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CONCEPTUAL APPROACHES TO MANAGING REPRODUCTION OF THE HUMAN POTENTIAL OF AN ENTERPRISE

Abstract. The article considers the problem of managing the reproduction of the human potential of an enterprise. Human potential is essential for ensuring innovative activity and competitiveness of an enterprise. Highly qualified employees and in particular their human potential are the most important capital of the enterprise. The analysis of scientific publications revealed that the problem of human potential reproduction has not been studied sufficiently at the enterprise level. Reproduction of the human potential of an employee is presented as a set of processes for the renewal and growth of its objective and subjective characteristics to ensure their maximum compliance with the actual and future requirements of the enterprise. Conceptual approaches to the human potential reproduction based on the system of education (vocational training and advanced training) are offered. They are the basis for forming the system of human potential reproduction. Such a system takes into account the dynamism of updating the requirements for staff, their professionalism, qualification and educational level. It is offered to define and solve the tasks of human potential reproduction, focusing on a certain period of staff activity at the enterprise. This can be a period of adaptation, periods of mastering processes, and achieving a high level of competence. The use of an enterprise's interaction with external educational institutions in the training system and the creation of an internal training structure for the reproduction of human potential are considered. The advantage of the internal learning structure is highlighted. This is the ease and efficiency of its change in accordance with the needs of the enterprise. An algorithm for

monitoring human potential is offered, which comprehensively takes into account the statistical data, the results of expert assessments, and a survey of employees. Such monitoring is the basis for identifying the discrepancy between the development of human potential components and the requirements of the current business environment. The mechanism of the human potential reproduction of an employee is presented as a sequence of processes for providing, monitoring, updating, improving and developing. Their content is determined based on the goals and objectives of managing human potential reproduction.

Key words: management; education system; conceptual approaches; reproduction; human potential.

INTRODUCTION / ВСТУП

Problem statement. Under the influence of increasing competition, innovations become the most important object of management in an enterprise focused on strategic success. In turn, the innovative orientation of the strategy and tactics of production development imposes new requirements on the content of management activities and makes its adjustments to the human resource management system.

The innovation process requires the presence of an enterprising, highly skilled employee. This person should be deeply involved in the decision-making process, which contributes to the mobilization of the workforce's creative potential and the activation of innovative activity of the staff.

Human potential is essential not only for ensuring innovative activity but, as a result, plays an important role in ensuring the competitiveness of enterprises. This enhances internal competition in the country and contributes to the growth of the competitiveness of its economy in the world [1].

The competitiveness of an enterprise depends on ensuring its qualified workforce, the degree of staff motivation, organizational structures, and forms of work that increase the level of competitiveness of employees and make better use of their human potential. Highly qualified employees are the most important capital of the enterprise. Even advanced equipment requires the participation of professional employees.

Thus, the effectiveness of organizational management changes to improve the competitiveness of enterprises can be achieved through the improvement of the management of human potential reproduction.

Analysis of recent research and publications. The problem of managing the formation and use of human potential has been studied by many scientists, including V. Ivanova [1], O. Stefanyshyn [2], I. Haiduk [3], S. Skyba [4], [7],

I. Buzetskyi [5], Zh. Derii [6], [7], N. Nepryadkina [8], O. Hynda [9], L. Martseniuk [10]. The human potential reproduction is one of the most relevant and complex problems of science and management practice. This problem is studied at different levels by foreign and domestic researchers. The results of studying the problem of human potential reproduction are presented in the works of such researchers as V. Kutsenko [11], O. Garashchuk [11], V. Kukliuk [12], D. Matsekha [12], S. Matiukh [13], L. Halkiv [14].

Thus, improving the management of the reproduction of human potential will contribute to the achievement of the goal of enterprises – increasing their competitiveness.

AIM AND TASKS / МЕТА ТА ЗАВДАННЯ

The article *aims* to determine the conceptual approaches to managing the human potential reproduction of an enterprise.

Research *tasks*: analysis of scientific works on the management of human potential, provision of offers for the development of conceptual approaches to the management of human potential reproduction.

THE THEORETICAL BACKGROUNDS / ТЕОРЕТИЧНІ ОСНОВИ ДОСЛІДЖЕННЯ

The theoretical basis for the study is scientific publications, reference and monographic literature, and Internet data.

RESEARCH METHODS / МЕТОДИ ДОСЛІДЖЕННЯ

Methods of collecting data and information, generalization of modern theoretical studies, methods of induction and deduction are used in the research process.

RESULTS OF THE RESEARCH / РЕЗУЛЬТАТИ ДОСЛІДЖЕННЯ

The human potential reproduction of an employee can be considered as a set of processes of renewal and growth of objective and subjective characteristics that provide a person with maximum compliance with the requirements of an enterprise, as well as competitive advantages in the labor market.

Enterprises should use a structural model of human potential formation [1] to ensure effective management of this process. A component of this model is the training system, which plays one of the key roles in the reproduction of human potential.

The training system implements a set of processes for training and retraining staff to meet the requirements of the enterprise.

In this regard, the relevant task is the elimination of deficiencies in the field of training and advanced training of staff, including the underestimation of the role of training specialists for the activities of the enterprise following its strategy, the lack of interconnection between different levels of education, and the insufficient use of individual creative capabilities of staff.

Thus, there is a growing need to develop conceptual approaches to human potential reproduction based on the education system (vocational training and advanced training). They should be guided by international standards, and take into account the dynamics of updating the requirements for staff, their professionalism, qualification and educational level, professional mobility, and responsibility.

The purpose of conceptual approaches is to create a basis for the formation of a system of human potential reproduction. It should be aimed at the formation of innovatively active staff, combine active use and continuous systematic training of employees of the enterprise, and focus on the maximum convergence of the enterprise interests and the individual employee. Such an approach will increase the efficiency of production, and expand the possibilities for the enterprise to enter the world market.

Systematic continuous learning is a continuous process of accumulation and development of knowledge and skills of staff, changes in behavioral aspects, and processes. The need for continuous training of staff of enterprises is due to the high dynamism of the external environment. This allows them to adapt as quickly as possible to its constantly updated parameters due to continuous training (retraining, advanced training) of staff.

The priority of conceptual approaches to managing the human potential of an enterprise, and in particular to the training system, changes during different periods of staff activity at the enterprise:

- adaptation period;
- period of active development of processes;
- the period of achieving a high level of competence.

Following the conceptual approaches of human potential reproduction, the possibility of solving certain problems in each period is realized.

For the adaptation period, such tasks are the following:

- advisory assistance organization;
- psychological support organization;
- the formation and use of the institution of mentoring;
- creation of a system of social support for employees, including the stability of official and social status;
- monitoring the state of human potential.

For the period of active development of processes, the main tasks are:

- periodic "debugging" of forms and methods of target professional training and advanced training;
- correction of forms and support of effective methods for stimulating professional and qualification growth, mobility, and rotation of staff;
- the creation of a special reserve for filling the positions of the top management specialists;
- social support for workers involved in the process of human potential reproduction;
- improving the efficiency of human potential use;
- monitoring the state of human potential.

The period of achieving a high level of competence involves the solution of the following tasks:

- creation of social support system for employees involved in the process of human potential reproduction;
- development of the institution of mentoring;
- creation of continuous professional training system and advanced training of staff;
- organization of work with the replacement reserve;
- organization of internal training with the involvement of highly qualified employees;
- monitoring the state of human potential;
- improving the efficiency of human potential use.

Particular importance for the qualitative reproduction of human potential through the training system is the interaction of enterprises with external educational institutions. However, this does not exclude the creation of an internal training structure that contributes to the high-quality reproduction of human potential, updating the knowledge of employees of the enterprise, self-development to achieve the goals of the enterprise, and meeting the personal needs of the staff. Its activities can easily and quickly change in accordance with the needs of the enterprise.

In enterprises with an internal training structure, human development should be considered as a key type of management activity. Its object is not an individual employee or group, but an enterprise as a whole, which is capable and committed to constant change, learning, and transformation. Such an enterprise is classified as a self-learning one.

Enterprises in a competitive market are constantly faced with various new situations. Their external environment is often dynamic and unpredictable. It makes choosing any one strategy or one scenario for their behavior a difficult task. In this

case, training becomes a prerequisite for maintaining flexibility and increasing the innovative potential of the enterprise. It should respond to the real course of events and take appropriate actions to ensure staff competitiveness and quantitative and qualitative reproduction of human potential.

The basis for successful management decisions related to human potential reproduction is the identification of the discrepancy between the development of human potential components and the requirements of the current business conditions ("bottlenecks"), which impede the development of its components in accordance with the needs of the enterprise. The main method for diagnosing such a discrepancy is human potential monitoring as a way to conduct special observations in the human resource management system.

The level of some characteristics of the human potential of an individual employee and the staff of the entire enterprise is rather difficult to measure because direct quantitative measurement of many components of human potential is impossible. At the same time, the level of its development is important for an individual employee and the enterprise as a whole. Decisions on the development of many human potential components are made at different levels of the enterprise management system, as well as at the level of the employee's personality. Only in this case human potential can be monitored and regulated.

Monitoring of human potential involves constant monitoring of the dynamics of its characteristics and the implementation of the mechanism of its reproduction, as well as the factors that determine this dynamic in the course of the enterprise's activities.

The main goal of monitoring is to evaluate the effectiveness of management decisions on the human potential reproduction of an enterprise, taking into account the ensuring of innovative activity of the staff and the competitiveness of the enterprise.

Monitoring of human potential should be carried out:

- based on statistical information;
- based on expert assessments;
- based on the opinions of employees.

Monitoring based on statistical information should be carried out in the following main areas:

- the composition of the staff;
- the level of professional readiness and adaptability to types of work;
- dynamics of the employees' number;
- the level of the staff education.

Monitoring based on expert opinions involves an assessment:

- the actual state of the human resource at the enterprise;

- compliance of the development level of human potential components with the requirements of specific production and other processes;
- the effectiveness of the training system;
- staff competitiveness.

Monitoring the opinions of employees of the enterprise involves the following:

- analysis of the situation at the enterprise;
- analysis of the use of individual human potential of employees and factors affecting the effectiveness of this process;
- analysis of employee satisfaction with the training system, retraining, and advanced training adopted at the enterprise.

The groups of indicators reflecting the opinion of experts include:

1) indicators of compliance of the development level of the human potential components of the employees of the enterprise with the requirements of specific jobs or processes;

2) indicators to characterize the factors that determine human potential development;

3) the level of employees competitiveness (by category).

Regarding the first group of indicators, experts are invited to evaluate the professional and qualification components. That can use the method of profiling positions by categories of employees (managers, specialists, workers). The experts identify an agreed list of competencies in the following three blocks for each position through questionnaires and focus groups:

- knowledge;
- skills;
- qualities required for a particular position.

Each received list of competencies is divided internally into classified blocks. According to them, another survey is conducted among experts to find out which competencies should demonstrated to a greater extent and which one to a lesser extent using a rating scale. Thus, the required profile of the position is obtained.

The system of indicators to characterize the factors that determine the human potential development includes:

- rating of factors hindering the human potential development of employees;
- the effectiveness of various forms and methods of training, retraining and advanced training of staff.

Indicators reflecting the opinion of the employees of the enterprise include:

- compliance of the development level of professional qualification, innovative, creative, motivational components of human potential with the requirements of production;

- an integral indicator of the development level of human potential components;
- rating of factors motivating employees to develop their human potential;
- the satisfaction degree of employees with the elements of infrastructure responsible for the human potential reproduction of the enterprise.

Based on the needs of business, quantitative and qualitative characteristics of human potential are formed. With the help of its monitoring, it is possible to assess the current state of human potential and its use, as well as to compare it with those quantitative and qualitative characteristics that are necessary for the activities of an enterprise.

The system of training and monitoring of human potential are the components of the mechanism of its reproduction.

The mechanism of reproduction of the human potential of an employee can be represented as a sequence of processes for providing, monitoring, updating, improving and developing (Fig.). They form a cycle and allow building up the human potential of both an individual employee and the enterprise as a whole.

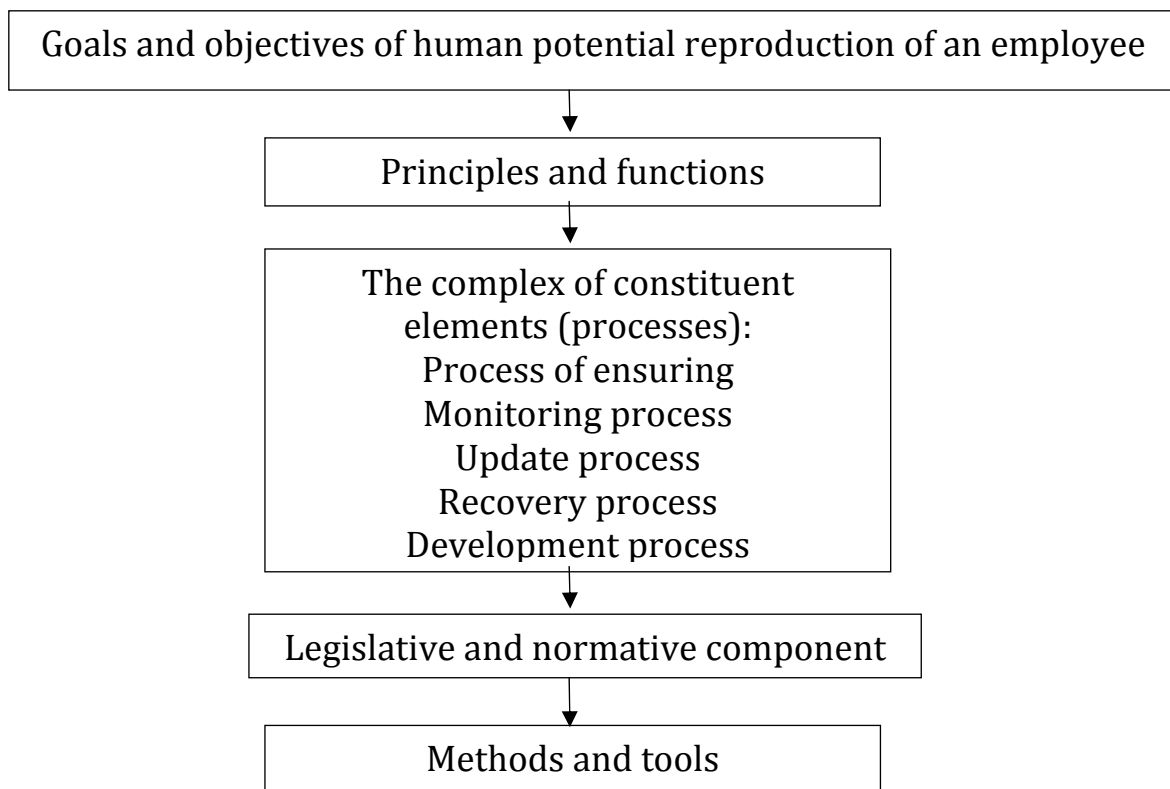


Fig. Mechanism of human potential reproduction

The provisioning process involves planning the need to hire new personnel, selection, admission, adaptation, internal relocation, and dismissal.

The monitoring process described above reveals a discrepancy between the actual and required quantitative and qualitative characteristics of the personnel. It is the basis for planning all other processes.

The renewal process involves the redistribution of employees according to levels of responsibility, structural divisions, tasks and functions within the enterprise itself.

The recovery process includes planning and monitoring the physical and moral condition of employees, creating organizational and infrastructural systems to take care of the health of personnel.

The development process includes training, career planning systems, and ensuring social stability.

The content of the processes is determined on the basis of the goals and objectives of managing the reproduction of human potential. They are performed in accordance with certain principles and functional features. The mechanism of reproduction of human potential is regulated and regulated by legislative and regulatory documents. Each of the processes uses both general and special methods and tools.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH / ВИСНОВКИ ТА ПЕРСПЕКТИВИ ПОДАЛЬШИХ ДОСЛІДЖЕНЬ

In the context of competition and the need for high innovative activity, the problems of human potential reproduction continue to be extremely relevant.

Especially important for the enterprise is the ability of employees to think in a new way, the willingness to work in a single creative team. Under these conditions, it is necessary to take a conceptually correct and innovative approach to the reproduction of human potential, to take into account the dynamism of updating requirements for personnel. The use of conceptual approaches to the reproduction of human potential, based on the training system, creates the basis for the formation of a system for the reproduction of human potential, provides an increase in production efficiency.

There is a need to develop and use a mechanism for the reproduction of the human potential of an employee, which includes a set of processes for training and retraining personnel to meet the requirements of the enterprise. Monitoring of human potential is the basis for the effective functioning of such a mechanism. The offered algorithm for its implementation makes it possible to calculate complex indicators of the state of human potential for various categories of enterprise personnel. The level of development of human potential components forms the competitive advantages of the enterprise, the level of competitiveness of employees in the labor market.

Prospects for further research. Further research should be aimed at concretizing the organizational mechanism for the implementation of conceptual approaches to the reproduction of human potential.

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КОНЦЕПТУАЛЬНІ ПІДХОДИ ДО УПРАВЛІННЯ ВІДТВОРЕННЯМ ЛЮДСЬКОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ

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Анотація. У статті розглянуто проблему управління відтворення людського потенціалу підприємства. Людський потенціал має суттєве значення для забезпечення його інноваційної активності та конкурентоспроможності. Висококваліфіковані співробітники, зокрема їх людський потенціал, є найважливішим капіталом підприємства. Аналіз наукових публікацій виявив, що недостатньо вивчено проблему відтворення людського потенціалу на рівні підприємств. Відтворення людського потенціалу працівника представлено як сукупність процесів відновлення та нарощування його об'єктивних та суб'єктивних характеристик для забезпечення його максимальної відповідності наявним та майбутнім вимогам підприємства. Запропоновано концептуальні підходи до відтворення людського потенціалу, що ґрунтуються на системі навчання (професійне навчання та підвищення

кваліфікації). Вони є основою формування системи відтворення людського потенціалу. Така система враховує динамічність оновлення вимог до персоналу, їх професійності, кваліфікаційного та освітнього рівня. Запропоновано визначати та вирішувати завдання щодо відтворення людського потенціалу, орієнтуючись на певний період активності персоналу на підприємстві. Це може бути період адаптації, періоди освоєння процесів та досягнення високого рівня компетентності. Розглянуто використання у системі навчання взаємодію підприємств із зовнішніми освітніми установами та створення внутрішньої навчальної структури для відтворення людського потенціалу. Відзначено перевагу внутрішньої навчальної структури. Це легкість та оперативність її зміни відповідно до потреб підприємства. Запропоновано алгоритм моніторингу людського потенціалу, який комплексно враховує дані статистичної інформації, результати оцінок експертів та опитування думок працівників. Такий моніторинг є основою виявлення невідповідності розвитку компонентів людського потенціалу вимогам нинішніх умов ведення бізнесу. Механізм відтворення людського потенціалу працівника представлено як послідовність процесів забезпечення, моніторингу, оновлення, оздоровлення та розвитку. Їх зміст визначається на основі цілей та завдань управління відтворенням людського потенціалу.

Ключові слова: управління; система навчання; концептуальні підходи; відтворення; людський потенціал.

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