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THE THEORETICAL FOUNDATIONS DEVELOPMENT STRATEGIC DEVELOPMENT POTENTIAL OF PERSONNEL

The article examines the theoretical approaches to the definition of human resources and its formation in the enterprise. The essence and characteristic of this category and its place in today's socio-economic development.

Keywords: *enterprises, human resources, personnel, the formation of human resources, principles of formation and use of human resources business, the development of human potential.*

Осадовська Є. М. ТЕОРЕТИЧНІ ЗАСАДИ РОЗРОБКИ СТРАТЕГІЧНОГО РОЗВИТКУ КАДРОВОГО ПОТЕНЦІАЛУ ОРГАНІЗАЦІЇ

У статті аналізуються теоретичні підходи до визначення поняття кадрового потенціалу та його формування на підприємстві. Розглядається сутність та характеристика даної категорії, її місце в сучасному соціально-економічному розвитку країни.

Ключові слова: *підприємство, персонал, кадровий потенціал, формування кадрового потенціалу, принципи формування та використання кадрового потенціалу підприємства, розвиток кадрового потенціалу.*

Formation of personnel potential of modern enterprise is to create real potential of human labor, knowledge and skills that directly covers all enterprise employees and each individual. The use of human capacity is an implementation of the employment and qualification abilities and skills of the employee, the staff and the public. In a market efficient use of human resources is fuller identification and implementation of merit employees, adding character creative work, professional - qualification of employees by stimulating and evaluating the contribution of each employee in the outcome.

In the current economic conditions the development of human capacity is a problem whose solution determines the performance of the company and the possibility of social and economic growth of the national economy in general. Understanding enterprise managers the basic principles of formation of human resources management and evidence-based design of its major subsystems will allow to solve the basic economic, organizational, scientific and technical objectives of management, which determines the relevance of the study.

The development of human capacity of enterprises in Ukraine in conditions of gradual integration into the world community and overall the trend towards convergence of social and economic systems of different countries not only allow you to improve the competitive position in domestic and world markets for goods and services and are essential for its existence and implementation of every citizen of their rights to work and a decent life.

The theme of this work is particularly relevant in modern conditions of Ukrainian society as a whole and each particular entity.

Analysis of recent research and publications. The issue of formation of personnel potential much attention is paid to scientific work of domestic and foreign scientists and researchers. In particular coverage essence to the definition of "human resources" is reflected in the works of famous Ukrainian scientists such as Dovbenko VI,

Melnik VM, "Potential and development enterprise" where the concept of "human resources" is regarded as temporary free or labor reserve seats that may be occupied by professionals as a result of their development and learning [1, p.50].

Some aspects of human resources management company covered in the works of leading domestic and foreign scientists and scholars, among them deserve special attention of Dudar AP Verkhoglyadova NI Onishchenko E. and M. Savchenko etc. For example, AP Dudar considered components of human resources management system based trading firm, with special attention to the analysis of the potential of the company and personnel policy in general. [4, p.12]

The purpose of the article. The purpose of this writing is to define the role and place potential of the company in shaping its development strategy. The main objective of the article is to assess the impact characteristics and principles and directions of formation and use of human resources on the effectiveness and competitiveness of yogi.

Basic material and results. Human resources - is the employment opportunities of the enterprise, the ability of staff to generate ideas, create new products, its educational, qualification, physiological characteristics and motivational potential.

In general terms the nature of human capacity reflects the qualitative and quantitative characteristics of permanent employment potential, especially of skilled employees, ie the company.

Human resources can be seen in the narrower sense as temporary or free labor reserve seats that may be occupied by professionals as a result of their development and learning. Management of human resources should promote the improvement, preservation of the specific quality, improvement and staff development [1].

The main areas of human resources management in the current economic conditions are:

1. Definition of basic requirements for personnel on the basis of the forecast and prospects of the organization.
2. Development of the integrated human resources management system in the organization.
3. Development of the concept of wages, material and moral incentives for employees based on the defined strategy of the organization.
4. Select tract involvement, and conservation staff, and providing assistance to workers in case of dismissal.
5. The development of social relations in the organization.
6. Identify ways of personnel, training, training.
7. Involvement of employees to participate in management.
8. Creation of corporate culture. [5, p.142]

The development of human capacity is an important strategic direction of each company and the means of achieving sustainable competitive advantage in the highly competitive. In order to separate the activities of the company was successful and profitable company that had a strong position in the market among competitors, you constantly evolve and improve; bezpreryvno need to plan and maintain a high human resources development; should also pay attention to the fact that the development potential of the company was not competing higher and faster than yours. That's why we pay attention to this area of personnel management as the development of human capacity and decided to explore the experience of foreign enterprises in this field.

Modern Ukrainian enterprises for the most part have problems in the management of human resources, namely the lack of innovation orientation of personnel policy and use the successful experience of foreign companies; as is the lack of balance in the domestic labor market; personnel departments do not always take into account the personal characteristics of each individual worker and have a clear system development and improvement of personnel potential employees; lack of a clear system of social security and so on.

The development of human capacity is an integral part of the personnel policy of every modern enterprise, regardless of the type and characteristics of its activities. In theory, human resources management in personnel policy is understood the regulations established a set of goals, objectives, principles, methods, technologies, tools and resources selection, training, use of professional knowledge, abilities, skills, opportunities for professionals, managers and other members of professional and labor relations.

The main purpose of forming potential of the company - to provide the necessary human resources company, able to solve problems and achieve now current and strategic goals.

The main objective of development potential of the company determines the principles and sub personnel management system. Last are the rules, the main provisions and rules which must operate with managers and specialists in the management of staff. The development of human capacity involves the implementation of the strategic aspects of business management, such as the development and implementation of human resources policy, within which the principles of personnel management reflect objective

trends, social and economic laws, take account of scientific advice of social psychology, management theory and organizations that the whole arsenal of scientific knowledge, which determines the possibility of effective regulation and coordination of human activity.

Group general (basic) principles of human resource capacity consists principles: consistency, equal opportunities, respect for rights, unity of command, legal and social protection [5].

Systems principle of formation of personnel potential is based on the perception of human capacity as an integrated, interdependent dynamic system that covers all categories of workers aimed at forming and the efficient use of human capital company.

The principle of equal opportunities objective reflects trends taking place in the socio-political and economic life of the state. In recent years in developed economies in the selection and placement extend the use of this principle to the representatives of all social, class, national groups [6].

The principle of respect for human mindset determines leadership, in which the needs and interests of employees is a priority among priorities of the organization. This principle is reflected in the fact that all employees of the company (organization) have equal conditions are collectively responsible for the results of joint activities. Having sufficiently flexible features that are specified in the management and staff at the current situation more complicated. At the same time the employees retain their independence and identity. The principle of legal and social protection is in strict compliance with laws, regulations, rules, administrative, civil, labor and commercial law. In addition to these principles, there are other specific principles that define the conditions for the formation of human resources, in particular: the principle of optimizing the potential of the company, the principle of complementarity managerial roles, the principle of forming a unique human resource capacity [4].

The principle of optimization potential of the company (or the principle of targeting the professional core of human capacity) based on the fact that the core form a comprehensive ability of workers organizations are required to select, implement and coordinate activities that provide organizations a strategic advantage in the markets for goods, services and knowledge. These benefits are realized when competitors are unable to implement similar quality products and services or are late with modernization, and thus the company occupies a monopoly position in a particular market segment. Thus, the total ability of workers as components of professional human resource potential to play a crucial role in the enterprise, using their properties [3].

In particular, the availability of highly qualified staff ensures the survival of the company in the short and long term.

Being a combination of skills and knowledge of staff, not their products or implementation of functions, comprehensive capabilities of staff is a unique source Profitability improvement through a combination of scientific, technical, industrial, institutional, administrative and human resource capacity; create conditions for the development of new products, and ensure proper quality of all products that the company

produces inherent organizational system of the enterprise as a whole, not just individual successful employees. Also highly qualified employees in the company play an important role in implementing the strategic plans of the company, as are long-term basis for the development and adoption of flexible, strategic decisions (for staff reduction, diversification of products, streamlining the organizational structure, joint ventures, etc.). In addition, it allows the company to maintain a dominant position in some market segments, because they can assess and consider the long-term market trends and current demands of consumers.

The principle of complementarity managerial roles manifested through the interaction of professional and political components of the staff of the company, thus distinguished: the leaders, organizers and administrators. The principles which formed the human resources management system in the organization; divided into two groups: the principles that characterize the requirements for the formation of human resources, and principles that define areas of capacity building [7]. Both groups realized in cooperation principles, the nature of which depends on the specific conditions of the system of personnel management.

Increased competitiveness in today's crisis can be achieved by two fundamental approaches. The first - the elimination of existing shortcomings in the organizational structure of the company, which hinder the competitiveness staff. In personnel policy, this approach usually associated with the elimination of departments and employees who do not meet company strategy withdrawal from the crisis. The second - creating an attractive image of the company. There is reason to believe that the most productive approach because it implements a number of important principles [2].

Adherence to the principle of formation of the unique potential of the company increases the competitiveness of enterprises. This valuable information and intellectual potential of the staff of the enterprise is growing exponentially depending on the scale of investment and acquisition personnel experience. High intellectual level of the enterprise in any field attracts talented people provides an opportunity for creating a unique combination of professional skills, leading to a core potential of the company with high competitiveness.

General principles of human resources, taking into account the strategic aspects of the company, combined with the mechanisms of formation of personnel potential make it possible to develop a model of formation and use of human resources in the company. [8]

Classification forming potential of the company:

- Determination of staffing needs;
- Involving its staff and selection;
- Drawing up job descriptions worker;
- Training, retraining, advanced training of employees of the company;
- Motivation of staff.

Determining the need for personnel involves establishing baseline data to calculate and direct calculation of the required number of employees for a certain period of time, jobs expenditure.

Conclusions. So, having considered certain principles and directions of forming potential of the company, we can conclude that the high intellectual level of the enterprise in any field attracts highly qualified staff that provides the ability to create a unique combination of professional skills, which in turn is supporting human resources company with high competitiveness. Further research potential of the company should be directed at identifying ways of effective implementation and impact on the overall performance of the company. Important provisions efficiency of formation and use of human resources of the enterprise is productivity growth and training to meet the needs of enterprises, improvement of retraining and improving working conditions. According to the reserves identified emerging areas of development potential of the company in the respective strategies.

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