PERSONNEL QUALITY AS A FACTOR INCREASING THE COMPETITIVENESS OF THE ENTERPRISE

Abstract. An attempt was made to identify undisclosed aspects and factors affecting labor productivity and the company's personnel, which make it possible to minimize losses as the main component of business activity and the expenditure of labor resources necessary for the effective operation of both the company as a whole and the person as a basic personnel cell in particular, as well as to ensure the competitiveness of personnel in modern market relations that are developing in Ukraine. In particular, it was found that the personnel of the enterprise (personnel, labor team) is the totality of employees included in its accounting staff, and labor resources are all able-bodied people who are employed in the spheres of social production and individual labor, regardless of age, as well as able-bodied the population that can participate in social work, but is engaged in training with a break from production or in the Armed Forces, in a private economy, etc. It was also determined that the category "labor potential" appeared in scientific circulation thanks to the further knowledge of labor resources in the production process.

It was established that the labor potential consists of two parts: passive (unclaimed social resources) and active (means needed in the field of production). Labor potential is realized, embodied in practice in the personnel of the enterprise. It is also appropriate, in our opinion, to expand the category of personnel based on trends characterized by increased competition and the need for constant formation of strategic competitive advantages of business. In addition, it should be noted that increasingly the competitive position of the enterprise is determined by the personnel of this enterprise, which is aimed at gaining an advantage over competitors in the field of education, work results, professional and intellectual development, etc. So, first of all, it is proposed to revise the view on the use of labor resources as the main ones in the activity of a modern enterprise. This will make it possible to effectively use the available resources and create conditions for the development of leaders and
staff in general. In addition to increasing labor productivity, such a factor as competitiveness will be significantly developed, which will enable optimization of the main types of resources, primarily human, time and financial. Further research on the specified topic is relevant and requires researchers to have skills not only in the practical area of actualization of new solutions, but also in terms of practical skills of working with personnel directly at the enterprise. This will make it possible, in the future, to identify new, so far not identified, aspects and problems in the work of the staff; will help to show more deeply and in more detail the impact of the competitiveness of the personnel on the activity of the enterprise.

**Key words:** Personnel, labor productivity, personnel competitiveness, personnel management.

Кучмєєв Олександр Олександрович доктор економічних наук, доцент, доцент кафедри управління та адміністрування, Відкритий міжнародний університет розвитку людини «Україна», вул. Львівська, 23, м. Київ, тел.: (093) 227-65-39, https://orcid.org/0000-0003-1803-6231

**ЯКІСТЬ ПЕРСОНАЛУ ЯК ФАКТОР ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВА**

**Анотація.** Було зроблено спробу виявити нерозкриті сторони та фактори, що впливають на продуктивність праці та персонал підприємства, які дають змогу мінімізувати втрати як основну складову підприємницької діяльності та витрати трудових ресурсів, необхідних для ефективної діяльності як підприємства в цілому, так і людини як базової кімірки персоналу зокрема, а також забезпечити конкурентоспроможність персоналу в сучасних ринкових відносинах, що складаються в Україні. Зокрема з’ясовано, що персонал підприємства (кадри, трудовий колектив) – це суккупність працівників, що входять до його облікового складу, а трудові ресурси – це все працездатне населення, яке зайняте у сферах суспільного виробництва та індивідуальної праці незалежно від віку, а також працездатне населення, яке може брати участь у соціальній роботі, але зайняте на навчанні з відривом від виробництва або в складі Збройних сил, у приватному господарстві тощо. Також було визначено, що категорія «трудовий потенціал» з’явився в науковому обігу завдяки подальшому пізнанню трудових ресурсів в процесі виробництва.

Було встановлено, що трудовий потенціал складається з двох частин: пасивної (незатребувані соціальні ресурси) та активної (засоби, необхідні у сфері виробництва). Трудовий потенціал реалізується, втілюється на практиці в персоналі підприємства. Доцільно також, на наш погляд, розширити категорію персоналу виходячи з трендів, які характеризуються посиленням конкуренції та необхідністю постійного формування стратегічних конкурентних переваг.
бізнесу. Крім того, слід зазначити, що дедалі більше конкурентна позиція підприємства визначається персоналом цього підприємства, який націленний на отримання переваги над конкурентами у сфері освіти, результатах праці, професійному та інтелектуальному розвитку, тощо. Отже, насамперед пропонується переглянути погляд на використання трудових ресурсів як основних в діяльності сучасного підприємства. Це дає змогу ефективно використати наявні ресурси та створити умови для розвитку лідерів та персоналу загалом. Окрім підвищення продуктивності праці буде значно розвинутий такий фактор як конкурентоспроможність, що дає змогу відбутися оптимізації за основними видами ресурсів, насамперед людськими, часовими та фінансовими. Подальші дослідження вказаної тематики є актуальними та вимагають від дослідників наявність навичок не тільки в практичній площині актуалізації нових рішень але й в частині практичних навичок роботи з персоналом безпосередньо на підприємстві. Це дає змогу, в перспективі, виявити нові, до тепер не виявлені, аспекти та проблеми в роботі персоналу; допоможе більш глибше та детальніше показати вплив конкурентоспроможності персоналу надіяльність підприємства.

Ключові слова: Персонал, продуктивність праці, конкурентоспроможність персоналу, управління персоналом.

**Formulation of the problem in general.** Currently, society is in a new reality that requires enterprises of all levels to fundamentally review their visions regarding the use of personnel. It is no longer a secret for anyone that approaching the end of the 21st century, personnel, as the main factor of the company's efficiency, is undergoing drastic changes. Changes are taking place in all components of the essence of the use of personnel under the influence of public, informational, social, globalization factors, and factors of temporary, but no less important influence, such as the COVID-19 pandemic, which radically changes social and economic life. At the same time, the transition of the world to an innovative economy requires the personnel to have qualities that determine their ability to generate ideas and ensure their practical implementation. In these conditions, personnel turns into a strategic factor that ensures the formation of long-term competitive advantages of the economic system.

**Analysis of previous studies and publications.** A large number of domestic and foreign scientists are devoted to the research and development of theories and methodologies of personnel management: Beketov N.V., Vynogradskyi M.D., V.M. Petyukh, V.M. Danyuk, S.O. Tsymbalyuk, prof. P.E. Shlendera, prof. Yu.P. Kokina, M.D., Kozak K.B., V.M. Danyuk, V.M. Petyukh, Krushelnytska O.V., Melnychuk D.P., Savchenko V.A., Subbotovych Yu.L., Fantaz S.M., Shvab L.I., Shulgina T.S. Also the topic of human development as a factor in reducing Kryshtanovych M., Akimova L., Akimov O., Kubiniy N., Marhitich V. investigate risks and increase the competitiveness of energy companies in their works [13]. At the
same time, the authors ignore the competitiveness of the human resource itself. Kubiniy N., Marhitich V., Kosovilka T. focus on human and labor potential as a condition for effective strategic management of regions [15], however, they do not explain the importance of personnel at the micro-level, which is the basis of the development of the region and the country. The position of Honcharenko, I., Dubinina, M. and others deserves attention. [13] regarding the assessment of the effectiveness of the functioning of communities, whose labor potential is a factor in their development. The assessment methodology proposed by the authors does not include assessment of personnel, their development and work potential, which significantly limits the assessment scale. A large number of domestic and foreign scientists are devoted to personnel management: Beketov N.V., Vynogradskyi M.D., V.M. Petyukh, V.M. Danyuk, S.O. Tsymbalyuk, prof. P.E. Shlendera, prof. Y.P. Kokina, M.D. Vinohradskyi, K.B. Kozak, V.M. Danyuk, V.M. Petyukh, Krushelnytska O.V., Melnychuk D.P., Savchenko V.A., Subbotovych Yu.L., Fantaz S.M., Shvab L.I., Shulgina T.S. Also the topic of human development as a factor in reducing Kryshtanovych M., Akimova L., Akimov O., Kubiniy N., Marhitich V. investigate risks and increase the competitiveness of energy companies in their works [13]. At the same time, the authors ignore the competitiveness of the human resource itself. Kubiniy N., Marhitich V., Kosovilka T.[14] focus on human and labor potential as a condition for effective strategic management of regions, but they do not explain the importance of personnel at the micro-level, which is the basis of the development of the region and the country. The position of Honcharenko, I., Dubinina, M. and others deserves attention. [12] regarding the assessment of the effectiveness of the functioning of communities, whose labor potential is a factor in their development. The assessment methodology proposed by the authors does not include assessment of personnel, their development and work potential, which significantly limits the assessment scale.

Thus, the issue of the need to develop and implement a renewable model of social and labor development remains understudied, so further scientific research in this direction is needed, especially in the conditions of Ukrainian realities.

Formulation of the goals of the article. The purpose of the article is to research and modernize the trends of changes in modern society as a whole and at enterprises in particular to realize the need for radical changes in the development and implementation of new approaches in the system of using and recruiting personnel.

Presenting main material. The personnel of the enterprise (personnel, labor team) is a set of employees who are part of its accounting staff. The category of personnel intersects in scientific and practical aspects with the understanding of labor resources and labor potential.

Based on the work of local scientists, two approaches to determining the issue of labor resources can be distinguished.

A group of scientists, consisting of such scientists as E. Ya. Gregova,
B. D. Breev, V. V. Dubrovsky, T. A. Kornyushyna, and others, combines the concept of labor resources with such concepts as labor potential, personnel and working power. Labor resources are potential that must possess "appropriate education and excellent knowledge, flexible mind and practical acumen, have sufficient work experience in the position held, know advanced domestic and foreign experience of entrepreneurial and commercial activity, organization and technology." E. Ya. Gregova and V. V. Dubrovsky, mentioned above, believe that labor resources are employees of an enterprise or organization who have a certain qualification and profession, with their motives, aspirations and desires. The second group of scientists believes that the main component of labor resources is the population and therefore defines labor resources through this component.

They believe that labor resources are all the able-bodied population, which is employed in the spheres of social production and individual labor, regardless of age, as well as the able-bodied population, which can participate in social work, but is engaged in training with a break from production or in the Armed Forces forces, in the private economy, etc. [6, p. 8].

The demand for activation and effective use of perspectives related to the personal factor contributed to the emergence of the concept of "labor potential" in the second half of the 20th century.

The category "labor potential" appeared in scientific circulation thanks to further knowledge of labor resources in the production process.

Further knowledge of labor resources in the production process led to the emergence of such a category as "labor potential" in scientific circulation. Appearance of the above-mentioned category indicates the important needs of today's practice in establishing the opportunities and resources of economic growth that have not been used to the end, which are related to the human factor and are associated with insufficient research of the combined nature of many processes in the provision of labor resources, the workforce, as well as the population [7, with. 40].

"Labor potential" as a concept is interpreted ambiguously by different authors. This is partly explained by the fact that the development of this problem is carried out by the joint efforts of scientists from various scientific fields. Economists, demographers, sociologists, philosophers and others deal with this problem. The term "Potential" is the basis of the concept of "labor potential". This term is not unambiguous: it can be considered as a resource category and include resources, means or sources that are needed to solve multifaceted problems; on the other hand, he notes the fact that these powers are hidden, as it is "a collection of not only some means", but also "possibility" [9]. So, based on the semantics of this word, we can conclude that the labor potential consists of two parts: passive (unclaimed social resources) and active (means needed in the field of production). Labor potential is realized, embodied in practice in the personnel of the enterprise.
It is appropriate, in our opinion, to expand the category of personnel based on trends characterized by increased competition and the need for constant formation of strategic competitive advantages of business. In other words, the competitive position of the enterprise is increasingly determined by the personnel of this enterprise, which is aimed at gaining an advantage over competitors in the field of education, work results, professional and intellectual development, etc. [1].

Competition in modern dictionaries is interpreted as a struggle to achieve better results in some matter, therefore the professional career of an employee in an organization, his activities are always checked for positive social perception by the manager, as well as in evaluation opinions on the scale of the organization, that is, public opinion is formed.

We consider personnel as a factor that has mastered the qualities and abilities to work in a changing environment, has the potential for its own development and the ability to provide business with long-term competitive advantages.

Based on this, the personnel evaluation system as a factor of competitiveness needs to consider three levels of performance measurement:

1. The level of public awareness of social cognition of the employee's image, among which the factor that plays an important role in the profession is the factor of his social success;
2. The professional level of the individual, among which the competitiveness of employees is a success factor;
3. Professional level, where the success factor is the presence of a specific type of technology taking into account the specific situation, status and function of the industry.

Thus, personnel as a factor of competitiveness is formed under the influence of internal and external factors and can be considered to some extent as a result of training, development and activity.

In addition to personnel as a holistic phenomenon that provides competitive advantages of business, it is advisable to take into account the competitiveness of personnel, which is interconnected and interdependent.

Under the competitiveness of the staff we understand such a personal resource of employees, which contains the skills and qualities necessary for competition. This can be called a subjective aspect of competitiveness. It indicates an employee's conscious desire to succeed in a career, as well as a range of social and moral beliefs, experience and knowledge, and a level of technical skills.

Objective aspects of competitiveness include various obstacles, obstacles on the way to goals, overcoming which the employee demonstrates competitive qualities and abilities.

Therefore, it can be considered that competitive employees, thanks to their personal and professional potential, can withstand competition, are able to overcome obstacles and limitations on the way to success in professional activities, and therefore have a clear advantage over others.
The personnel of the enterprise is a driving force in the production process, as it is able to implement innovative developments, new technologies, etc. However, speaking about the company's personnel in general, it should be noted that this is a rather broad concept and includes various categories of specialists who are involved both in the administrative and management and in the production process.

Enterprise personnel as a factor of competitiveness changes and is formed with the help of external and internal factors. The demographic process, social laws and ethics, the nature of the labor market, etc. can be attributed to the external ones. The influence of the aforementioned factors is embodied in the following macroeconomic parameters: the number of active (healthy) population, its general education level, labor supply, employment level, potential labor force reserve. In turn, these characteristics determine the quantitative and qualitative parameters of labor resources. Internal factors are the nature of products, technology and organization of production.

The personnel of the enterprise can be divided according to the following characteristics:

1) by the nature of the impact on economic activity.
2) depending on the functions performed.
3) by professions and specialties in accordance with the single tariff and qualification directory of jobs and professions.
4) by qualification level (qualification characterizes the quality and complexity of work and is a set of special knowledge and skills that determine the degree of preparation of the employee
5) by gender and age.

The existing personnel classifications make it possible not only to establish the influence of the personnel factor on the final product of the organization or enterprise, but also to identify the most significant structural changes, their movement levers, currents, and on this basis to produce an actual strategy for the development of labor resources.

The specific level of qualification of workers is determined with the help of tariff and qualification guides (characteristics) [14, p. 164].

The personnel structure is the ratio of the number of employees of different categories, for example, managers and ordinary personnel; employees engaged in physical labor and mechanized labor. It is impossible to standardize the personnel structure, as it is formed each time individually under the influence of many factors. The management of each organization must constantly analyze the personnel structure and take into account dynamic external and internal changes for optimization [3].

enterprises in general, it should be noted that this is a rather broad concept and includes various categories of specialists who are involved both in the administrative and management, and in the production process.

Enterprise personnel as a factor of competitiveness changes and is formed with
the help of external and internal factors. The demographic process, social laws and ethics, the nature of the labor market, etc. can be attributed to the external ones. The influence of the aforementioned factors is embodied in the following macroeconomic parameters: the number of active (healthy) population, its general education level, labor supply, employment level, potential labor force reserve. In turn, these characteristics determine the quantitative and qualitative parameters of labor resources. Internal factors are the nature of products, technology and organization of production.

The personnel of the enterprise can be divided according to the following characteristics:
- by the nature of the impact on economic activity.
- depending on the functions performed.
- by professions and specialties in accordance with the unified tariff and qualification directory of jobs and professions.
- by qualification level (qualification characterizes the quality and complexity of work and is a set of special knowledge and skills that determine the degree of preparation of the employee
- by gender and age.

Existing classifications of personnel make it possible not only to establish the influence of the personnel factor on the final product of the organization or enterprise, but also to identify the most significant structural changes, their levers of movement, currents, and on this basis to produce an actual strategy for the development of labor resources.

The specific level of qualification of workers is determined with the help of tariff and qualification guides (characteristics) [14, p. 164].

![Fig. 1.1. Personnel in the context of competitiveness issues (compiled by the author)](image-url)
The personnel structure is the ratio of the number of employees of different categories, for example, managers and ordinary personnel; employees engaged in physical labor and mechanized labor. It is impossible to standardize the personnel structure, as it is formed each time individually under the influence of many factors. The management of each organization must constantly analyze the personnel structure and take into account dynamic external and internal changes for optimization [3].

The personnel, both in terms of its numerical structure and professional and qualification composition, is formed under the influence of external, internal organizational and individual factors that affect the formation of personnel with different intensity (Fig. 1.2).

Personnel is a strategic factor of the company's competitiveness, but it acquires the form of an advantage under the condition of effective use of personnel.

Analyzing the above, we believe that personnel as a factor of competitiveness can be classified by the quality or efficiency of work.

Labor is the most important factor of any enterprise. The ability of specific labor to produce a certain amount of material goods per unit of working time is its productivity, which determines labor efficiency.

Labor productivity measures the level of effectiveness of personnel management in the organization, it reflects the ability of the personnel management system and the organization in general to provide a certain result under various conditions and opportunities.

<table>
<thead>
<tr>
<th>External factors:</th>
<th>Individual factors:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Demographic processes;</td>
<td>- The level of education and professional training of employees;</td>
</tr>
<tr>
<td>- State influence, legislative requirements;</td>
<td>- State of health and culture;</td>
</tr>
<tr>
<td>- The situation on the labor market, the</td>
<td>- Age of staff and presence of dependents;</td>
</tr>
<tr>
<td>demand for labor from competitors, the</td>
<td>- Psychophysiological capabilities of employees.</td>
</tr>
<tr>
<td>level of wages that is made up;</td>
<td></td>
</tr>
<tr>
<td>- International Economic Relations.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal organizational factors:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Enterprise development strategy;</td>
</tr>
<tr>
<td>- Amount of expenses for personnel management;</td>
</tr>
<tr>
<td>- Quantitative and qualitative characteristics of the</td>
</tr>
<tr>
<td>available personnel;</td>
</tr>
<tr>
<td>- Available corporate culture;</td>
</tr>
<tr>
<td>- Organizational working conditions;</td>
</tr>
<tr>
<td>- Level of professional workload;</td>
</tr>
<tr>
<td>- Influence of trade unions.</td>
</tr>
</tbody>
</table>

**Fig. 1.2. The structure and professional qualification of the staff**  
(compiled by the author)
Increasing labor productivity at the enterprise is the main problem, solving it will contribute to expanded reproduction in a certain industry, increasing the profitability of the enterprise, the material well-being of employees, and the standard of living of employees. Along with that, productivity

Personnel is a strategic factor of the company's competitiveness, but it acquires the form of an advantage under the condition of effective use of personnel.

Analyzing the above, we believe that personnel as a factor of competitiveness can be classified by the quality or efficiency of work.

Labor is the most important factor of any enterprise. The ability of specific labor to produce a certain amount of material goods per unit of working time is its productivity, which determines labor efficiency.

Labor productivity measures the level of effectiveness of personnel management in the organization, it reflects the ability of the personnel management system and the organization in general to provide a certain result under various conditions and opportunities.

Increasing labor productivity at the enterprise is the main problem, solving it will contribute to expanded reproduction in a certain industry, increasing the profitability of the enterprise, the material well-being of employees, and the standard of living of employees. At the same time, labor productivity is closely related to work motivation. An increase in labor productivity at the enterprise will contribute to its strengthening due to an increase in the real income of the staff. [3]

Conclusions and prospects for further research. If we summarize the results of the research, we can say that the competitiveness of the enterprise depends on the personnel, which is a factor of further development and acquisition of leading positions in the field of business rivalry.

Further research on the specified topic is relevant and requires researchers to have skills not only in the practical area of actualization of new solutions, but also in terms of practical skills of working with personnel directly at the enterprise. This will make it possible, in the future, to identify new, so far not identified, aspects and problems in the work of the staff; will help to show more deeply and in more detail the impact of the competitiveness of the personnel on the activity of the enterprise.

References:

Література:
1. Бекетов Н.В. Поняття конкурентоспроможності та його еволюція. Маркетинг в Україні і за кордоном. 2007. №6. С. 83-86.
12. Гончаренко І. Оцінка діяльності регіональних органів. URL: https://ejournals.vdu.lt/index.php/mtsrbid/article/view/2026
13. Криштанович М. Моделювання процесу формування потенціалу безпеки машинобудівних підприємств. URL: http://iieta.org/journals/ijsse
14. Кубіній Н. Потенціал стратегічного розвитку економіки регіону. URL: https://dspace.tsu.ge/handle/123456789/523?locale-attribute=en