quite high, depends on the degree of autonomy of units	A high, constantly changing system of connections during work
The nature of relations within the corporation	Market mechanisms (in stable and internal networks are supplemented by the administrative influence of large participants)	Joint ownership, temporary alliances based on ITT	"Inside" market	Democratic hierarchy	Freedom of "internal entrepreneurship", wide connections of autonomous work groups, focused on results
The role of senior management	Coordination of joint activities based on mutually beneficial contracts	Coordination of joint activities with the help of ITT, compliance with contracts	Responsibility for strategic decisions, control of interactions of subordinates, wide autonomy in general management	Any manager is a subject of the collective power of employees	Ensuring internal freedom, centralized leadership to solve common problems, creating conditions that allow employees to form effective groups
Degree of freedom of employees	High, but depends on the type of network and organizations included in it	High, individual rights, general responsibility	High, each division is managed as a separate type of business	High, every member of the organization can participate in decision-making	High level of individual and group autonomy, equality of people, respect for individual rights

There are many examples of intelligent organizations, in particular, it is appropriate to cite the Japanese intellectual corporation Kao as an example, noting that Kao's core capability is based on an integrated learning capability. They found that the key elements of Kao's learning culture are the principles of equality, personal initiative and the rejection of authority. This culture was reinforced by a flat organizational structure, within which all organizational boundaries and job subordination were removed. The company's information and communication systems were considered an integral part of

the learning environment and were used as tools to make information and knowledge available to all employees. There was open access to information for many large corporations. It should be noted that intelligent corporations are also organizations that know how to learn better. That is, they do not just want to learn about how to run their business better but try to understand the processes of individual and organizational learning. Having understood the nature of their learning, they are able to improve and accelerate the processes of creating and applying their knowledge. As an example, you can cite the Intel corporation, which managed to increase the pace of its learning after focusing on the key points of this process. Similarly, it can be pointed out that companies such as "Dow Chemical", "Anderson Consulting", "Polaroid" and "Skania" are developing intra-corporate systems for searching, accessing, using and creating organizational knowledge. In such organizations, doubts and creativity, trust, group style of work and exchange of experience are stimulated. At the same time, a special infrastructure has been created that promotes learning, helps to preserve and manage the dissemination of knowledge, and coordinates the application of knowledge to create and develop the excellent capabilities of these organizations.

DISCUSSION

The new paradigm of transnational intellectual activity is characterized by intensive interaction with the development of the market and its intellectual component, the presence of many "knowledge centres", both in the centres and on the periphery, a two-way process of knowledge transfer both between TNCs and between different functional and organizational units. Many large TNCs participate in joint international research projects. As a result, new forms of scientific research activity are emerging with the participation of producers, consumers, as well as universities and research institutes. The replacement of labour with knowledge marked the transition of social production from material to intellectual. The basis of intellectual production is the use of new knowledge or the new use of knowledge embodied in technology, know-how, new combinations of production factors, the structure of the organization and production management, and allow obtaining intellectual rent and various advantages over competitors.

Thus, intelligent manufacturing is not a new field of production. This is the nature of production activity, in which the main role in the production process shifts from the mechanical use of information to the intellectual, creative one. The transition from purely material to intellectual production means that alongside the material, tangible form of being of social production, an "intangible" form appears, which we call anthropocentric. The essence of the anthropocentric form of production is the generation of knowledge, i.e. "emanation", the creation of knowledge by processing information on the basis of common knowledge. The source of the generation of new knowledge is the intellectual activity of a person, based on knowledge, a conscious, morally oriented ability to collect, accumulate and process ever-increasing flows of information.

Having analyzed the features of the transformation of the intellectual component of TNCs, it is necessary to pay attention to state support measures aimed at reforming the corporate structures of national companies: firstly, the expansion of the domestic product market and its protection from the expansion of foreign competitors; secondly, restructuring of TNCs' debt and assets; thirdly, stimulating the development of the stock market in relation to industrial regions, industries, enterprises that are attractive from an investment point of view; fourth, more active influence of management bodies on industrial development in such aspects as antimonopoly, anti-dumping policy, product certification, licensing activities, etc., fifth, strengthening of investment policy in the industrial sphere, which includes the provision of guarantees to private investors , development of investment attractiveness ratings of firms and enterprises, regulation of the regime of import and export of foreign capital and wider attraction of foreign loans on the basis of providing information about investment projects to foreign investors.

CONCLUSIONS

The intellectual component, which is created and functions within the framework of transnational business structures, acquires special importance in the conditions of intensifying global competition. Embodied in knowledge, it becomes a key factor that determines the efficiency and competitiveness of TNCs. At the same time, transnational corporations, possessing a significant concentration of internal research and production potential, control over economic, organizational, technological, and intellectual resources, tough, sometimes aggressive strategies, are able to compete with a number of states and even to some extent subjugate their economic activity to their interests, which shows about the growth of their influence not only on economic but also on political processes.

The article defines corporate knowledge as an independent form of existence (expression) of knowledge at the level of a corporation has all the characteristic features characteristic of knowledge as a resource, in particular, it is related to data

DOI: 10.55643/fcaptp.2.49.2023.4017

and information and is derived from them, but is not always rigidly determined, because associated with them; generated only by subjects, in this context - employees of the corporation; dynamic, because any knowledge has its own speed of transmission and perception; scarce - their generation requires certain expenses of intellectual work, time; ambiguous in perception, as they relate to different areas of human activity and are understood individually due to the peculiarities of the consciousness of each individual; own the term and purpose of use; can be very expensive, and the price is not fixed. On the basis of the analysis of the role of corporate knowledge in the activities of TNCs, the article provides a typology of TNCs based on the key type of corporate knowledge.

TNCs consider knowledge management as one of the main areas of management. The combination of technological, commercial and personal knowledge is included in the system of periodic diversification of the economic activity of companies, as well as the constant renewal of its organizational structure. The central object of management is internal company knowledge, created for the maximum effect of obtaining a specific practical result of an innovative nature.

It must be emphasized that the formation of intellectual corporations can become one of the strategic priorities of the state policy, which, provided the appropriate external environment is created, will contribute to the increase of the competitiveness of the economy and, due to the exclusive capabilities of national corporations, will make it possible to protect national economic interests to a certain extent, will contribute to the further development of economic structures, internationalization of their production and capital.

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ОСОБЛИВОСТІ СУЧАСНОЇ ТРАНСФОРМАЦІЇ ЗНАННЄВОЇ СКЛАДОВОЇ ТНК

Метою статті є аналіз сучасних особливостей трансформації інтелектуальної складової ТНК. Методологічною основою статті є прийняті у вітчизняній науці методи та форми наукового пізнання, такі як системний підхід, методи порівняння та синтезу, методи абстрактно-логічної оцінки, методи деталізації, угрупувань та узагальнень, експертних оцінок; логічний аналіз. Визначено, що головною особливістю економіки знань є прискорений розвиток і використання нематеріальних активів, нематеріального середовища господарської діяльності, інтелектуальних ресурсів і технологій управління корпоративними знаннями. Корпоративне знання являє собою перманентно мінливе комплексне поєднання структурованого досвіду, цінностей, контекстуальних відомостей будь-якої транснаціональної корпорації або організації та служить основою для оцінки й засвоєння нового досвіду та інформації. Визначена типологія ТНК на основі ключового виду знання. Доведено, що саме інтелектуальна компонента, яка створюється та функціонує в рамках ТНК, набуває особливого значення в умовах загострення глобальної конкуренції. Установлено, що актуальним є бачення розвитку ТНК в парадигмі економіки знань на основі пріоритету інтелектуальної складової, обґрунтування рівнів використання знань ТНК та аналіз видів ТНК за ключовими характеристиками. Сформульовані основні теоретико-методологічні положення розвитку інтелектуальної складової ТНК можуть бути використані для прискорення процесу транснаціоналізації корпорацій (організація взаємодій між державними органами, наукою, промисловістю й приватним капіталом, реформування системоутворюючих секторів економіки

DOI: 10.55643/fcaptp.2.49.2023.4017

знань на базі впровадження комплексних інноваційних проєктів, підтримки концепції побудови систем управління знаннями) з метою стимулювання інтелектуального компонента діяльності корпорацій.

Ключові слова: економіка знань, компонент знань, ТНК, трансформація, інтелектуальна складова

JEL Класифікація: D83, O16, O30