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I. V. Korol, Candidate of Economic Sciences,
M. A Slatvinskyi, Candidate of Economic
 Sciences, Associate Professor,
H. M. Chyryva, Candidate of Pedagogical
 Sciences

I. В. Король, к. е. н.,
М. А. Слатвінський, к. е. н.,
 доцент,
Г. М. Чирва, к. пед. н.

**THEORETICAL AND METHODOLOGICAL
 FUNDAMENTALS OF THE STAFF
 COMPETITIVENESS MANAGEMENT
 IN PERSONNEL SECURITY ASPECT**

**ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ ОСНОВИ
 УПРАВЛІННЯ
 КОНКУРЕНТОСПРОМОЖНІСТЮ
 ПЕРСОНАЛУ В АСПЕКТІ КАДРОВОЇ
 БЕЗПЕКИ**

Urgency of the research. The importance of analyzing and solving the existing problems of the staff competitiveness is a matter of current interest as it is the main factor of enterprise development.

Target setting. It is reasonable to study the tools of the staff competitiveness management for revealing opportunities of its application at domestic enterprises.

Actual scientific researches and issues analysis. In the scientific work such of scholars as Sotnikova, S. I., Krotova, N. V., Molodchik, A. V. and others; the theoretical and practical aspects of the staff competitiveness management are investigated.

Uninvestigated parts of general matters defining. Scholars have not worked out the methodological problems of staff competitiveness management in personnel security aspect, which complicates the practical application of appropriate management mechanisms.

The research objective. The article aims to develop main directions of staff competitiveness management based on theoretical generalizations and practical experience of enterprises.

The statement of basic materials. The authors classified and systematized the basic tools of personnel management at various stages of staff development. The main positions of staff competitiveness management concepts are analyzed, domestic and foreign experience of their implementation are investigated. The method of staff competitiveness management in personnel security aspect is developed.

Conclusions. Approaches to increasing the loyalty of domestic enterprises staff, its motivation for education and professional development should be conceptually reconstructed on the basis of various incentive systems for certain categories of staff to motivate its advances.

Keywords: competition; competitive advantages; competitiveness; the concept of management; personnel security.

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Актуальність теми дослідження. Дослідження конкурентоспроможності персоналу є актуальним, оскільки вона є одним із ключових чинників розвитку підприємств.

Постановка проблеми. Доцільно вивчити конкретний інструментарій управління конкурентоспроможністю персоналу для виявлення можливостей його застосування на вітчизняних підприємствах.

Аналіз останніх досліджень і публікацій. У наукових працях таких вчених, як, Кротова Н. В., Молодчик А. В. Сотнікова С. І., та ін. досліджено теоретичні та практичні проблеми управління конкурентоспроможністю персоналу.

Виділення недосліджених частин загальної проблеми. Дослідниками ще недостатньо опрацьовані методологічні проблеми управління конкурентоспроможністю персоналу в аспекті кадрової безпеки, що ускладнює практичне застосування відповідних управлінських механізмів.

Постановка завдання. Стаття покликана на основі теоретичних узагальнень та практичного досвіду підприємств виробити орієнтири управління конкурентоспроможністю персоналу.

Виклад основного матеріалу. Досліджено та класифіковано основні інструменти кадрової служби на різних етапах розвитку персоналу. Проаналізовано основні положення концепцій управління конкурентоспроможністю персоналу та досліджено вітчизняний та зарубіжний досвід їх реалізації. Розроблено методику управління конкурентними перевагами персоналу в аспекті кадрової безпеки.

Висновки. Підходи до підвищення лояльності персоналу вітчизняних підприємств, його мотивація до освітньо-професійного зростання мають бути концептуально перебудовані на основі застосування різноманітних стимулюючих систем для окремих категорій персоналу з метою мотивації досягнень.

Ключові слова: конкуренція; конкурентні переваги; конкурентоспроможність; концепція управління; кадрова безпека.

Urgency of the research. Under conditions of increasing competition between economic entities of all levels, the staff competitiveness is the best form of social protection of employees and an effective factor in improving the competitiveness of the companies, ensuring their personnel

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security. This effect is achieved through the implementation of economic (permanent position, proper workplace, high salaries) and social (the possibility of work selection, self-confidence and confidence in the future) benefits, that underlie this complex and multi-faceted phenomenon.

Target setting. Competitive employee through the qualitative work and high ability to realize his/her competitive advantages satisfies not only his/her own needs, but also the needs of the company. As a result, the staff competitiveness is one of the key factors affecting the competitiveness of goods, enterprises, one of the important factors of economic growth in general, which necessitates the study of specific tools for managing the competitiveness of staff to identify the possibilities of its use at domestic enterprises.

Actual scientific researches and issues analysis. The results of the research on staff competitiveness are given in the scientific works of such scholars as Odiegov Yu. G. [1], Krotova N. V. [2], Molodchik A. V. [3], Sotnikova S. I. [4] and others. The main emphasis is made on the conceptual description and separate application principles of the managing of staff competitiveness and the development of labor potential.

Uninvestigated parts of general matters defining. Researchers have not yet developed the methodological problems of managing the staff competitiveness in the aspect of personnel security, which complicates the practical application of appropriate management mechanisms.

The research objective. The main objective of the study is to determine the main approaches to managing this characteristic at the example of the Polish company "MAN Trucks" and Ukrainian company PJSC "AvtoKrAZ", developing guidelines for managing the competitiveness of domestic enterprises.

The statement of basic materials. In modern development conditions, the development and implementation of the management system of staff competitiveness by the companies is considered as one of their main competitive advantages. Whatever new technologies are implemented at the enterprise, no matter how positively the environmental factors affect its activities, without highly qualified personnel ready for these changes, the enterprise can not achieve the desired results.

Four stages can be defined in the staff development, which enable to identify the priority goals for each of them and specify the tools of the staffing service to manage the competitiveness of employees.

1. During the pre-production phase there is an active development of the basics of professional skills. This period includes the time spent on training young employees at branch schools.

Staff Competitiveness Management tools at this stage include the choice of educational institutions to prepare the future employees, the organization of practices for students, the preliminary selection of future employees, participation in the final certification of graduates, monitoring their competitiveness.

2. The adaptation period is for those workers who have just been recruited. This is the stage of adaptation to the enterprise, workplace and labor collective.

Management tools at this stage include the organization of advisory assistance, psychological support, the formation and use of mentoring institutions, the establishment of a system of social support of employees, monitoring of the state of staff competitiveness.

3. The period of active development of production processes is characterized by systematic professional retraining and staff training. The main objective of this stage is to achieve the highest level of staff competitiveness.

The tools for managing the personnel competitiveness resolve itself to the creation of the system of training and professional development of employees, the organization of the system of personnel incentives, the development of an objective system for assessing the level of qualification, the organization of work with the personnel reserve, the creation of the system of social support of employees, monitoring of staff competitiveness.

4. The period of reaching a high level of competence is final in the work of the staff and relates, as a rule, to people of middle and senior age - the so-called "personnel core" of the company, who have significant experience in the profession and at the company and a high level of professionalism. The main tools for managing the competitiveness of staff at this stage is the

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creation of the system of social support for employees, the development of a mentoring institute, the organization of work with personnel reserve, monitoring of staff competitiveness.

Thus, an individual approach to each employee and the use of specific tools in accordance with the stage of its development will make it possible to improve the effectiveness of managing the staff competitiveness in general.

The system of theoretical and methodological views on the understanding and definition of the essence, content, goals, objectives, criteria, principles and methods, as well as organizational and practical approaches to the formation of a mechanism for managing the staff competitiveness finds expression in the appropriate concept.

Yu. G. Odehov [1] highlights such concepts depending on the personnel role in the company and the time of the emergence of relevant concepts, as follows: the concept of labor resources use (20-40 years of the XX century); the concept of personnel management (50-70 years of the XX century); the concept of human resources management (80-90 years of the XXI century); the concept of human management (XXI century).

Within the concept of labor resources use the main attention is focused on the methods for improving the productivity of physical labor; does not take into account the employees' own interests, needs and creativity. A person in the process of labor is seen as one of the factors of production.

The concept of personnel management has expanded the functions of personnel management from labor organization and wages to finding and recruiting personnel, career planning, evaluating not only employees but also managers, improving their qualifications, managing conflicts, etc. [2].

The concept of human resources management considers the staff as the main resource of the company acquired by it in the process of competition, which should be placed, motivated and developed on an equal basis with other resources to achieve their own strategic development goals.

Practically this concept has been reflected in the personnel policy of PJSC AvtoKrAZ (Ukraine). At the enterprise there is a complex system of material incentives under the purposes. Considerable attention is paid to the improvement of the employees' skills, their training and retraining. An important aspect of the staff motivational factor is the surcharges and benefits to tariff rates and salaries, additional payments, mainly in the form of financial aid.

The concept of human management is based on respect of each employee, to the conditions necessary for the realization of their abilities. Within this approach, methods of human management through organizational culture, such as the system of goals, values, specific principles of behavior inherent in this company, have become widespread [3].

This concept is actively used in MAN Trucks' personnel policy (Republic of Poland), where a significant emphasis is made on the personality, which manifests itself in the individual development plans; motivation based on identifying and meeting the needs of the individual employee. Considerable attention is paid to the formation of an atmosphere of trust, openness in the company, establishment of a multichannel communication system between the employee and his management.

In modern economic science, in addition to the general concepts of personnel management, the concepts of managing the staff competitiveness are given, namely the consumer, competence, career and marketing ones.

The essence of the consumer concept is to provide the fullest staffing of jobs, while the number of staff varies in accordance with the changes in volumes of goods and services [1].

According to the competency concept, employers focus on the employees who meet the highest level of operational, technical and qualitative attitude, and thus provide the greatest benefit to the company. The main approach to managing the staff competitiveness is the constant improvement of staff skills and the use of flexible forms of employee payment.

The career concept of managing the staff competitiveness is focused on the constant development of the staff competence [4]. The essence of the approach is to increase the career transitions of staff and to ensure its high social security. This concept is typical for the PJSC "AvtoKrAZ".

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Traditional marketing concept provides for the creation of differentiated conditions for ensuring the competitiveness of employees, depending on their value in achieving the goals of the company's development [4]. Its main essence is the material and moral stimulation of employees who achieved the goals of the organization in the course of their professional activities; individual approach to stimulation. This concept is largely characteristic of the MAN Trucks personnel policy.

Thus, a comparative review of the concepts of managing the staff competitiveness on the example of PJSC "AvtoKrAZ" and MAN Trucks indicates that in the first company insufficient attention is paid to the link between the results of labor, educational and professional growth and remuneration for certain categories of staff; insufficient incentives for employees to innovative activity; the intangible component of the motivation of workers requires further improvement, etc.

The main ways of improving the management of the staff competitiveness of PJSC "AvtoKrAZ", using the experience of the company MAN, are:

- improvement of the financial component of the mechanism of employees motivation by ensuring differentiation in the employees payment, depending on their individual achievements, the results of the activities of the structural unit and the enterprise as a whole;
- application of non-traditional forms and methods of stimulation for the implementation of creative ideas and initiatives.

In addition to material incentives, it is also necessary to create an atmosphere of openness and trust of employees to the company by organizing meetings of managers and employees to identify their needs, goals, level of satisfaction with working conditions, discussion forums on important issues for the company.

Within the conceptual boundaries and taking into account the results of the analysis, a methodology for managing the competitive advantages of staff in the personnel security aspect is developed, which involves a series of actions aimed at minimizing the negative consequences of the threats to the staff competitiveness (Fig. 1).

Table 1

Quantitative scale for assessing the level of threat to the competitiveness of the company's staff

Interval	Threat level	Description of the threat
1 – 0,8	critical (very high)	The probability of a threat is maximal, the consequences of the staff competitiveness loss are devastating.
0,8 – 0,6	high	The probability of a threat is high, the consequences of the staff competitiveness loss are significant
0,6 – 0,4	middle	The probability of a threat is average, the consequences of the staff competitiveness loss are not significant
0,4 – 0,2	low	The probability of threat is average, the consequences of the staff competitiveness loss is poor
0,2 – 0	minimal (very low)	The probability of threat is unlikely; lack of consequences of the staff competitiveness loss

Source: authors' development

To estimate the threat level or the threat potential, we suggest using the following scale (Tab. 1).

The integral estimation of each threat agent of the staff competitiveness of the enterprise is carried out according to the formula:

$$p_i(TC) = \sum_{k=1}^n \left[\left(\sum_{k=1}^n \frac{X_{ik}}{n} \cdot \sum_{k=1}^n \frac{Y_{ik}}{n} \right) / n \right] \quad (1)$$

$p_i(TC)$ – the level of threat of the staff competitiveness of the company;

X_{ik} – evaluation of the result (magnitude of consequences) from the effect of the threat agent i of the company staff competitiveness by the expert k ;

k – expert number (from 1 to n);

Y_{ik} – evaluation of the probability of threat i occurrence by the expert k .

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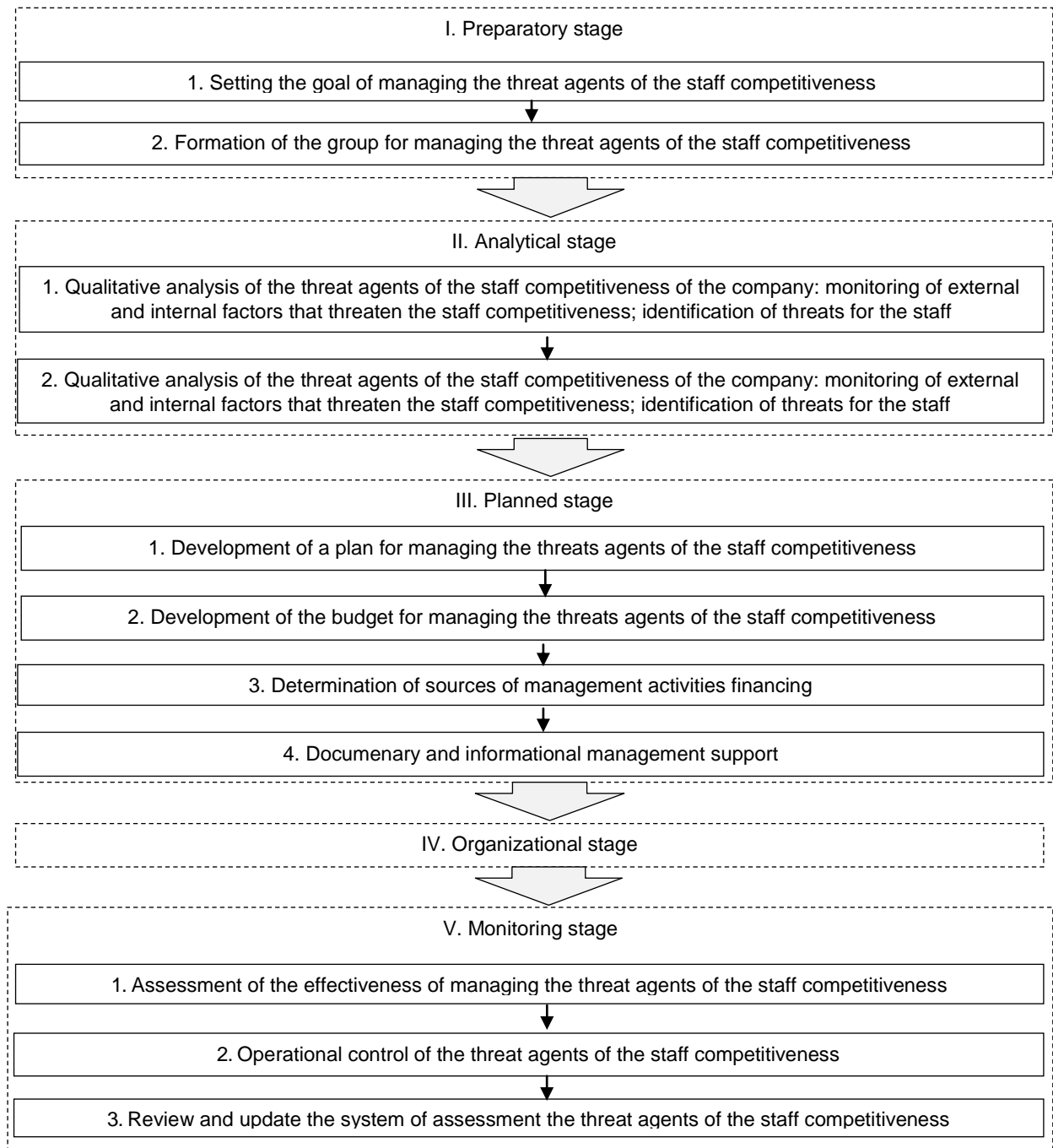
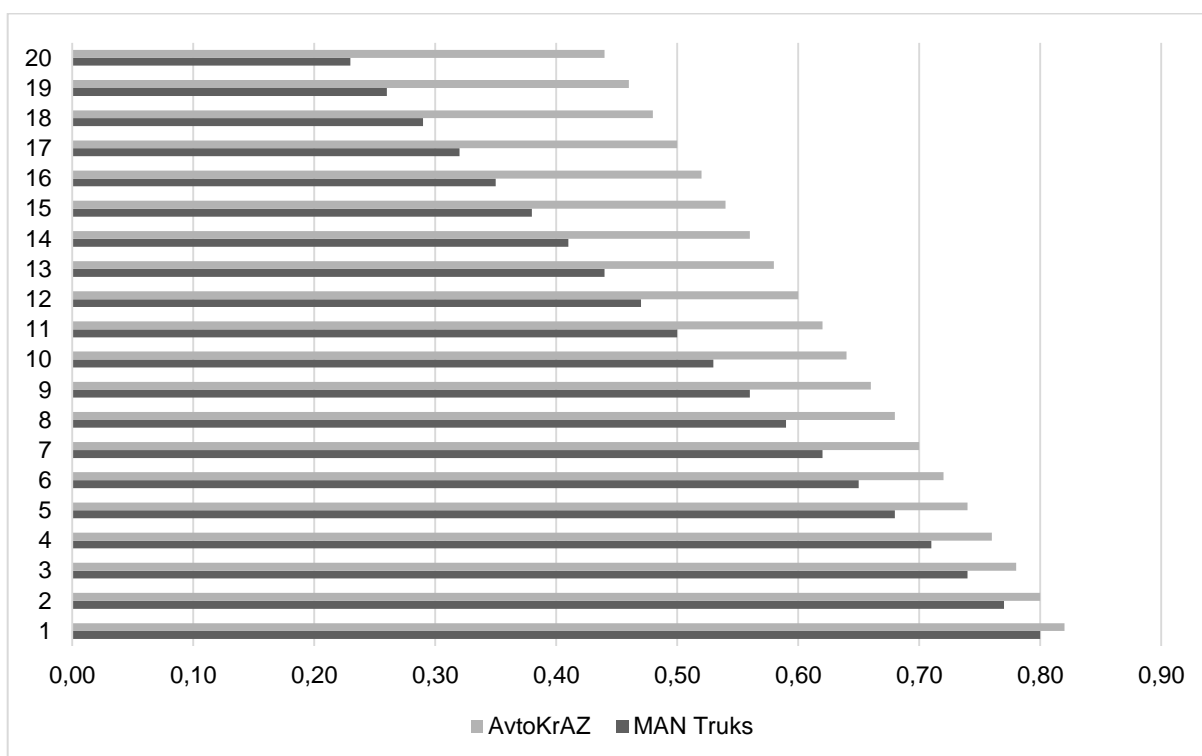


Fig. 1. The methodology for managing the competitive advantages of the personnel

Source: created by the authors

The final result of the implementation of the methodology for assessing the level of threats to the staff competitiveness of the company is the profile of threats (dynamic characteristics of the level of personnel security taking into account the threat of competitiveness loss) (Fig. 2).

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- 1 – inefficient personnel management system;
- 3 – unfavorable social and psychological climate in the team;
- 5 – educational risks;
- 7 – lack of measures aimed at creating the motivation of employees' loyalty;
- 9 – irrationality of company organizational structure;
- 11 – imbalance of gender, age and educational staff groups;
- 13 – communications risks;
- 15 – conflicts between different ranks of managers;
- 17 – irrational mode of work and rest;
- 19 – moral risks;

- 2 – skilled personnel turnover;
- 4 – ineffective system of labor motivation;
- 6 – lack of career opportunities in the company;
- 8 – subjectivity of methods of business assessment of the personnel;
- 10 – ineffective functional division of responsibility and responsibilities for personnel management;
- 12 – low qualification level and quality of intellectual potential of the company;
- 14 – imbalance between professional groups and staff categories;
- 16 – irregularity of working time;
- 18 – professional qualification risks;
- 20 – psychophysiological risks.

Fig. 2. Profile of the threat agents of the staff competitiveness of the companies MAN Trucks and AvtoKrAZ

Source: created by the authors

Conclusions. Thus, the approaches to increasing the personnel loyalty of domestic enterprises, its motivation for educational and professional growth should be conceptually rebuilt based on the use of various incentive systems for certain categories of staff in order to motivate the achievements. Implementation of measures listed in the article within the framework of the concept of human management will increase the efficiency of managing the staff competitiveness and, as a result, increase the efficiency of production and personnel security of PJSC “AvtoKrAZ”.

The proposed method of managing the competitive advantages of the company staff provides, in addition to the control system itself, its focus on prevention and avoidance of threats to the staff competitiveness.

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**Король
Інна Володимирівна**

кандидат економічних наук, доцент кафедри маркетингу, менеджменту та управління бізнесом, Уманський державний педагогічний університет імені Павла Тичини;
<https://orcid.org/0000-0002-2726-6437>;
E-mail: 111inna111@gmail.com;

**Korol
Inna Volodymyrivna**

Candidate of Economic Sciences, Associate Professor at the Department of Marketing, Management and Business Management, Pavlo Tychyna Uman State Pedagogical University;

**Слатвінський
Максим Анатолійович**

кандидат економічних наук, доцент, завідувач кафедри фінансів, обліку та економічної безпеки, Уманський державний педагогічний університет імені Павла Тичини;
<https://orcid.org/0000-0003-4096-2901>;
E-mail: 111inna111@gmail.com;

**Slatvinskyi
Maksym Anatoliiovych**

Candidate of Economic Sciences, Associate Professor, Head of the Department of Finance, Accounting and Economic Security, Pavlo Tychyna Uman State Pedagogical University;

**Чирва
Ганна Миколаївна**

кандидат педагогічних наук, доцент кафедри економіки та соціально-поведінкових наук, Уманський державний педагогічний університет імені Павла Тичини;
<https://orcid.org/0000-0001-6431-340X>;
E-mail: ch56@i.ua;

**Chyrva
Hanna Mykolaivna**

Candidate of Pedagogical Sciences, Associate Professor at the Department of Economics and Social-Behavioral Sciences, Pavlo Tychyna Uman State Pedagogical University