

THEORETICAL SUBSTANTIATION OF STAFFING RESOURCES IN THE SYSTEM OF ENTERPRISE MANAGEMENT

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Today it is quite obvious that the competitiveness of enterprises is determined not only by the technology of doing business, but also by a wide range of cultural, moral and social factors. Under appropriate favorable conditions, these factors can give a qualitative impetus for the further development of the national economy and ensure its intensive growth. One of the important conditions for the successful implementation of economic reforms in Ukraine is the influence of those factors, the importance of which in modern management is often diminished, but often they are the keys to further development of the national economy. These factors include, above all, the modern methods of management of staffing resources. The selection of goals for the effective management of these resources as a main factor in the socio-economic development of an enterprise requires in-depth research with the use of a systematic approach.

Some aspects of the problem of the development and the efficiency of use of personnel potential of the enterprise were discussed by foreign and domestic scientists, researchers and experts: O. Balatskyi, G. Dessler, I. Jain, V. Dovbenko, R. Marr, G. Martin, V. Melnik, E. Mayo, M. Mescon, D. Soulier, F. Taylor, S. Hetrick, H. Fayol, G. Schmidt, V. Dyatlov, A. Yegorshin, P. Zhuravlev, A. Kibanov and others. However, the improvement of the theoretical foundations of personnel potential of the enterprise requires more detailed study and the development of certain recommendations.

In the scientific literature, there are significant differences in the understanding of the essence of the “staffing resources concept”, and finally free interpretation is allowed and accepted. As a result, the methodological tools for the formation of the system of staffing resources management require further discussion and improvement.

Yegorshin A.P. believes that the concept of “staff”, “employees” and “personnel” are considered to be identical ones. For this reason, he gives the following definition of the above-mentioned terms: “... these are the constituent parts of the labor collective of an enterprise that perform the main production and management functions” [1, p.12]. In turn, Kibanov A.Ya. proposes to distinguish between “personnel” and “staff” concepts. In his own opinion, personnel includes employees, owners and co-owners working at the enterprise [2, p. 50]. Simultaneously, staff is the main composition of qualified employees of the enterprise, which possesses such characteristics as the number, composition and the structure [3, p. 114]. In recent studies of Shehda A.V. it is clearly defined that personnel is a certain composition of workers who represent skilled and unskilled labor in today’s workforce. Therefore, the concept of staff, which includes the staff composition of the employees, can be divided into two large groups: staff managers and working staff only [4, p. 219].

Based on these definitions, the concepts of “staff” and “personnel” can be unambiguously attributed to the main characteristics of the “human resources” concept. However, today the use of these terms is, in our opinion, rather narrow.

We believe that Gradov A.P. came close enough to the definition of the essence of personnel potential. According to his conviction, personnel potential can be described as some kind of opportunities to achieve the goals of future development, which are created by the quantitative and qualitative characteristics of the staff of an organization at a certain period of time [5, p. 281].

Obviously, personnel potential can be represented not only by the capabilities of employees, but also by quality of their vocational qualification training, as well as by labor, personal, psychological and physiological qualities, and by creative abilities in particular. Personnel potential of any enterprise is endowed with the properties of integrity, which fundamentally distinguish it from those properties that are inherent in each employee individually.

Therefore, the following types of personnel potential can be distinguished in the context of our research study: individual’s personnel potential (the personnel potential of a specific employee with a certain quality), personnel potential of a typical employee that exists in a certain territory during a certain period of time and also belongs to the aggregate carrier of the individual’s personnel potential (potential of professional community workers); the cumulative personnel potential of a production group is the set of individual collective potentials existing in a given place (i.e. the cumulative carrier of the collective personnel potential). Thus, there are three main levels of personnel potential: individual’s personnel potential, personnel potential of an enterprise and personnel potential of the society as a whole.

Human resource development provides for the appropriate implementation of the strategic aspects of enterprise management. For example, the development and implementation of personnel policy, in which the principles of personnel management reflect not only objective trends, but also social and economic laws that take into account the scientific recommendations of social psychology, theory of management and organization, that is, the whole arsenal of scientific knowledge, which determines the possibilities of effective regulation and coordination of human activities [6].

Among the main elements ensuring the development of personnel potential of the enterprise, we have identified the following ones:

- Financial support. It should be nothing more than the creation of a reliable system of accumulation and raising funds necessary for the development of the professional qualities of key employees and making the available motivating payments.

- Scientific and methodological support. It consists in building a unified system of documents of an organizational and methodological nature, aimed at ensuring the effectiveness of the processes of advanced training and professional training of personnel of the enterprise.

- Information Support. This element is a set of implemented management decisions in terms of volume, placement and forms of organization of information

circulating in the personnel management system.

– Motivational factors that are the main components of the mechanism of interest in achieving maximum economic and social performance. As noted by Professor Ivanovs'ka L.V., the personnel strategy should contribute to the full disclosure of the staff's abilities for creative and innovative development in order to achieve both organizational goals and personal goals of employees [7, p. 217].

It should also be noted that the human resource development traditionally implies the need to improve the professional and qualification level of the employees of the enterprise, as well as constantly updating their knowledge and skills through stimulating and evaluating the contribution of each employee to the final result (for example, continuing education, or career management). All this, in turn, will contribute to solving the strategic goals of the enterprise and enhancing its competitive position in the modern business and economic world. The staffing resources of the enterprise are formed in accordance with the existing structure of personnel management, the main elements of which are the individual managers, departments and other organizational units of the administrative apparatus. Without an interested attitude of the staff towards their work, the enterprise will suffer heavy losses and the strategic goals are unlikely to be achieved.

The development of a system of actions by managers at all levels of management should include: 1) a clear definition of the purpose of the activities and functions of each manager and his subordinates for the realization of the strategic goals of the enterprise; 2) the development of sequential steps, necessary to achieve the goal of the activity, and a system for evaluating their implementation; 3) calculation of all the necessary types of resources: technical, material, financial and personnel ones.

Thus, in modern economic conditions, the development of the personnel potential of enterprises should be considered among the priority areas of the organization.

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